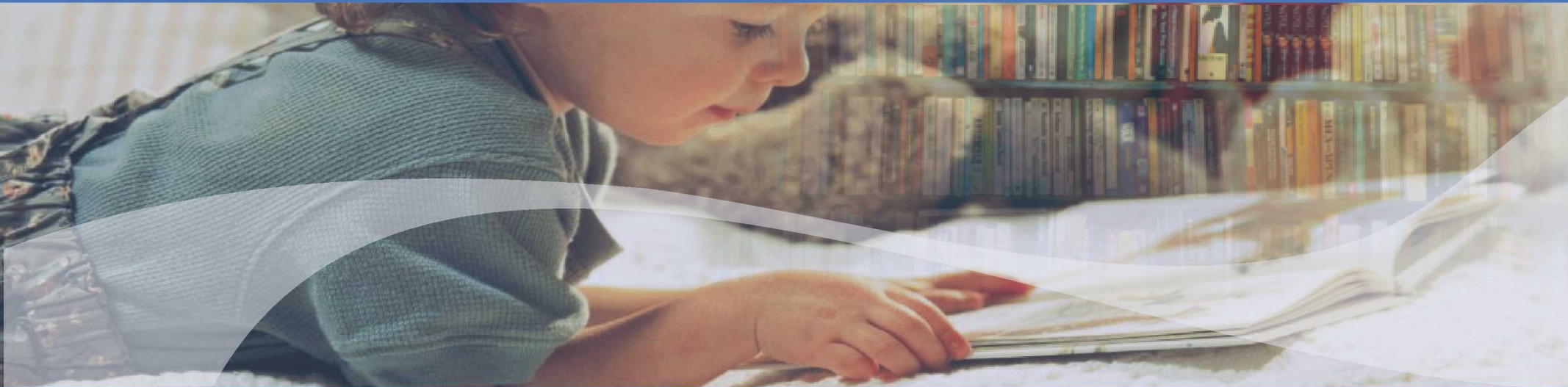




CITY OF MISSISSAUGA



FUTURE DIRECTIONS FOR LIBRARY SERVICES

JUNE 2004



in
association
with





City of Mississauga



FUTURE DIRECTIONS FOR LIBRARY SERVICES

June 2004



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The Plan is designed to be a living document that is updated regularly to reflect changes within the social, cultural, informational, and educational environments of the City.

SECTION 1 INTRODUCTION

1.1 OVERVIEW

The City of Mississauga, with a current estimated population of approximately 665,000 people, is a dynamic, progressive and increasingly diverse community that ranks as Canada's sixth largest City. Mississauga's excellent library system provides a significant contribution to the community's high quality of life. As the City's population grows and demographics change, the public library system needs to adapt to the emerging demands of both current and future generations.

This Future Directions for Library Services has been developed to guide the delivery of services and facilities within the Mississauga Library System to the year 2031. The Future Directions for Library Services combines the salient elements of background research and existing documents into a single, dynamic compendium. 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. The Future Directions for Library Services Implementation Plan is to be updated every year.

1.2 GOAL & OBJECTIVES

In developing the Future Directions for Library Services, the goal is to research, develop, design and produce a fiscally responsible plan for library facilities and services in Mississauga. To achieve this goal, a number of specific objectives have been developed:

1. Employ a "market-driven" and "sustainable" approach in preparing the Future Directions .
2. Facilitate the clarification of the City's mandate in the provision of the Library System services in the short and long-term. Then develop the guiding principles for the provision and distribution of these services.
3. Thoroughly review existing research information and strategies and determine if any additional research is necessary.
4. Conduct any additional research necessary and provide findings.
5. Taking into consideration studies already completed and new primary research findings, make recommendations regarding the provision, distribution and timing of library facilities in the City of Mississauga for the short and long-term.
6. Develop and conduct a comprehensive and innovative public consultation process that solicits public input and promotes public "buy-in" to an affordable result.
7. Conduct a critical review of the Library Collection Plan.
8. Identify and make recommendations regarding the use of "best practices" in the planning of library services.
9. Identify potential areas of synergy between the City's Recreation and Parks Department and the Library System's services and facilities. Comment and make recommendations on the organizational effectiveness of Recreation and Parks and the Mississauga Library System in the delivery of services.
10. Develop and recommend a mechanism to assess and solicit partnership opportunities.





1.3 SCOPE

The point of departure for this document is the City's *1999 Library Future Direction Plan*, which established both short and longer term facility and collection requirements for the Mississauga Library System. In many ways, this *Future Directions of Library Services* is an update to the 1999 study, however, the scope of the 2004 *Future Directions* is much broader.

Specifically, this addresses not only facility and material needs, but also issues such as the delivery of services, the Library's mandate, synergies with Recreation and Parks, user fees, and partnership arrangements. The study has been guided by input solicited from a variety of sources (e.g., the public, key stakeholders, Library and City staff, the Library Board, and City officials), primary and secondary research (e.g., library trends / best practices, demographic data, usage data, etc.), past studies, and the experience of the Consulting Team.

The study area is the entire City of Mississauga and all of its public library facilities and services.

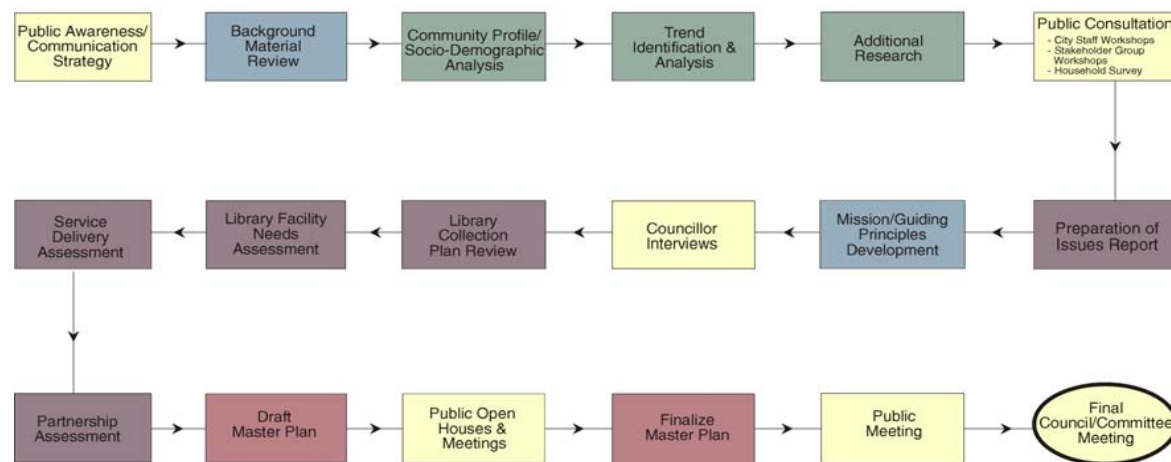
1.4 METHODOLOGY / PROCESS

The Future Directions for Library Services process began in July 2003 with the initial meeting of the project steering committee comprised of key City/Library Staff. In consultation with the Mississauga Library Board, the planning process was designed to incorporate the findings of past studies; to be comprehensive in nature; and to provide clear and justifiable direction for the future provision of library facilities and services. A Consulting Team comprised of Monteith Brown Planning Consultants, ASM Advanced Strategic Management Consultants, The JF Group, and Leger Marketing was retained to facilitate the project.

A schematic of the planning process and its various components is shown below (Figure 1-1). Numerous meetings with the project steering committee were held throughout the project in order to gather information, review the Plan's progress and background documents, and to provide direction for the Plan's recommendations and strategies.

The timing of this process is intended to coincide with the preparation of the City's Development Charges By-law (2004). Also of note, the City's 2004 *Future Directions for Recreation and Parks* is being prepared concurrently with the Future Directions for Library Services, resulting in the identification of service and facility provision synergies between the two agencies, as well as efficiencies related to the planning process.

FIGURE 1-1: THE PLANNING PROCESS



1.5 ORGANIZATION

The Future Directions for Library Services consists of six sections plus an Implementation Plan (under separate cover) that provides the detailed strategy and costing necessary for the enactment of Future Directions. This plan contains the following sections:

1. [Introduction](#) - provides an overview of the Plan's purpose, objectives, scope and planning process;
2. [Public Input](#) - summarizes the input received from the public, stakeholders, and City staff/officials through the household survey, workshops, and public meetings (conducted in April/May 2004);
3. [Planning Context](#) - identifies the primary demographic and library trends and their relevance to Mississauga's library system;
4. [Mandate, Guiding Principles, & Service Delivery](#) - describes proposed modifications to the mission, vision and values of the Mississauga Library System and addresses issues related to co-ordination with the Recreation & Parks Department;
5. [Collection Plan](#) - contains a critical review of the Library's collection plan, policies and procedures, including recommendations to improve the effectiveness of the collection plan;
6. [Facilities & Space Needs](#) - identifies short and long term library facility space needs and a strategy to achieve these needs.

Sections 1 to 3 provide a summary of the background research and contextual information through which the recommendations in Sections 4 to 6 have been derived. Greater detail can be found in the background supporting documents to this Future Directions for Library Services.

SECTION 2 PLANNING CONTEXT

2.1 A BRIEF DESCRIPTION OF THE MISSISSAUGA LIBRARY SYSTEM

The Mississauga Library System is one of the largest in the country and consists of the Central Library and 14 branch libraries (plus two under construction). The system consists of 'large' branches and 'small' branches.

The Library offers a wide range of resources and services that serve the entire community. Services range from books to visiting authors, from on-line reference services to family story times. The Library also provides web and telephone-based services and a special service to the home bound. Displays, community information, special events, and the newest digital formats are all part of the Library's efforts to provide a comprehensive and tailored service that meets the needs of the community. The Library is continually reassessing the needs of the community and adjusting its services accordingly.

