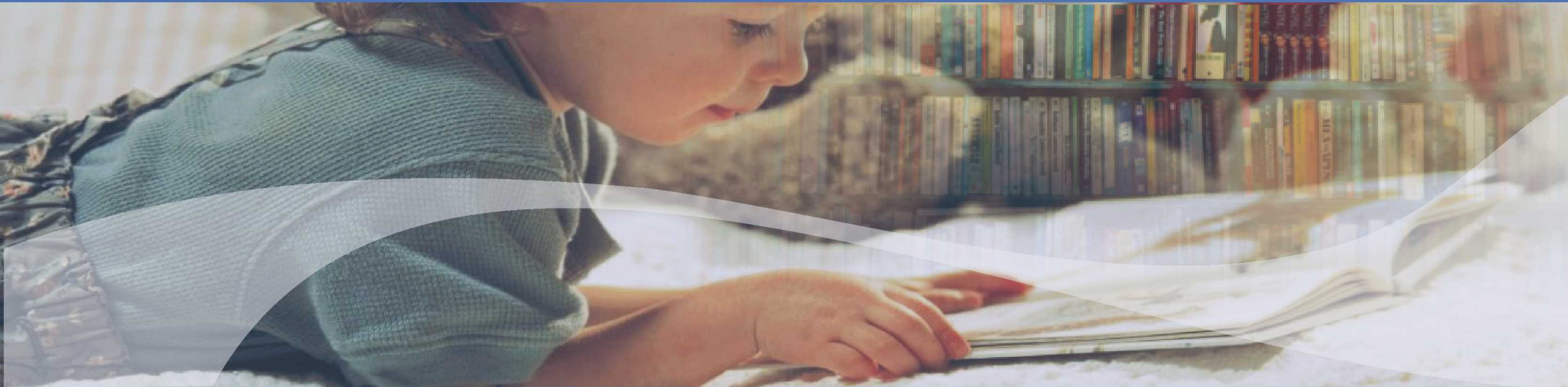




CITY OF MISSISSAUGA



FUTURE DIRECTIONS FOR LIBRARY SERVICES

JUNE 2004



in
association
with



1. PROCESS

The Community Services Department, with the assistance of Monteith Brown Planning Consultants, ASM Consultants, the JF Group, and Leger Marketing has completed the 2004 Future Directions for Library Services for the City of Mississauga. The 2004 Future Directions for Library Services has taken a broad approach to the issue of need. The document not only addresses the facility and material requirements, but also issues such as the delivery of services, the Library mandate, synergies with the Recreation and Parks Department, user fees, and partnership arrangements.

The Future Directions for Library Services is supported by extensive background research, topic specific studies, a household survey, the findings of eleven public meetings, focus group sessions and thorough review by the community and staff. Additionally, an Implementation Plan will provide the details of how each recommendation of the Future Directions documents can be enacted, and at what cost.

Although the 2004 Future Directions for Library Services deals with Library needs to the year 2031, the Plan is designed to be a living document that is updated every five years to reflect changes within the social, cultural, informational and educational environments of the City and the Province.

The work program for the Future Directions included:

- Review and analysis of existing documents and research including trends and best practices
- Analysis of the community profile
- Public focus groups sessions and staff workshops
- A random household survey
- Developing preliminary recommendations, which were reviewed by the public at eleven meetings as well as by the Mississauga Library Board, staff and Council.

The Mississauga Library System is one of the largest in the country consisting of the Central Library and 14 branches both 'large' and 'small' (plus two under construction). In terms of facilities, the Malton, Mississauga Valley, South Common, Streetsville, Meadowvale and Clarkson branches have been recently renovated. Additionally, since the time of the 1999 Future Direction Plan, the City has opened two new libraries – the Frank McKechnie Branch and the Erin Meadows Branch (the latter in partnership with a local board of education) and as noted above two more branches are about to open this year (Courtneypark and Cooksville).

Mission Statement

The purpose of the Mississauga Library System is to provide library services to meet lifelong informational, educational, cultural and recreational needs of all Mississauga citizens.