In terms of facilities, the Malton, Mississauga Valley, South Common, Streetsville, Meadowvale and Clarkson branches have been recently renovated. Furthermore, 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).

2.2 1999 LIBRARY FUTURE DIRECTION PLAN

In May 1999, the Library Future Direction for the Mississauga Library System was completed. This strategic planning document identified short term (10 years) and long term (2031) facility and per capita collection requirements for the Mississauga Library System. This new Future Directions for Library Services is intended to build upon the 1999 Library Future Direction as many of its recommendations remain relevant and valid.

The Mississauga Library System is one of the largest in the country and consists of the Central Library and 14 branch libraries (plus two under construction).

Key recommendations of the 1999 Library Future Direction included:

- Maintaining the library's current collections standard of 2.2 volumes per capita.
- Maintaining the library's space provision standard of 0.6 square feet per person assigned to both central and branch libraries at approximately equal ratios.
- Maintain all existing branch libraries and bookmobile service (bookmobile service was discontinued in 2003).
- Support the planned development of libraries at Frank McKechnie Community Centre, Central Erin Mills Community Centre, and Clarkson Community Centre.
- Develop new branches in the Northwest Area of the City:
 - East Credit/Meadowvale Village (Courtneypark Branch under construction and slated to open in September 2004); and
 - Churchill Meadows (2011 timeframe).
- Renegotiate lease for the Meadowvale Branch Library within local mall (to the year 2008/09). On termination of lease, reduce branch to 15,000 square feet and relocate to Meadowvale Community Centre.
- Review options for improving service to the growing Cooksville area (Cooksville Branch under construction and slated to open in 2004).
- Review options for improving Woodlands Branch operations.
- Continue to operate Sheridan Branch and monitor usage to provide information for a review at each 5-year Master Plan interval.

Much progress has been made since the 1999 Plan. There is, however, a need to reconfirm the strategic directions and address issues related to the Library's service delivery system through the new Future Directions for Library Services.

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 maintain the current replacement rate of 7%.
2. Maintaining the library's space provision standard of 0.6 square feet per person assigned to both central and branch libraries at a more flexible range of 0.24 to 0.26 for 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 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 the Meadowvale Community Centre following the opening of the Churchill Meadows Branch.
7. In consultation with the community, investigate appropriate solutions for older library facilities, improved efficiencies of space utilization, overlaps in service areas and surplus of library space. Libraries for redevelopment analysis include Port Credit, Burnhamthorpe, Lakeview, Lorne Park, and Woodlands.

Key recommendations for the 2004 Future Directions for Library Services: (continued)

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 links to multicultural library services, with appropriate resources and the ability to offer remote, on-line access to 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.

2.3 SOCIO-DEMOGRAPHIC ANALYSIS

Current and projected demographic characteristics – combined with knowledge of common activity patterns and preferences held by people of various ages, ethnicities, educational backgrounds, and income levels – provide valuable insight into the demands that will be placed on the library system in the future.

Since the 1999 Library Future Direction was prepared, a number of significant demographic shifts have occurred in Mississauga. While the emphasis is on population, other socio-demographic variables that are known to influence library provision (e.g., education and income) are highlighted in this section. A higher level of detail is provided in earlier work titled "Issues Report", which should be referred to for demographic details.

2.3.1 Total Population

Mississauga’s population has grown more rapidly than anticipated – the City is experiencing a period of significant growth (9.5% between 2001 and 2006) which will begin to level off after 2006. The 1999 Future Direction Plan did not anticipate this happening until 2011. The next five years will require the greatest amount of attention in terms of meeting the needs of this projected growth.

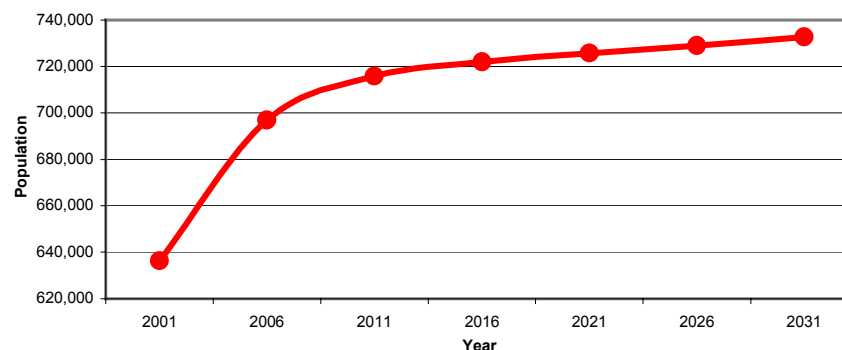
Population estimates are shown in Table 2-1 and illustrated in Figure 2-1.

Table 2-1:
City of Mississauga - Population Forecast

Year	Population
2001 (actual)	636,220
2006	696,813
2011	715,737
2016	721,933
2021	725,725
2026	728,940
2031	732,740

Sources: Hemson Consulting 2003 and Monteith Brown Planning Consultants 2003

Figure 2-1: City of Mississauga - Population Forecast



The City is experiencing a period of significant growth which will begin to level off after 2006 ... The next five years will require the greatest amount of attention in terms of meeting the needs of this projected growth.

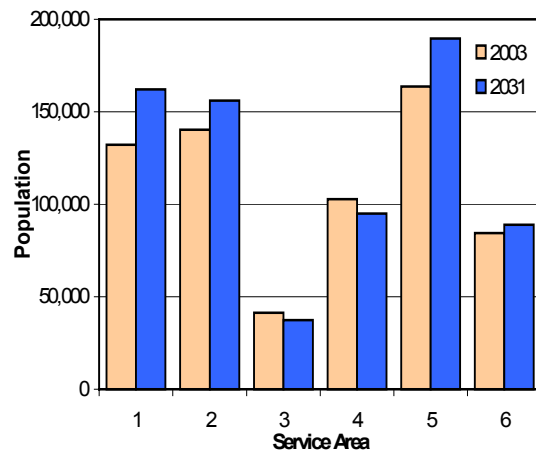
Table 2-2:
Existing and Projected Population by Service Area

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.

Figure 2-2:
City of Mississauga – Population Forecast by Service Area



2.3.2 Population Distribution

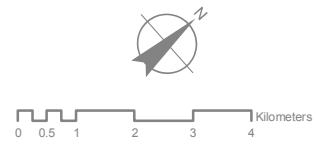
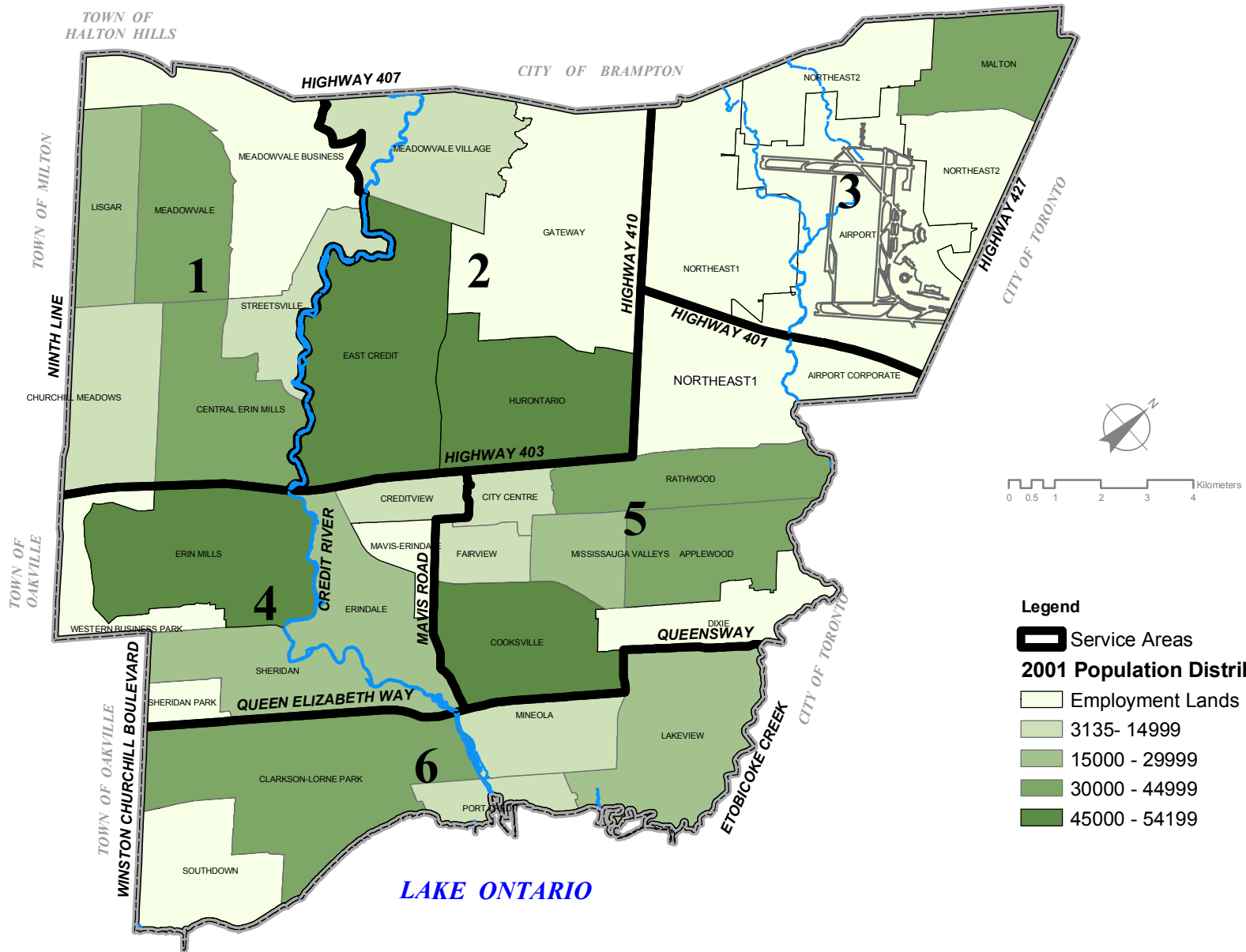
For the purposes of this study, the City has been divided into six "Service Areas". The Services Areas were established to provide greater depth in assessing the spatial distribution of the population and library facilities. The boundaries of the Service Areas are based upon postal code forward sortation areas to assist in current and future data collection and, where possible, have been defined by major physical barriers such as the Credit River and 400-series highways.