Vision Statement

The Mississauga Library System will strive to develop its services and resources for 612,000 in 2003 to meet the needs of the City's ultimate population of 712,000 in 2021 in a way designed to allow the library user to do it themselves ("user do"), to connect with the wider resources of the wired world ("e-library"), and to develop alternative funding (revenue generation) and support mechanisms (sponsorships and partnerships) in order to reduce tax based support for a major and outstanding public library.

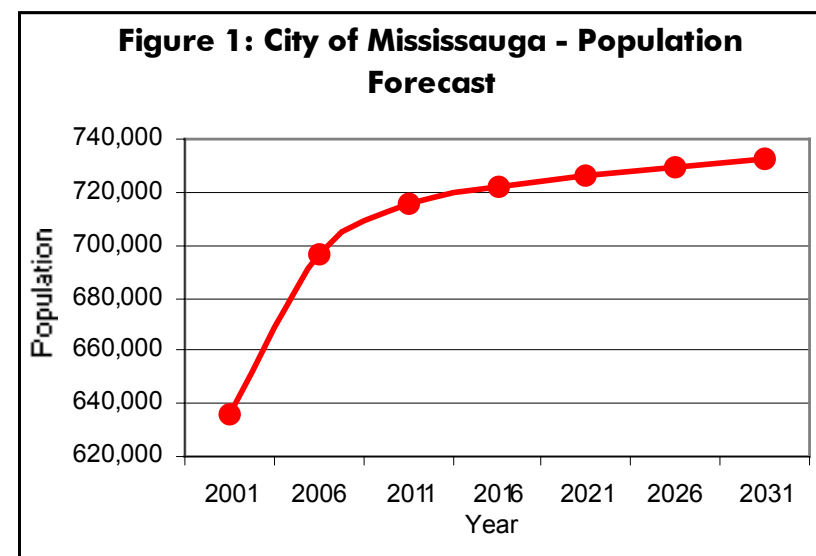
The 'Hot Issues' that will influence changes to the library mandate and that provided a focus to the Future Directions for Library Services are:

- Library as Place
- Community-Based Service Delivery Model
- Aligning library collection development with a community-based service delivery model
- Partnerships
- Fee-based Policies
- Demographics

2. DEMOGRAPHICS

Current and projected demographic characteristics, combined with knowledge of common activity patterns and preferences held by people of various ages, ethnicities, and income levels, provide valuable insight into the demands that will be placed on the library system in the future. Since the 1999 Future Direction was prepared, a number of significant demographic shifts have occurred in Mississauga. While the emphasis is on population and age composition, other socio-demographic variables are known to influence library participation such as income, education, and in some cases, ethnic background.

As illustrated in Figure 1, the City is experiencing overall growth; however, overall growth is not the only factor to be considered in planning for the provision of library services as it is the detailed characteristics of the demographics that provide the real insight into the library service requirements of the City. Not only is the number of 0-9 year olds important, so is knowing where they will live and the chances of them participating in a leisure/library programming.



As illustrated in the Figure 2, the Youth population is declining in overall numbers while persons over the age of 55 are increasing dramatically.

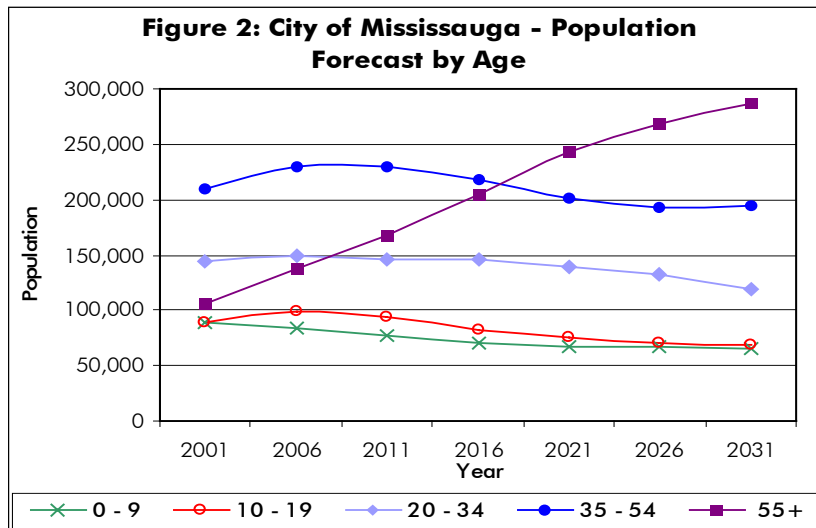


Table 1 indicates that Service Areas 1 and 2 will continue to experience growth in all age categories while the remainder of the City will grow in the over 55 age group. New Canadian’s will continue to make up a significant portion of the City and the varied ethnicity of the population may influence library requirements.