The Service Areas and population densities within the sub-areas are illustrated on [Map 2-1](#). [Table 2-2](#) and [Figure 2-2](#) contain the current and forecasted population figures for each Service Area.

Service Areas 1, 2 and 5 (City Centre) are expected to be the main areas of population growth over the next thirty years. The largest percentage of this growth will occur over the next five to ten years. Service Areas 3 and 4, on the other hand, are forecasted to gradually decline in population as household sizes continue to decrease. Service Area 6 will experience a slight population increase.

The greatest pressures for additional library resources over the short-term are expected to occur in Service Areas 1, 2, and 5 while there will need to be a continued emphasis on adapting existing facilities and services to the changing demographics across the City, especially in Service Areas 3 and 4.

TOWN OF HALTON HILLS



- Legend**
- Service Areas
 - 2001 Population Distribution**
 - Employment Lands
 - 3135- 14999
 - 15000 - 29999
 - 30000 - 44999
 - 45000 - 54199

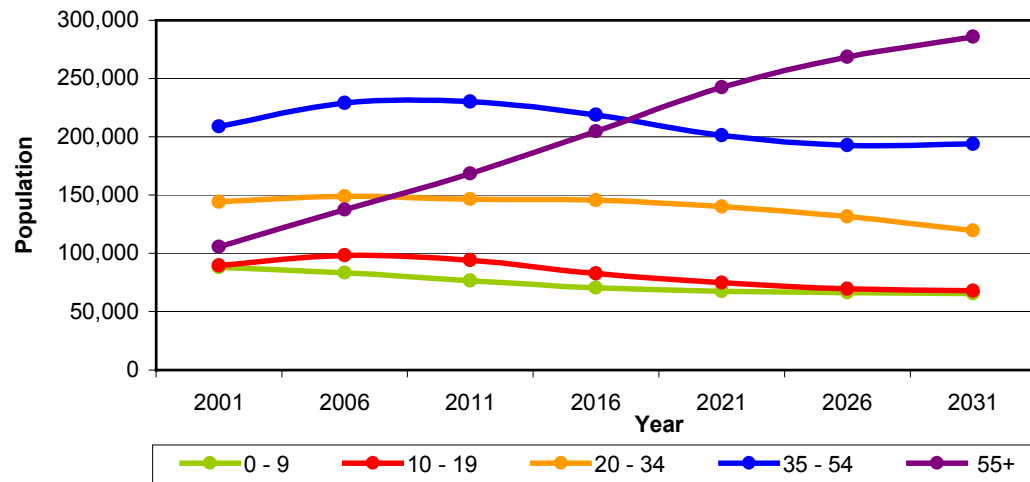
2.3.3 Age Composition

Mississauga's population, like those of most municipalities, is aging. Figure 2-3 illustrates the projected changes in terms of total population by age group.

All of the younger age groups are expected to decrease in numbers – the 0 to 9 age group has already begun to decrease. The only age group that is expected to grow substantially is the 55+ age group. The 55+ age group currently accounts for 17% of the City's population and is expected to nearly triple in size by 2031, when 39% of residents will be age 55 and over.

All of the younger age groups are expected to decrease in numbers – the 0 to 9 age group has already begun to decrease. The only age group that is expected to grow substantially is the 55+ age group.

Figure 2-3: City of Mississauga - Population Forecast by Age



Simply put, the aging of the population will require a modest re-allocation of resources from young adult (and even child/youth) populations to the older adult demographic. For instance, older adults tend to visit libraries more frequently than younger working adults and this may translate into increased demand for computers in libraries to meet the growing interest of seniors/older adults in digital technology, web design, e-mailing, etc.

Between now and 2031, the 0 to 9 and 10 to 19 age groups are expected to decline in total population in each of the six Service Areas. The greatest concentrations of children and youth (now and in the future) are located in Service Areas 1, 2 and 5 due to the larger overall populations of these areas. In terms of percentage of the population, Service Areas 1 and 2 currently have the highest proportion of children (0-9) and are joined by Service Area 4 in having a high ratio of teens (10-19). This is not expected to change significantly over the course of the planning period – Service Areas 1 and 2 will continue to contain the largest percentage of children and youth.

Although the greatest concentration of residents ages 55 and over are in Service Area 5, as a percentage of the population, Service Area 6 has a significantly greater proportion of older adults and seniors. In general terms, the lower the Service Area number (i.e., Service Area 1), the more youthful the population; the higher the Service Area number (i.e., Service Area 6), the older the population.

2.3.4 Ethnicity

Mississauga is becoming more culturally diverse as 47% of the population were born in a Country other than Canada, compared to 26% for Ontario and 43% for the rest of the Toronto Census Metropolitan Area (CMA). Multi-culturalism impacts the way that libraries do business, ranging from greater demand for web site links to the need for Branches to stay in touch with the unique needs of the community.

2.3.5 Education & Income

People with high levels of educational attainment and higher income levels are known to use public libraries more often. Although education and income levels are higher in Mississauga compared to the Provincial average, there is disparity within the City. For instance, Service Areas 3 and 5 have lower average household income, potentially indicating lower levels of library usage. In this regard, traditional free public library service policies should be maintained. Furthermore, use of in-library computers is often higher among lower income households. There will be a need to ensure that the library branches in “high need areas” are able to meet this demand.

In general terms, the lower the Service Area number (i.e., Service Area 1), the more youthful the population; the higher the Service Area number (i.e., Service Area 6), the older the population.

SERVICE AREAS



2.4 LIBRARY TRENDS & BEST PRACTICES

Current trends are redefining public library facilities. The *1999 Library Future Direction* stated that the major trends in public library facilities include:

- the closure of smaller neighbourhood branches;
- merging two or more existing library facilities into one larger facility;
- combining public library facilities with non-library facilities, such as schools or community centres or commercial space;
- large systems moving to larger branch facilities; and
- branch library planners recognizing that most people get to their public library by car, therefore the size of the service radius for branch libraries is increasing to 2.4 km and a population base of 35,000.

Libraries are unique and vital public meeting spaces that ... are increasingly being designed with a “place-making” and community-building focus.

These key trends remain relevant today and for the foreseeable future. In addition, a number of specific library facility and service trends across North America have been identified through the course of this most recent planning exercise and are detailed below.

2.4.1 North American Library Facility Trends

Public Spaces - Libraries are unique and vital public meeting spaces that are open to all. In response to this realization, public libraries are increasingly being designed with a “place-making” and community-building focus. The concept of a library as a community gathering place explains some of the new functional roles of libraries, including galleries, conference centres, courtyards, coffee shops and computer classrooms.

Transcendent Architecture - The library facility should enhance and expand the overall library experience. One way of achieving this is through library design and architecture that is appealing and intriguing. The architectural success of the library building translates into the overall success of the library itself.

Information and Communication Technology - Information and communications technologies are transforming some library functions. Although electronic storage technologies have

reduced the need for physical storage space for certain items, in many cases the space required for public access terminals is greater than what was saved. The corresponding need for additional staff terminals has also led to greater space requirements per staff member.

The Super Bookstore Look - Super bookstores have introduced library users to the possibilities of having popular books on view and in stock, in a welcoming and fun atmosphere that includes comfortable chairs, cappuccino and public performances. Patrons are demanding some of these features in the public library setting.

Private Study/Reading Areas - There is a tendency for today's library users to seek out private places to read and study. This has resulted in an increase in quiet nooks and individual study spaces in libraries with less emphasis on the traditional library study table.

Collaborative Study Rooms - There is a trend in education and among students towards collaborative or team study. Many new libraries feature various sizes of study rooms for groups of students and wired for personal laptop use. The smaller rooms also provide social space for people who want to meet and talk with one another.

Learning and Teaching Space - Libraries are incorporating formal computer training labs into their floor plans. Teaching spaces can also incorporate network applications such as video-conferencing.

Multi-Purpose Meeting Rooms - There is an increased demand for multi-purpose meeting rooms, including spaces for Internet classes, distance education programs, library programs, conversations, and study rooms. Meeting rooms are what make a library part of the community it serves.

Enhanced Children's Space - Children's library services generally receive the highest rating in public library polls. As a result, new public library facilities include unique, distinctive and often whimsical interior spaces for children's areas, differentiated by structure and appearance.

Teen Centres - Many new library facilities now include specifically designed "teen areas" which may include a "living room" that can be turned into a performance space, a café with drinks and snacks, music through surround-sound speakers, Internet access computers, video playing areas and teen art galleries.



2.4.2 North American Library Service Trends

North American Collection Development Trends

Despite growing use of services such as public access computers, library web sites and electronic reference services, traditional library usage (book borrowing) remains popular.

In 2003, *Library Journal*¹ reported the following major public library book-buying trends (see also [Table 2-3](#)):

Table 2-3: 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	↓

- Print reference expenditures are being reduced because of online reference sources. Expenditures on print periodicals are also shrinking due to growing electronic resources.
- Libraries are trimming selected non-fiction areas (e.g., travel, job hunting, and college information) as much of this type of information is now available on the web. Medicine and health, home improvement, how-to books, biography, arts and crafts and business are, however, still a focus for non-fiction collections.
- Expenditures on popular materials are increasing; this may be shifting the library's role from a source of information toward being a place for recreation. Expenditures for fiction represent the highest collection expenditure.
- Electronic resources and audio/visual materials (videos, DVDs and audiobooks) expenditures are increasing, while expenditures on music cassettes and CD-ROMs are declining.

¹ Barbara Hoffert, "Book Report 2003: Serving More with Less," *Library Journal* (February 15, 2003)

Changes in collection development policy that could potentially lead to increased circulation include:

- supplying more popular materials and fewer scholarly or reference titles;
- increasing purchases of general fiction, mystery, and young adult titles;
- providing remote access readers' advisory (e.g., best sellers lists and recommended titles lists on web sites); and
- better matching of titles to neighborhoods and user needs using automated tools that help measure what patrons really want.

Trends in Branch Library Distribution Systems in Canada

The profile of current library distribution models includes a central library and branch library system in which the central library provides services to the entire city and the branch libraries provide services to meet the needs of residents within the local neighbourhood or community.

Branch libraries should be developed and operated (e.g., hours of opening, collection size, staffing levels, branch size, etc.) in a manner consistent with the unique needs of the community they serve. As such, it is helpful to adopt a tiered system for classifying the branch libraries (e.g., central, district/area, community, and neighbourhood libraries). Basically, district libraries are open longer and have larger collections, while neighbourhood libraries have fewer hours and smaller collections. A district or area library now ranges from approximately 12,000 to 28,000 square feet, whereas, new neighbourhood and community branches tend to exceed 5,000 sq. ft. at a minimum. The tiered system is primarily an administrative mechanism for allocating resources; most library patrons will not be aware of the classifications.

Greater detail on North American trends and best practices related to library collections are contained within Section 5 (Collection Plan) of this Future Directions for Library Services.

SECTION 3 PUBLIC INPUT

An important piece of primary research for the Future Directions for Library Services was the wide-ranging public and municipal consultation program, which was completed in conjunction with the Future Directions for Recreation and Parks study. Key features of this program include:

- a random sample household survey;
- workshops with stakeholders and City/Library staff;
- interviews with City Council members and key staff; and
- public meetings (undertaken in April/May 2004).

An important piece of primary research for the Future Directions for Library Services was the wide-ranging public and municipal consultation program.

3.1 WORKSHOPS

A workshop was held with various members of the public and library stakeholders to discuss issues related to the improvement of library services. The outcomes of these sessions have been integrated into this Plan.

City (largely Recreation & Parks) and Library Staff participated in a two-day workshop that included a brainstorming session to identify challenges and opportunities relating to library services in the City. The following items were identified as areas that require improvement and/or clarification:

1. There is a need for a clear mandate on revenue generation (e.g., should the library operate as a business or provide a service?).
2. There is disparity amongst facilities. Community centres and libraries must continue to be redeveloped in order to adjust to current and long-term needs.
3. The City/Library should concentrate more on community development initiatives.
4. Partnerships involving community space need to be identified and/or improved (e.g., better co-ordination/use of school facilities; what role does the library play as community space?).
5. Program and service coordination between the Library and Recreation & Parks needs to be clarified and/or improved.

- 6. Should the Library charge fees for services? If so, how should fees be set (age or ability to pay)?

3.2 HOUSEHOLD SURVEY

In October and November 2003, Leger Marketing completed a household survey for the purpose of understanding the recreation and leisure activities and habits of Mississauga residents. Library usage and preferences were a key component of the market research. A total of 750 residents were interviewed for an accuracy of ±3.6%, 19 times out of 20. The relevant highlights of the survey results are briefly described below.

3.2.1 Use of Libraries

Reading and going to a public library ranked high on the list of preferred leisure and recreation activities identified in the household survey (see Table 3-1); only walking and swimming were mentioned more frequently than reading. Respondents over the age of 45 were twice as likely as those 44 and younger to suggest that reading was a preferred activity.

71% indicated that they use the Mississauga libraries. Those in the 15-24 age group, residents with children, and those in living in Service Area 5 were found to be more likely to use Mississauga libraries. Conversely, residents age 25 to 34 and households in Service Area 1 were found to be the least likely to use local public libraries. The survey results indicate that income factors influence library usage very slightly – the very rich and the very poor identified slightly lower usage levels.

On average, residents visit Mississauga public libraries 17.5 times per year, with women, residents of Service Area 6, and those in the 15-24 age group typically visiting the libraries most frequently. 27% of survey respondents indicated that they visit a library more than once per week throughout the year.

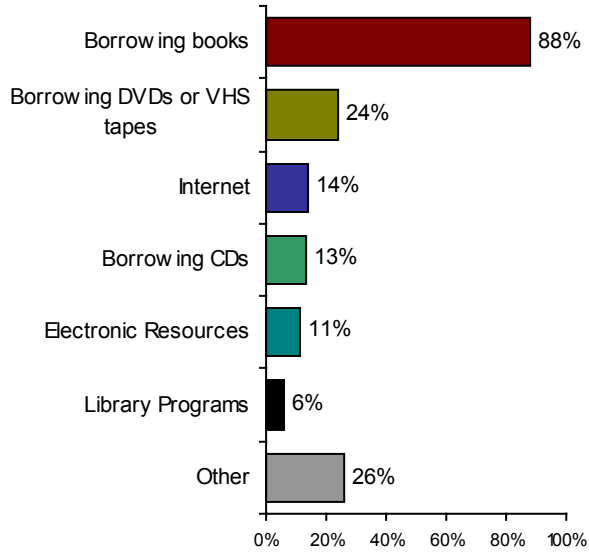
By far, the Central Library is the most frequented public library in Mississauga, particularly by the 15-24 year old age group, drawing most of its visitors from Service Areas 2 and 5.

Table 3-1: Household Survey
Leisure & Recreation Activities

<i>"What were the activities that took you or a member of your household to the recreation facility, park, park pathway, or public library?"</i>	
Walk (includes walking dog)	28%
Swimming	20%
Reading	18%
Exercise, aerobics, etc.	15%
Hockey	9%
Go to the public library	9%
Bicycling	9%
Outdoor Soccer	9%

Source: Leger Marketing, Household Survey (2003)

Figure 3-1: Household Survey - Public Library Usage



3.2.2 Library Services

Borrowing books is the predominant service used by library users (88% - see Figure 3-1); it is clearly the library’s primary function and cannot be forgotten in the pursuit of other objectives. Other common uses include borrowing DVDs or VHS tapes (24%), using the Internet (14%), and borrowing CDs (13%). Those in the 15 to 24 age group are more likely to use the library for the Internet and electronic resources, while the older age groups are the least likely to use the Internet. Furthermore, lower income groups tend to use the library for the Internet more often than those in higher income brackets. Internet resources should be concentrated in areas of lower income to address this need.

The survey also indicates that:

- residents of Service Areas 1 and 6 are most likely to borrow books;
- those in Service Areas 3, 4, and 5 are most likely to borrow DVDs or VHS tapes;
- residents of Service Areas 2 and 5 are most likely to use the Internet;
- library users in Service Areas 2 and 5 are most likely to use electronic resources; and
- those living in Service Area 5 area slightly more likely to use library programs.

SERVICE AREAS



3.2.3 Library Size & Location

Residents are divided over the type of library preferred – equal amounts choose a "larger library further away from their home" and a "smaller branch library closer to their home". Those living in Service Areas 1, 3 and 6 (being those areas furthest from the Central Library) preferred smaller branch libraries over larger libraries. Small branches were also the preference of persons over 55, persons with children under 5 years of age, and lower income households.

3.2.4 Willingness to Pay

Respondents did not show an overwhelming willingness to pay more for select library services, although some exceptions do exist. Residents are most willing to pay for DVDs and programs and least willing to pay for inter-library transfers (see Figure 3-2). Furthermore, people over 55 years of age are more willing than others to have charges apply to videos, CDs and Internet usage; this age group is also the least likely to use these services. In short, those who need and use the services are not supportive of user fees or charges.

3.2.5 Barriers to and Factors Affecting Library Use

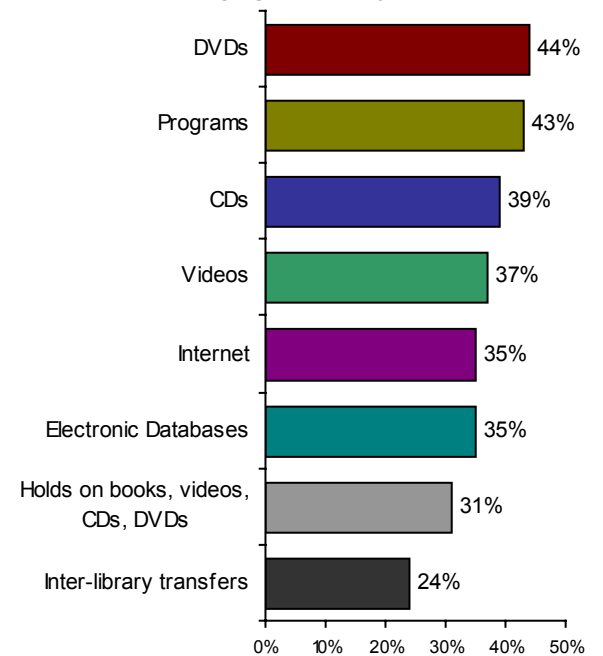
As found in the household survey conducted for the 1999 Future Direction Plan, lack of time (70%) is still the most significant barrier to participating in a city program or using a City of Mississauga facility, followed by lack of convenient hours (53%).

When asked what influences their decision to use a public library, program or facility, residents were most likely to cite convenient hours as the most important factor (78%). Distance from home was identified least often as a factor (55%), suggesting that there may be a leaning toward larger libraries.

3.2.6 Level of Service

In terms of level of service or provision of facilities, 49% of library users think the City should keep the same level of library services and 47% think the City should do more. Those most likely to suggest a higher level of service include households without children, low income households, and residents of Services Areas 2 and 3.