Table 1: Existing & Projected Population by Service Area

Service Area	2003 Population	2031 Population	% of Overall Growth (2003-2031)
1	132,144	162,000	46%
2	140,199	156,000	25%
3	41,345	37,500	-6%
4	102,769	95,000	-12%
5	163,638	189,500	40%
6	84,452	89,000	7%
Total	664,547	729,000	100%

Sources: Hemson Consulting 2003 and Monteith Brown Planning Consultants 2003
 Note: Population within employment areas not included.

Service Areas



3. TRENDS & PUBLIC CONSULTATION

Reading is the number one leisure activity of the residents of Mississauga and 88% of those using the library do so to borrow books. There was some tolerance for paying for some services such as DVDs and Programs and CDs.

Table 2 illustrates that North American library collection trends also show increases in online references sources and general fiction.

Table 2: Summary of North American Library Collection Trends

Online reference sources	↑
General fiction (e.g., popular materials, mystery, young adult titles)	↑
Videos, DVDs and audiobooks	↑
Medicine and health, home improvement, how-to books, biography, arts & crafts, business	▬
Print reference materials	↓
Print periodicals	↓
Selected non-fiction areas (e.g., travel, job hunting, and college information)	↓
Music cassettes and CD-ROMs	↓

In April and May of 2004, ten public meetings were held to present the draft Future Directions for Library Services and obtain feedback on the recommendations. On June 2, 2004 a final meeting was held with the public to present the final Future Directions for Library Services.

Some of the themes that emerged through the public consultation process deserve notation. Those that could have impact on the Library system included:

- More emphasis on **accessibility** from a physical, social and financial perspective.

Not all Mississauga residents have the needed financial resources to access facilities. Ability to pay continues to be the supported theme. The difficulty is how to identify those who can from those who cannot afford to pay. The Library is seen as one of the last vestiges of a free activity. Access to the Internet is essential to many young people for both their studies and finding employment. The public supports the creation of free programming or reduced cost programming in areas of identified financial need. Increased physical access was also supported as well as improvements to the number of programs available to people with limitations or challenges.

- The development of a **teen strategy** and resulting programs and facilities.

One of the areas the residents were willing to spend more money was for the provision of facilities that would interest teens. Libraries are sometimes the only place that teens are allowed to go. The changes in school curriculum are also making joint projects necessary and the library becomes the logical location for this to take place. Teen needs and older adult needs do not always mix so there is the added pressure on the library system to create suitable space for both.

- The development of a better understanding of the needs of the new **older adults**.

With the over 55 age group doubling in the next twenty years it will be imperative that the City understand the library requirements of this age group. We need to have a better understanding of what this demographic will want and whether they are willing to pay for certain services. Are the needs of 55 year olds anything like the needs of 65 year olds or 75 year olds? As this age group grows, so will their demands on the library facilities. Greater preparedness is needed.

- Greater emphasis on branch libraries as a place that reflects the community.

Through the Future Directions for Library Services, it became clear that the library functions much like a community centre for a significant portion of the population. Libraries need to reflect the community where they are located. Libraries also need to be a teen place, a senior's place and an electronics place. A new library continues to be recommended for Churchill Meadows and after it is built reassessment of the space allocation and location of the Meadowvale Branch will be required. Despite public concerns for the closure of Sheridan, we continue to recommend that the lease not be renewed. Although the facility plays an important part in the programming at Oakridge Public School a more detailed assessment will be required to determine whether or not a similar service could be performed in an after school program.

- More unstructured recreational activities for people of all ages, interests and abilities.

Lack of time is the number one constraint facing people who would like to partake in a leisure pursuit. Residents want more unstructured opportunities. This includes greater demands on libraries as a source of entertainment.

The Public expressed pleasure at the job the City was doing with regard to the provision of library services and the only issue they disagreed with was - cutting library services so that taxes and/or user fees would not be raised.