Figure 3-2: Household Survey - Support for Charging for Library Services



3.3 PUBLIC MEETINGS

In April and May, 2004, ten public meetings were held to present the draft Future Directions for Library Services and to obtain feedback on the recommendations. At the meetings a number of options were provided for library development and redevelopment.

In the Northwest or Service Area 1 the options included:

Move Meadowvale Branch to Meadowvale Community Centre and build a new branch in Churchill Meadows - possibly in partnership with a school.

OR

Combine the Meadowvale Branch and proposed Churchill Meadows Branch into one branch in new location.

The second option was the least preferred. From the public dialogue and our assessment of library space requirements we are recommending a new branch in Churchill Meadows and between Churchill Meadows and Meadowvale there be approximately 20,000 square feet of library space. Subject to feasibility studies options could include leaving Meadowvale Branch where it is, but at a reduced size.

For the older Burnhamthorpe, Woodlands, Lakeview, Port Credit, and Lorne Park branch libraries, options included:

Redevelopment on the existing site.

OR

Combine branch libraries into a larger new branch in a new location to provide a better service at reduced costs, and for consideration to be given to the more efficient use of space when redeveloping branches in consultation with 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.

From the public input it was recommended that all redevelopments would include a feasibility study, community consultation and the need to address efficiencies.

At the meetings we advised 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 and patrons of Sheridan will be easily accommodated at other existing branches in the area (South Common, Clarkson, Lorne Park and Woodlands). This concept was supported conditional on some alternative programming being offered at schools or community space

We advised that where branch libraries are associated with or are in proximity to community centres and/or schools, more coordination needs to be explored for program sharing and task sharing. This concept was supported

We suggested that fees should be charged for some services the library offers. This concept was supported with reservations.

We suggested 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. This concept was supported.

At the meeting it was suggested that in an attempt to deal with residents' lack of time, improvements may be required as to how one accesses books and other library materials. This could include more personal services, on-line opportunities, etc., offering the possibility of cost recovery and revenue generation. This concept was supported .

The results of these meeting have been integrated into this document and reflected in the recommendations.

SECTION 4 MANDATE, GUIDING PRINCIPLES & SERVICE DELIVERY

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

4.1 MANDATE - MISSION & VISION STATEMENTS

The current mandate of the Library is contained in the following statements.

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.

4.2 GUIDING PRINCIPLES - VALUES & GOALS

The following are the values of the Mississauga Library System.

We believe in:

- *the value of an informed, literate community;*
- *empowering citizens through knowledge;*
- *accessible services for all citizens of Mississauga;*
- *forging strong ties within the community;*
- *providing superior service at a reasonable cost;*
- *a safe, team-oriented workplace focussing on customer service.*

The **Goals** that the Library has set in support of its Mission Statement are:

- *to provide patrons with convenient, timely access to comprehensive information regardless of format, and regardless of the location of the information;*
- *to provide patrons with access to information from any location within the community, including all library branches, as well as from homes, schools and offices;*
- *to provide access to a diverse range of sources of electronic information, through user-friendly interfaces;*
- *to maintain a technical infrastructure which enables the Library System to meet its information service delivery goals.*

4.3 MODIFICATIONS TO THE LIBRARY MANDATE & GUIDING PRINCIPLES

In discussions at the Library Staff workshops and the Mississauga Library Board meetings, the need for changes to the library mandate and the guiding principles for the Future Directions for Library Services was identified. All of the proposed changes are related to some of the 'hot issues' that have been identified during the consultation process to date. The participants in the workshop also agreed that the current library mandate is too broad, and lacks specificity. As currently written, all the statements in the mandate are given equal weight. There is no indication of priority setting.

The 'Hot Issues' that will dictate changes to the library mandate and that will provide 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

4.3.1 The Library as Place

Modern public libraries are unique and vital public meeting spaces that are open to all. In the midst of consumerism, the importance of libraries as a safe place for children, an aesthetic refuge and as a hallowed space where minds are uplifted is growing.

The public library is a prime community gathering place and a focal point in any community, which explains some of the new functional roles of libraries, such as:

- Private Study/Reading Areas
- Collaborative Study Rooms
- Learning and Teaching Space
- Multi-Purpose Meeting Rooms – emphasis on community space
- Expanded Historical and Genealogy Collections – Local Archives
- Enhanced Children's Space
- Teen Centres
- Coffee Shops

Recommendation

1. 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.



4.3.2 Community-Based Service Delivery Model



Much of the strategic literature produced by the City of Mississauga speaks to the need to “recognize the uniqueness of each community in order to take these important differences into account when planning and delivering programs”. In diverse socio-economic markets, community-based library service is imperative to meet specialized needs. The diversity that defines Mississauga suggests that a community-based model for service delivery is the optimum model for service delivery.

The rationale for this service model is clearly expressed in the *Mississauga Library System Strategic Plan (1997)* which states that “with changing demographics, more powerful technologies, with greater emphasis placed on joint ventures, there is increasing pressure on libraries to provide more of their services on a ‘decentralized operational’ basis”. The focus is on a community-based delivery model based upon community or neighbourhood as the defining core feature.

Recommendation

2. 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).

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

A significant and important library collection development trend across North America involves developing systems that match collections to neighborhoods and local user need. This can be done by using tools that help measure what patrons really want. If the library system adopts a decentralized service delivery model as recommended, then this model should continue to be applied to collection development.

The Mississauga Library System (MLS) has supported this direction in its planning documents through statements such as “MLS should consider building detailed community and customer needs profiles on a branch-by-branch basis”.

In short, identification of the community’s library collection needs should occur at the community level, as should decisions about how to meet those needs. That said, it is important that the efficiencies of scale provided by some elements of a centralized collection development process be maintained (e.g., ordering, purchasing, delivery, the ‘shipment to shelf’ process, etc.).

Recommendation

3. 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



4.3.4 Partnerships

The use of partnerships has been generally acknowledged by the public sector as an effective way to provide greater efficiencies and “richness” in service delivery while controlling expenses. The Library’s current *Vision Statement* states that the Library will develop “support mechanisms (sponsorships and partnerships) in order to reduce tax based support for a major and outstanding public library”. This statement, although useful, is not as clear and strong as the one employed by the Mississauga Recreation and Parks Division.

Many branch libraries are located in multi-use community centres that also include program areas operated by Recreation and Parks. Since the Library and Recreation and Parks both operate programs in these facilities, a partnership approach (joint program delivery) to programming should be considered. Additional discussion and recommendations relating to partnerships with the Recreation and Parks Department is contained under Section 4.4 of this Plan.

Several libraries are also linked to the school system, yet this has not been taken to an optimum level of partnership for either the school boards or the City library. With school boards across the province reducing the hours of school libraries and librarians, the City’s role in meeting school curriculum needs should be clarified and agreements reached.

Recommendations

4. 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).
5. 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.

4.3.5 Fee-Based Policies

The Vision Statement states that the Mississauga Library System will strive “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 Mississauga Library System currently operates a number of programs for the community, which are offered free of charge, although consideration is being given to increasing fee revenue by charging small fee for “enhanced” library programs. The Library Board, however, has not defined a clear policy and framework for user fees.

Recommendations

6. 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.
7. 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.

4.3.6 Demographics

To reflect the needs of an aging population and a population that is also growing in diversity, the library system should adopt collection development policies and re-focus library programming that caters to these populations. This could include greater emphasis on recreational reading materials aimed at recent retirees, “active older lifestyle” materials and programs, life-long learning materials for older adults with more time to pursue them, large print collections, more talking books, and support for people who are print-impaired. The “greying” population means that public libraries must make some of their collections easier to use and easier to read. This includes using ergonomically well-designed keyboards and controls, larger screens on public access computers and larger print on signs.

Recommendations

8. 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.
9. 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.
10. 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.

4.4 OPERATING SYNERGIES WITH RECREATION AND PARKS

There would appear to be several financial and service improvement opportunities available through capitalizing upon synergies between the Recreation and Parks Division and the Library System.

Libraries located within multi-purpose community centres present a number of operating advantages. From a service perspective, an integrated model for facility management and program planning would improve the recreation and learning experience of Centre patrons. This could be achieved through ensuring that the Library Branch Manager is part of the Community Centre Management Team. Moreover, library and recreation staff should be committed to common objectives and functional thresholds for the operational and financial performance of the entire complex.

Collaborative planning could increase levels of service and expand the inventory of programs – there have been several examples of successes at joint facilities such as at the South Common, Clarkson, Erin Meadows, and Frank McKechnie Community Centres. Including the Branch Manager in the facility manager-on-duty schedule further connects and integrates the operating units – enhancing the level of understanding between staff, increasing communication and potentially leading to service improvements that would not be otherwise apparent. Tighter integration would also produce cost savings and response time improvements related to facility repairs and maintenance. Finally, 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.

Libraries located within multi-purpose community centres present a number of operating advantages.

On a system wide basis, there is consensus that sensible planning is required in order to eliminate service and program duplications. In the past, a Joint Program Planning Committee was charged with the responsibility of identifying program synergies between the Recreation Department and Library System, suggesting opportunities for collaborative programming and ensuring that program duplications did not occur. This Committee has been dormant for some time. Recently, Recreation and Parks and Library System staff met to compare programs and begin the process of establishing criteria to determine the most appropriate delivery agent of common or similar programs currently offered by both systems. This process should continue and be administered by the re-instituted Joint Program Planning Committee. Furthermore, the Committee's role could be expanded to include the responsibility of documenting program improvement, financial gains or cost containment successes at joint community centre/library facilities and be mandated to communicate the lessons learned and best practices throughout the system.

Recommendations

11. For libraries located within Community Centres, an integrated model for facility management and program planning is recommended.
12. 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.
13. 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.

SECTION 5 COLLECTION PLAN

5.1 OVERVIEW

The review of the Mississauga Library System Collection Plan includes:

- An assessment of the library's policies and procedures for selecting new material (e.g., standing orders, automatic release plans), replacing existing material, the impact of electronic publishing, etc.
- An evaluation of the mix of print and non-print resources, and materials by type and audience; recommendations suggesting how much should be spent on books, magazines, AV and digital materials and on how much should be allocated to children's and adult materials.
- A review of library collection trends and the experiences of other urban systems.
- An evaluation the collection plan by benchmarking the number of circulations per new books purchased, or by the average age of materials on a shelf.



5.2 COLLECTION SERVICE LEVELS

The Library currently has a collection of more than 1.4 million items in all popular formats. The *Library Business Plan 2004-2013* and the library collection plan confirm a service standard of 2.2 volumes per capita and a replacement rate of 7% of the collection. The continuation of this level will increase current collections from 1.4 million to over 1.6 million by the year 2031.

The replacement rate will be adjusted down to 6.1% for 2004-2005 and gradually back up to 7% by 2009 because of several new branch collections that will require lower replacement rates. Because of these reductions in replacement rates, the actual service level will be less than the 2.2 volumes per capita through to 2010. The number of volumes in the collection is estimated to remain unchanged from 2004 to 2010.

Planned expenditures for subscriptions and electronics are estimated to grow by 13.3% between 2003 and 2010, yet these budget figures do not account for inflation. The buying power of the Mississauga Library System, therefore, is declining. Furthermore, studies² show that, the increase in the cost of books has significantly surpassed the Consumer Price Index rate since 1995. The downward inflationary pressure is further influenced by the increases in the price of books manufactured outside Canada (particularly in the US). A variety of factors have combined to further reduce the book buying power of Canadian public libraries by as much as between 30% and 35%.

Recommendation

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

² Verhoeven, Tina. Canadian Library Purchasing Power for Books and Materials. Feliciter, Issue 1, 2000. p26-29.

5.3 EQUITY (OVER/UNDER SUPPLY)

An analysis of the collections indicates that the larger branch collections are not as well supplied as some of the smaller and newer branches. In general, there appears to be an over supply of library materials in small libraries and an under supply in large branch libraries.

It also appears that the greatest deficits are in Service Areas 1 and 5 and the largest surplus is in Service Area 6.

Recommendation

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

SERVICE AREAS



... the collection development policies of the Mississauga Library System are good at maximizing the use of the collection development budget.

5.4 SUSTAINABILITY

This Library has adopted a service level of 2.2 volumes per capita, which is lower than national average of 2.85 volumes per capita. The comparative summary shows that the Mississauga Library has a relatively small collection and a relatively high circulation. This suggests that the collection development policies of the Mississauga Library System are good at maximizing the use of the collection development budget.

One of the major strengths of the Mississauga Library System is that it does a very good job of providing access to books and other library materials. The household survey indicates that reading is one of the most popular leisure and recreation activities in Mississauga and the number one reason for using the library is to borrow books. Since the provision of books and other library materials is recognized as what the Mississauga Library System does best, greater emphasis should be placed on improving the quality of this service and on continuous innovation in this service.

The household survey also indicates that lack of time is the number one barrier to using a City of Mississauga facility or participating in a City program. Innovations in library service should address the issue of lack of time (e.g., providing 24/7 remote access to full-text data bases through the Internet, home or office delivery).

Recommendations

16. 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%.
17. 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.

5.5 NEW OR ALTERNATE FORMATS

Libraries are spending more on electronic formats and AV materials, especially videos, DVDs and audiobooks. As a result of these and other formats, libraries often have to spread the materials budget a little thinner in order to accommodate them. For example, a library may have to buy the large print book version, a talking book version and the DVD and video version of a popular item. This problem can be particularly acute during the transition period from one format to another when collection development in both formats must be continued.

Recommendations

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

5.6 IMPACT OF TECHNOLOGY

Technology is currently having the most dramatic effect on public library collections and budgets. Common trends and their ramifications are described below.

5.6.1 Internet and the Web

According to the *Ontario Public Library Strategic Plan Survey* (Market Probe Canada, November 2000) “the electronic transmission of data makes information easily and inexpensively available to most citizens...the youngest in society are growing up with a fundamentally different view of the dissemination of information.”

The primary function of the Mississauga Library System continues to be lending print materials, with 88% of users having borrowed from the library in the past year according to the household survey. Conversely, 36% of users have accessed electronic databases at the library (likely the catalogue), and only 19% have actually used the Internet there.

As the Internet continues to develop as an important source of information, it is incumbent on public libraries to use this technology as an information delivery mechanism.

As information on the Internet becomes readily available from home, there is a risk it will bypass the library completely. In fact, there is evidence that this is already happening – one-third of Internet users say the Internet has resulted in less frequent use of the library, while only 7% say they are using the library more frequently. Library relevance is at greatest risk among the youngest respondents, especially those 18 to 24, who are the heaviest Internet users and also by far the most likely to see a diminished role for the library as a result of the Internet.

Remote computer access to library catalogues and to library functions such as submitting suggestions for acquisitions, placing ‘holds’ on materials and requesting that materials be delivered to specific locations is also having a major impact on library development. For example, more and more people are selecting their library material via computer rather than browsing library collections. Because of this, the use of new and popular materials is increasing while the use of older (backlist) materials is dropping. As a result, there are fewer new materials on library shelves.

“The electronic transmission of data makes information easily and inexpensively available to most citizens...the youngest in society are growing up with a fundamentally different view of the dissemination of information”.

Digital versions of popular materials and online access will enable the public library to deliver copies to patrons much easier than in the past. This will have an impact on a long-standing problem – how to provide multiple copies of the same book to students or how to provide sufficient material to students who are all working on the same homework project?

Recommendations

21. 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
22. 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.
23. 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).

5.6.2 The Digital Divide

Public libraries are seen as places that offer equal and free access to digital information resources and to computer resources to the whole community in order to ensure that the "digital divide" does not expand and that everyone is ensured access. As a result, computer and Internet access and training programs are now ubiquitous in public libraries. The latest Statistics Canada reports indicate that about 25% of the population does not have direct Internet access.

With the new and continually growing presence of information technology in peoples' lives, the public library is expected to function as a hybrid institution, containing books and digital materials, and computers that provide instant two-way communication with the world outside its walls. The increases in digital services offered at public libraries are generally add-on services and have not replaced any existing services.

Recommendation

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

5.6.3 Electronic/Online Databases

A further trend in online databases is to integrate many databases into one product that might contain a mix of full-text periodicals, pamphlets, articles, reference books and indexes. CD-ROM is no longer the preferred format for electronic databases and this technology is being replaced by web-based, online databases. Access to both local and remote databases is provided through public access computers housed in the library and through privately held computers wherever they are located. Increased remote use of online information services may reduce the need for trained reference librarians to assist the public in finding information.

These trends will continue to move information and reference services away from print materials and towards more online digital products. When coupled with the public demand for time-sensitive services, just-in-time delivery and user-do services, it is apparent that public libraries should offer remote access to online databases. Currently the Mississauga Library System does not offer remote, online access.

Recommendation

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

The digital library will not reduce the need for book collections ... however, the increasing availability of full-text periodical databases has reduced the number of print periodicals to which a library subscribes.

5.6.4 Digital Library/Consortia

The digital library, also known as the virtual library, provides access to information that is housed electronically and is deliverable to a number of users without regard to location or time. Libraries provide access to the databases and to digital resources housed locally and in other libraries and recommended digital sources available through the Web.

The digital library will not reduce the need for book collections. "Most authorities believe it is best to assume that the book collection will continue to grow, though possibly at a slower rate"³. The increasing availability of full-text periodical databases has, however, reduced the number of print periodicals to which a library subscribes. The number of print periodical subscriptions in public libraries is declining.

In Ontario the primary digital library development project is known as the *Ontario Digital Library (ODL)*. The core objective of the ODL is to enhance information access for all citizens by strengthening local Ontario libraries. The ODL is intended to provide much needed coordination in the purchase of products and services, realize economies of scale, and develop needed strength in the marketplace in purchasing province-wide licenses and virtual services. ODL will provide a strong voice and a mechanism to meet the challenges in today's information economy and to work more effectively together.

Recommendation

26. 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.

³ Jeannette Woodward, *Countdown to a New Library* (American Library Association, 2000) 51

5.6.5 Digitization

The Mississauga Library System is in the forefront of several digitization projects. Current surveys indicate that a significant number (more than 25%) of public libraries are engaged in digitization or digital imaging projects. Advocates of digitization in libraries recommend an integrated approach to digital imaging programs based on a clearly defined digitization policy, from selection to access to preservation, with a heavy emphasis on the intersection of library collection objectives and practical digital applications.

Given the importance placed on new technology as an integral part of any library collection development policy, digitization should form part of the collection development policy and should be guided by a clearly enunciated digitization policy. As much of the non-copyrighted material owned or housed by the library should be digitized as possible.

Recommendation

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

The ultimate goal is to extend the library's services by providing comprehensive reference service to a diverse clientele on a 24/7 (24 hours a day, 7 days a week) basis.

5.6.6 Online Reference Services and E-Journals

The ultimate goal is to extend the library's services by providing a comprehensive reference service to a diverse clientele on a 24/7 (24 hours a day, 7 days a week) basis. To partially achieve this objective, more and more public libraries are providing access to online reference services and e-journals, resulting in a decline in expenditures for print reference materials and print journals.

Recommendation

28. 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.

5.6.7 E-Books

Electronic books, or e-books, have started to make their entry into the library world and many experts suggest that an e-book explosion or at least an ongoing e-book evolution is just around the corner. While the e-book is not expected to replace the printed-on-paper book, portability and price will move the reading public towards e-books over the longer term. This could reduce the need for book display and storage space in libraries; however, it is too early to tell how this trend will affect library usage and space demands.