At the meetings two options were given for library development and redevelopment in the Northwest or Service Area 1, the second of which was the least preferred by the public. They included:

1. Move Meadowvale Branch to Meadowvale Community Centre and build a new branch in Churchill Meadows - possibly in partnership with a school; or
2. Combine the Meadowvale Branch and proposed Churchill Meadows Branch into one branch in new location.

As a result of extensive public dialogue and the assessment of library space requirements, it is recommended that a new branch be constructed in Churchill Meadows; and that between Churchill Meadows and Meadowvale, there be approximately 20,000 square feet of library space. Options could include leaving Meadowvale Branch where it is, but at a reduced size subject to a feasibility study.

Options for the re-development of Burnhamthorpe, Woodlands, Lakeview, Port Credit, and Lorne Park branch libraries were discussed with the public during the consultation process. Options included utilizing the existing branch sites; or combining branch libraries into a new larger branch at a new location in order to provide a better service at reduced costs. As part of the redevelopment process it was identified that consideration should be given to the more efficient use of space when redeveloping branches in consultation with the public.

As a result of the input received from the public, larger branch libraries were supported everywhere but in the south end of the City where the concept of redevelopment on existing sites was supported. It is also recommended that all redevelopment include a feasibility study, community consultation and the need to address efficiencies.

At the public meetings it was recommended that the Sheridan Branch should be operated only until the lease can be terminated. This is an area with significant overlap in service from other libraries and is the least used library since the redevelopment of the South Common and Clarkson branches. Patrons of Sheridan will be easily accommodated at other existing branches in the area (South Common, Clarkson, Lorne Park and Woodlands). This recommendation is conditional on some form of alternative programming being offered at schools or community space.

It was recommended that where branch libraries are associated with or are in proximity to community centres and/or schools, more co-ordination needs to be explored for program and task sharing; that fees should be charged for some services the library offers; and that Branch libraries' collections, spaces and amenities should continue to reflect the communities they serve and that they consider the area's demographics and ethnicity.

It was also recommended that in an attempt to deal with the lack of time that residents' have to utilize the library services; improvements to material access may be required. Possibilities included more personal services, on-line opportunities, etc., offering the possibility of cost recovery and revenue generation.

4. KEY RECOMMENDATIONS

Key recommendations for the 2004 Future Directions for Library Services include:

1. Maintaining the Library's current collections standard of 2.2 volumes per capita and maintaining the current replacement rate of 7%.
2. Maintaining the Library's space provision standard of 0.6 square feet per person assigned to both the Central and branch libraries at a more flexible range of 0.24 to 0.26 for the Central Library and 0.30 to 0.34 for branch library development.
3. Support the construction of Courtneypark Branch and the Cooksville Branch libraries for opening in 2004.
4. Expand the mandate of the Library to address the principle of library as a "place" when redeveloping or renovating library space and place a greater emphasis on community-based collections and service delivery.
5. Develop a new branch in the Churchill Meadows (2009) portion of the City and redevelop the Meadowvale Branch Library for a shared space allocation of approximately 20,000 square feet between the two facilities.
6. In consultation with the community, investigate the feasibility of relocating the Meadowvale Branch Library to Meadowvale Community Centre following the opening of the Churchill Meadows Branch.
7. In consultation with the community, investigate appropriate solutions for older library facilities, improve efficiencies of space utilization, and identify overlaps in service areas and surplus library space. Libraries for redevelopment analysis include Port Credit, Burnhamthorpe, Lakeview, Lorne Park, and Woodlands.
8. Review options for cost recovery / user fees for select services.
9. Review opportunities for creating a more integrated work model where libraries are at community centres and/or school sites.
10. Establish a system to monitor demands for new formats and languages.
11. Create a clearly defined web strategy, including multicultural library services, with appropriate resources and the ability to offer remote, on-line access to the electronic database.
12. Investigate the feasibility of personalized services for a fee, to generate revenue.
13. Consider only operating the Sheridan Branch library until alternative arrangements can be made for needed after school programming and access to library services and materials for the area's school-aged children.