5.6.8 Personalized Service

As was reported earlier, the household survey found that lack of time is the number one barrier to using a City of Mississauga facility or participating in a City program. Technology is one means to overcome some of the time demands currently required to use library services.

A process of innovation should be applied to re-designing the distribution systems and channels used by public libraries. For example, a just-in-time delivery system or a universal holds system could be experimented with in order to determine whether it could replace at least partially the just-in-case system in place now in public libraries which requires large and expensive facilities.

A number of scenarios for just-in-time delivery could be explored, including the use of e-books and PDAs (Personal Digital Assistant) or partnerships with major retail book chains that have had considerable success in developing fast and easy book delivery services. These options could be further strengthened if the Mississauga Library System adopted delivery standards for customer service.

Recommendation

29. 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.

Mississauga is a city of communities, each distinct in their own way. Branch libraries should be tailored to meet the unique needs of each community; a cookie cutter approach is not recommended.

5.7 COMMUNITY-BASED COLLECTION DEVELOPMENT

Mississauga is a city of communities, each distinct in their own way. Branch libraries should be tailored to meet the unique needs of each community; a cookie cutter approach is not recommended.

The Malton Branch Library may provide a model for branch-focused collection development. This branch contains a collection and services that are geared to its very diverse community.

The City of Mississauga and the Mississauga Library System have clearly identified their support for a community-based, branch-focused collection development policy. The concept of a community-based, branch-focused collection development policy is valid and coincides with current trends in library collection development.

5.8 CHANGING DEMOGRAPHICS

Library collection policies and programming should be altered to reflect the aging population. For instance, libraries must make things easier to use and easier to read, including the provision of public access computers with larger buttons and screens, as well as designing signs with larger print. It is also anticipated that more active older adults will have time to explore interests and hobbies and engage in life-long education. The aging population is also leading to increased concerns about health issues.

The growing cultural diversity in Mississauga indicates a need to increase the size and variety of multicultural library collections. Budget limitations and the difficulties involved in acquiring materials in other languages may, however, prevent the Mississauga Library System from developing larger collections in other languages. Fortunately, the Library does provide remote access to the library web site and provides web-based resources for their patrons. The Internet and the Web have brought about a paradigm shift in the methods of delivering multicultural library collections and in the amount of information that can be made accessible to library patrons.

Specific technology exists that can be used to develop multicultural web sites. Many existing web sites provide the resources required to develop multicultural web sites. These technologies include multilingual web design, multilingual and international search engines and translation technology.

In Mississauga, the youth population (10 to 19) will continue to increase in size until 2006.

Recent nation wide studies indicate that many teens are looking for:

- access to high quality computers with Internet access, software, web-site development tools, and graphic and multi-media capabilities;
- customer service for students / librarians that are willing to help students;
- library space for teens (e.g., fun, easy, friendly and exciting bookstore type space and multimedia space;



- contemporary and popular books and materials (magazines, CDs, videos); multiple copies of favorite books;
- involvement in library facility and service planning; youth should be encouraged to participate through paid work, community service and volunteer opportunities; and
- teen programming (e.g., writing workshops, young adult author readings, film shorts nights, performance space, galleries for video and visual art).

Recommendations

30. 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.
31. 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.
32. 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.

SECTION 6 FACILITIES & SPACE NEEDS

6.1 OVERVIEW

The Mississauga Library System currently consists of one central library and fourteen branch libraries. Two additional branch libraries are under construction and slated for opening in 2004. As a result, the Mississauga Library System will, in short order, consist of one central library and sixteen branch libraries (see [Table 6-1](#)).

The 17 public library facilities total 396,228 square feet for a provision level of 0.596 (including the Courtneypark and Cooksville branches). The 16 branch libraries in Mississauga provide a total of 0.331 square feet per capita and the Central Library provides the balance (0.264 square feet per capita).

Name of Facility	Location	Current Size (sq. ft.)
Central Library	301 Burnhamthorpe Road W.	176,034
Burnhamthorpe Branch	1350 Burnhamthorpe Road E.	31,500
Clarkson Branch	2475 Truscott Drive	5,754*
Cooksville Branch	3024 Hurontario Street	4,600 (2004)
Courtneypark Branch	730 Courtneypark Drive West	29,000 *(2004)
Erin Meadows Branch	2800 Erin Centre Boulevard	24,200*
Frank McKechnie Branch	310 Bristol Road East	15,950*
Lakeview Branch	1110 Atwater Avenue	7,610
Lorne Park Branch	1474 Truscott Drive	11,995
Malton Branch	3540 Morning Star Drive	16,898*
Meadowvale Branch	6677 Meadowvale Town Centre Circle	16,695
Mississauga Valley Branch	1275 Mississauga Valley Boulevard	12,650*
Port Credit Branch	20 Lakeshore Road East	7,500
Sheridan Branch	2225 Erin Mills Parkway	5,650
South Common Branch	2233 South Millway Drive	15,400*
Streetsville Branch	112 Queen Street South	9,332
Woodlands Branch	1030 McBride Avenue	5,500
TOTAL (all libraries)		396,228

SERVICE AREAS

The approach adopted for library space planning in this Future Directions for Library Services involves an analysis of per capita space standards (overall quantity) and service gaps (geographic distribution). Because the prime purpose of the branch library is to serve individual neighbourhood and communities, a certain amount of flexibility is required in applying the quantitative service standards.

The per capita provision of branch library space in Mississauga is not evenly distributed amongst each of the 6 Service Areas. The provision levels range from 0.26 square feet per capita in Service Area 4 to 0.41 square feet per capita in Service Area 3.

Projecting the data forward to the year 2031, without additional library space being provided other than what is currently under construction, the City's branch library provision level would decrease from 0.331 to 0.302 square feet per capita. Service Areas 4 and 5 would both fall further below the City average at 0.279 and 0.257 square feet per capita, respectively (although the Central Library is in Service Area 5). Service Areas 3 and 6 would maintain a higher than average provision level, while Service Areas 1 and 2 would be closest to the approximate City average.

6.2 CENTRAL LIBRARY

The Central Library is located in Service Area 5 and has a total floor area of 176,034 square feet. This library handles a significant share of the system's total use and consists of several departments and special collections.

Neither the size nor the function of the Central Library was raised as a significant issue by the public or staff during the course of this study. Given this and other trends in the provision of library facilities, **no changes to the size of the Central Library are recommended.** The current provision level for Central Library space is 0.26 square feet per capita which has assumed all of Central Library is actually being used for library purposes. However, a portion of Central Library is used by other City departments and the prosecutor's offices. As the population grows, and in particular in the City Centre, Central Library may need to convert existing non library usage to library space. With an anticipated long-term (2031) population of 729,000, it is projected that this standard will drop to 0.24 square feet per capita. This is reasonable given the proposed recommendations identified later in this report regarding branch libraries.

It should be noted that the Central Library also serves a branch library function for the surrounding area (mainly Service Area 5, but also portions of Areas 2 and 4). The household survey indicates that residents of Service Areas 2 and 5 are the biggest users of the Central Library.

Recommendations

33. 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.

6.3 BRANCH LIBRARIES

6.3.1 Service Level

The Mississauga Library System currently has an overall space provision level of 0.547 square feet per capita; however, with the soon to open Courtneypark and Cooksville branches, the provision level will increase to **0.596 square feet per capita**. With the opening of the two new branches in 2004, the City's actual library provision standard is at a peak that will decline until new library space is once again added to the system.

Given that...

- the current library branch provision level of 0.331 represents an elevated standard due to the inclusion of two new and not yet open libraries, and
- historically, Mississauga's provision level has been at or below 0.3,

...while realizing that...

- the electronic elements of the library are adding space demands to the library's operation rather than reducing them, and
- if a library is to be more of a community space it will need more square footage for teaching, collaborative studies, coffee shops, etc.

...it is reasonable to recommend a provision level between the current supply of 0.331 and the historical supply of 0.3 for an average of 0.315. This standard will provide for continued improvement and growth within the City's library system while maintaining realistic expectations surrounding library space provision. It will also compensate for the reduced provision levels at the Central Library as the City grows (0.26 to 0.24).

Deficits are currently noted in Service Areas 4 and 5, however, as noted earlier this is the location of Central Library which is heavily used by residents of these two service areas. **Forecasted** population growth will create future deficiencies in Service Areas 1 and 2, however, the provision of library space in Churchill Meadows will resolve these deficiencies.

A surplus of branch library space is projected for Service Areas 3 and 6.

The data indicates that the long-term need for branch library space is approximately 9,441 square feet (for a total of 229,635ft² in branches and 405,669ft² across the entire system).

Space allocation and distribution within each Service Area must be considered in this evaluation. For example, as noted above the Central Library is located within Service Area 5, which is more than sufficient to offset any deficiencies in this area.

Recommendations

34. 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.

6.3.2 Support Existing Library Development

This Future Directions for Library Services supports the current branch library development and redevelopment plans, namely:

- the development of the new Cooksville Branch in Service Area 5; and
- the development of the new Courtnepark Branch in Service Area 2.

6.3.3 Develop New Branch

Map 6-1 provides a graphic illustration of the Mississauga branch library distribution analysis. The analysis has been undertaken based on a differential approach recognizing a "tiered branch system" with smaller branches (those under 13,000 square feet) having a service radius of 2-kilometres and larger branches (those over 13,000 square feet) having a service radius of 3-kilometres. The mapping illustrates both existing and under construction branch libraries and includes the Central Library (which serves both a City-wide function and a local function).