5. DETAILED LIST OF RECOMMENDATIONS

MANDATE, GUIDING PRINCIPLES & SERVICE DELIVERY

The Library as Place

- The concept of library as place should be adopted as a principle. When redevelopment and renovations are planned, the creation of physical spaces (private study, collaborative rooms, genealogy, teaching space, teen space, coffee shops, etc.) capable of creating a 'place' that is reflective of the surrounding community needs to be evaluated in order to get the most out of the library space.

Community-Based Service Delivery Model

- The library should amend its mandate to reflect the practice of providing a community-based service delivery model and to ensure branch collections reflect the preferences of the community in which they are located (programming and collections at each branch library should reflect the individualism of the community it serves).

Aligning Library Collection Development with a Community-Based (Neighbourhood-Focused) Service Delivery Model

- The library should amend its mandate to reflect the current practice of providing a community-based collection development plan that aligns library collection development with a community-based service delivery model, with centralized elements as appropriate that recognize the significant demographic differences (age and ethnicity, education and economic standing) that exist among the various areas served by branch libraries.

Partnerships

- The library should amend its mandate to provide clear and pro-active direction on the need to expand the use of partnerships for service delivery and not just as a cost-saving device (partnerships should be adopted as a guiding principle).
- Determining clear responsibilities of libraries operated by the school boards versus those operated by the City and finding creative solutions to reduce duplication while still serving the community needs to be a priority. Opportunities to either reduce a City function or to reduce a school function by enhancing the role of the other jurisdiction should be explored where possible.

Fee-Based Policies

- The Library should adopt a clear policy that will guide decisions on which programs and services the Library should charge. The development of this policy must take into account the traditional free public library model on which public library service is based.
- A clear approach to user fees should be adopted as a guiding principle. The framework for user fees in the library and in parks and recreation may be different, but does not have to preclude shared/joint programming. Planning, promotion and implementation can be shared (and cost-savings could be realized by doing so), and the concept of applying the “lead partner’s” fee policy to the program should be considered.

Demographics

- The Library will need to reflect the growth in the 55+ age group and the growth in cultural diversity through its collection plan and programming.
- In order to achieve the direction of library as place and serve greater diversity demands, more branch staff time to enable staff to reach out to diverse and immigrant communities should be provided. The library should place more emphasis on client-contact.
- There is a need to continue to conduct and closely monitor who uses each library, for what purpose(s), and whether or not their expectations are being or can be met.

Operating Synergies with Recreation and Parks

- For libraries located within Community Centres, an integrated model for facility management and program planning is recommended.
- All library and community centre staff should work co-operatively to search for cost containment opportunities through the elimination of redundant services or combining services that are currently duplicated.
- It is recommended that the comparison, coordination, and evaluation of programs between Library and Recreation and Parks staff in both joint use and stand-alone facilities continue. In addition, community development opportunities should be identified and pursued by local joint teams. These activities can be administered by a standing joint planning committee.

COLLECTION PLAN

Collection Service Levels

- The Mississauga Library System should carefully and regularly review price changes and extraordinary inflationary factors for their impact on the collection plan.

Equity (Over/Under Supply)

- The Mississauga Library System should develop collection redistribution and building program in order to address the collection imbalances in the larger branch libraries and in Service Areas 1 and 5.

Sustainability

- Since the Mississauga Library System starts from a smaller collection base than most large public libraries, it is important that the current replacement rate remain at 7%.
- The Mississauga Library System should establish a continuous improvement program for providing access to books and other library materials. This program should aggressively address the 'lack of time' issue identified in the community survey.

New or Alternate Formats

- Those special collections or formats for which the use is dying or shrinking should continue to be monitored and abandoned as soon as possible.
- The Mississauga Library System should continue to develop a system for monitoring the demand for new formats.
- The Mississauga Library System should continue to reallocate resources to electronic resources and DVDs.

Internet and the Web

- The growing importance of electronic products and services should be reflected in the collection development policies. The Mississauga Library System should have a clearly defined web strategy

and this should be linked to the collections policy. A web strategy should cover the following:

- Content: online library catalogues, digital product licensing, local database development, 3rd party links, acceptable use policies, brand and logo
 - Context: web site navigation – search engine (e.g., Google search capacity), site design
 - Infrastructure: web site functions, hosting, security, data management, user authentication
- The Library web site should be treated as a significant component of the overall collection and service delivery package with a corresponding allocation of resources.
 - The Mississauga Library System should adopt strategies to stay relevant, increase circulation and deliver new services through the online catalogue and library web site including:
 - greater subject access, content access, genre access
 - providing remote access readers' advisory, including placing some readers' advisory on web sites, including best sellers lists and recommended titles lists
 - the use of market pull and push technology. The Library should advise people electronically when something new that may be of interest arrives in the library (electronic book alerts).

The Digital Divide

- The Mississauga Library System should continue to provide introductory workshops on doing research online and on using search engines.

Electronic/Online Databases

- The Mississauga Library System should offer remote, online access to electronic databases.

Digital Library/Consortia

- The Library should continue to monitor the development of the Ontario Digital Library (ODL) and other consortia and take advantage of any efficiencies that they may offer.

Digitization

- The Collection Development Plan for the Mississauga Library System should include a clearly enunciated digitization policy and program.

Online Reference Services and E-Journals

- The Mississauga Library should reduce orders for print reference materials and for print periodicals and increase orders and expenditures for electronic resources. When developing future budgets for electronic resources the high cost of electronic resources must be considered.

Personalized Service

- The Mississauga Library should investigate the feasibility of personalized services such as home delivery, e-book, just-in-time delivery, etc., prototypes. These services could be fee-based.

Changing Demographics

- In order to continue to serve the aging Mississauga population, in those Branches with the highest growth of 55 plus populations, services and collections should be responsive to ensure that sufficient emphasis is being placed on library materials relating to needs and interests of older adults.
- The Mississauga Library System should develop web-based multicultural library services based on and innovative use of multicultural web design techniques and links to appropriate multicultural resource and could include partnerships with community groups and volunteers.
- The library should develop a clear policy and program that defines library services for youth, taking into consideration the applicable models described above. The collection plan component of this policy should focus on audio-visual and digital material and on books specifically aimed at a youth audience. As part of the strategy, the Library should participate in the development of a joint youth strategy with Recreation and Parks.

FACILITIES & SPACE NEEDS

i) Central Library

- It is recommended that the Library adopt as a broad measure a provision standard ranging from 0.26 to 0.30 square feet per capita for central library space to allow for flexibility and that as the population of the City Centre grows conversion of existing non library space be converted to library use.

ii) Branch Libraries

Service Level

- It is recommended that the Library adopt as a broad measure a provision standard ranging from 0.30 to 0.34 square feet per capita for branch library provision. Although it is recognized that the Central Library provides a branch function, none of its floor space should be included in this calculation.

Develop New Branch

- It is recommended that a new 9,300 square foot branch library (7,300 square feet of City supplied space and 2,000 square feet of School Board supplied space) be developed in Churchill Meadows. The Churchill Meadows Branch should be combined with community space (in keeping with the findings of the 2004 Future Directions for Recreation and Parks,). It is recommended that the Churchill Meadows Library be opened by 2009.
- It is recommended that a needs and feasibility study be undertaken to determine the size and location of the Meadowvale Branch following the development of the Churchill Meadows Branch. This study should include an assessment of relocating the Meadowvale Branch from its leased space to the Meadowvale Community Centre site. Based on current information, it is anticipated that a reduction to 12,700 square feet from its current size of 16,695 square feet may be required. The feasibility study would include an assessment of the role and function performed by the Courtneypark, Erin Meadows, Streetsville and Churchill Meadows branch libraries.

Monitor Usage at Branches / Redevelop Existing Libraries

- In order to address the existing and projected surplus, the potential to reduce the size of one or more of the branches (Port Credit, Lakeview, and/or Lorne Park) should be investigated when they are redeveloped. Monitoring of usage patterns should be part of this exercise including the monitoring of the number of users that use more than one of these branch libraries as well as community consultation.
- It is recommended that the library pursue the enhancement of its remaining branches to provide a comparable standard to newer, more modern branch libraries in the system and that the library consider a more efficient use of space at the Burnhamthorpe Branch when renovations at this location are contemplated. The following redevelopment schedule is proposed:
 - Port Credit
 - Burnhamthorpe
 - Lakeview
 - Lorne Park
 - Woodlands

Branch Closure

- It is recommended that the City only continue to operate the Sheridan Branch Library until alternative arrangements can be made for needed after school programming and access to library services and materials for the area's school-aged children.