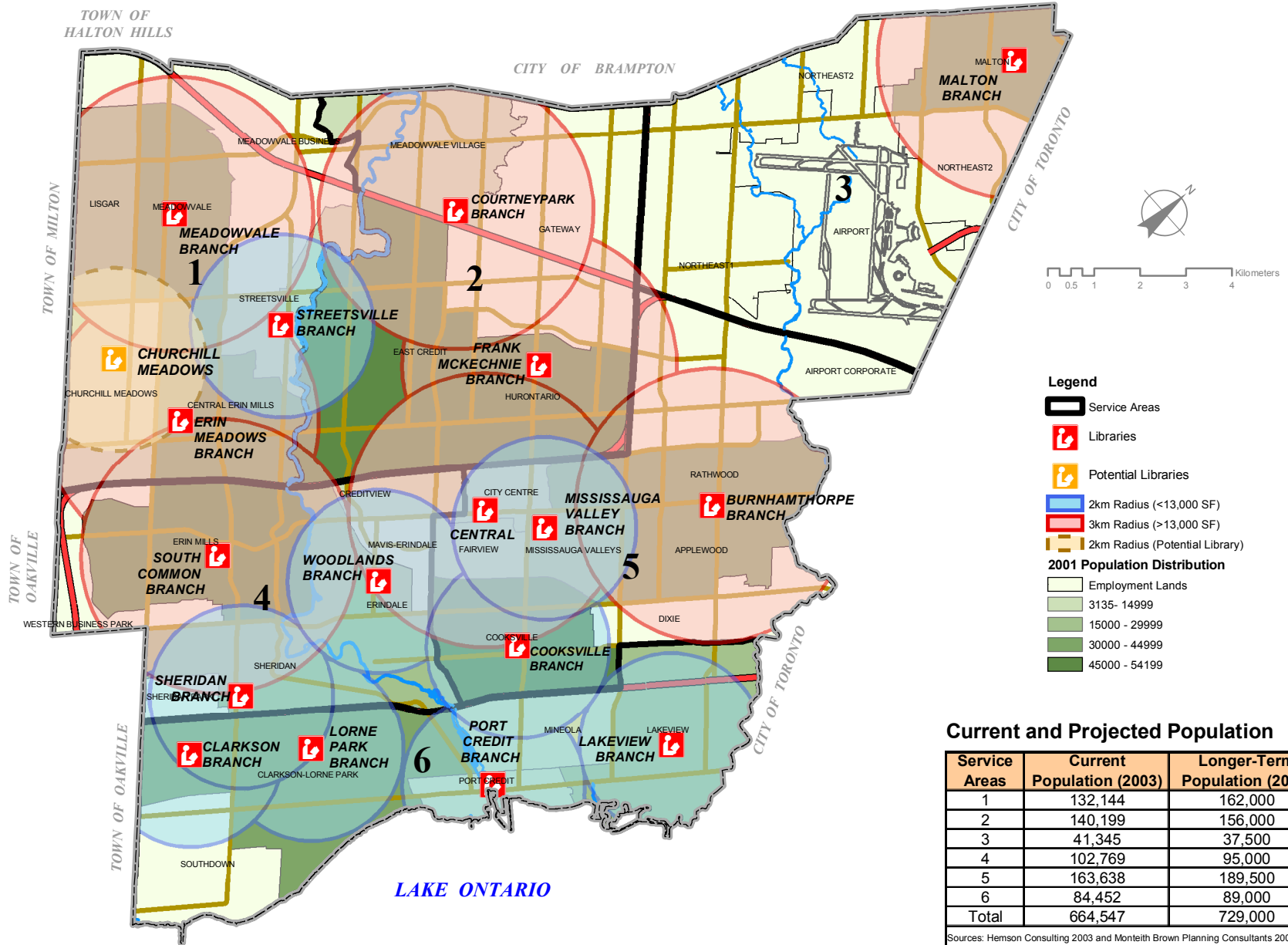
Service Area 1 currently includes 3 branch libraries: Meadowvale (16,695 sq. ft.); Streetsville (9,332 sq. ft.) and Erin Meadows (24,200 sq. ft.). In total, these three branches provide Service Area 1 with 50,227 sq. ft. of branch library space. The estimated 2003 population for this area was 132,144 people which results in a provision standard of 0.38 square feet of branch library space per capita.

Projected population figures (Hemson Consulting, 2003) indicate a population of 162,724 people is anticipated by the year 2031. If the current supply of branch library space remains static, a provision level of 0.31 square feet per capita will be provided in Service Area 1 - generally achieving the overall target of 0.3 to 0.34 square feet per capita of branch library space. However, as a provision target range is intended to allow for some level of flexibility, at the higher end of the provision target (0.34 sq. ft. per capita), a deficit of branch space could be required 5,100 square feet of additional branch library space. This higher end may be justified especially in growing residential area where youth populations are anticipated and where a higher provision standard has been historically provided (which is the case in Service Area 1).

A further analysis of the population in the Churchill Meadows planning area was undertaken in order to provide a higher level understanding of branch library space needs. This analysis identified that a population of 42,392 people is expected to live in this area by 2031. At the provision range of 0.30 to 0.34 square feet per capita, this area justifies the access to 12,718 to 14,413 square feet of branch library space (based strictly on population analysis alone).

TOWN OF HALTON HILLS

CITY OF BRAMPTON



Given that the projected population could be accommodated within the existing square footage of 50,227 (for a service level of 0.30), the higher square footage for Churchill Meadows would result in drastic reductions at existing branches.

Distribution analysis (service radii) must also be considered. As such, a distribution analysis was undertaken of branch libraries within Service Area 1. This analysis identified a "gap" focused on the Churchill Meadows planning area. This gap provides further weight to a need for a branch library in the Churchill Meadows area in order to fill the identified gap. However, in considering the proper size for such a branch, it is also important to recognize that existing branches are currently sufficiently sized to provide some level of service to portions of the Churchill Meadows planning area. Therefore, some reduction in the size of a Churchill Meadows branch can be contemplated and a balance struck between Churchill Meadow Branch requirements and the existing leased Meadowvale Branch. Collectively, approximately 20,000 square feet can be justified between the two branch libraries.



Overall, based on the per capita provision level range, a deficit of up to 5,100 square feet of new branch library space has been determined for Service Area 1. For the Churchill Meadows area, access to 12,718 to 14,413 square feet of branch library space is needed to serve this population. As portions of this area are currently served by existing branches, two alternatives can be considered:

- a smaller Churchill Meadows branch of 5,000 square feet; or
- a larger Churchill Meadows branch linked to a reduction in the size of an existing branch.

Although a Churchill Meadows branch at 5,000 square feet could be pursued, an additional consideration should include the demographic profile of the area. Demographic data shows Service Area 1 to have a younger age profile as compared to other parts of the City (e.g. Service Area 6). Research conducted for this Future Directions for Library Services provided emphasis on the need for libraries to provide theme areas for "teens" as well as for children (e.g. for story time) in addition to other library services (e.g. computer terminals). As such, any new branch, especially one located in a youthful area should provide sufficient space to accommodate these types of spaces. Based on this direction, a smaller branch (5,000 sq. ft.) is not recommended. Instead, a larger branch sized at 7,300 square feet of City supplied space and 2,000 square feet of School Board supplied space is recommended. A 9,300 square foot branch is considered sufficient when one recognizes that other existing branches

continue to serve portions of this population while there would still be the need to provide an opportunity to better serve the younger age profile.

In order to provide this size of library and maintain the overall target of 0.30 to 0.34 square feet per capita, a reduction in the order of 4,300 square feet of an existing branch should be investigated. With the Meadowvale Branch being located in leased space, opportunity to reduce the size of this branch (through reduction in current space or through relocation) was determined to present the most logical or realistic opportunity. Based on the service radii analysis, a reduction of the Meadowvale Branch would effectively reduce this branches service area (radii) in the Churchill Meadows area further supporting the direction of a larger Churchill Meadows branch.

Both the distribution and supply of branch library space in Service Area I are impacted by past decisions to over-size certain branches while recognizing the historical distinctiveness of the area (e.g. Streetsville). Following the development of the Churchill Meadows Branch a needs and feasibility study should be undertaken to determine the appropriate size and location for the Meadowvale Branch library (including the feasibility of relocating to the Meadowvale Community Centre).

Recommendations

35. 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.
36. 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 Courtnepark, Erin Meadows, Streetsville and Churchill Meadows branch libraries.

6.3.4 Monitor Usage at Branches / Redevelop Existing Libraries

As illustrated in Map 6-1, there is considerable overlapping of service radii in certain areas. Some of the greatest overlaps in service areas can be found in Service Area 6, which also has a surplus of library space. Although consideration could be given to closing the Port Credit, Lakeview, and/or Lorne Park libraries and developing one larger consolidated facility, the strong attachment of residents in this area to their branch libraries; the distinctiveness of these communities; and the challenges typically associated with library consolidations, renovation etc. As part of any redevelopment plans a City will investigate the feasibility of any proposal and conduct appropriate community consultation.

Many of the City's branch libraries are older facilities that are configured to serve a program that is increasingly outdated. This is true of all of the libraries in Service Area 1 as well as Woodlands and Burnhamthorpe.

A number of libraries should be redeveloped in the coming years in order to reflect the concept of library as place and the uniqueness of the distinct neighbourhoods they serve. In addition, for the Burnhamthorpe Branch, a surplus of space has been identified for the area. Improving the efficiency of space utilization should be undertaken when this branch is to be renovated.

Both of these situations should be monitored over the coming years in order to build a case for library development, redevelopment and/or consolidation.

Recommendations

37. 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.

Recommendations

38. 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

6.3.5 Branch Closure

The low level and declining use of the Sheridan Branch, the declining population in this area, the fact that the space is leased, and the significant overlapping service areas of other nearby branch libraries provide strong arguments for phasing this branch out of the system. The library does provide programs and services to area children. This social or community space function may need to be replaced with an after school programming at a school or other community space.

Recommendation

39. 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.