# 2009 future directions

**Master Plan for Library Services**

Final Report - December 2009

MISSISSAUGA
*Leading today for tomorrow*

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2009
future
directions

# Master Plan for Library Services
## Final Report - December 2009

*Prepared for:*
**Community Services Department, City of Mississauga**

MISSISSAUGA
*Leading today for tomorrow*

*Prepared by:*
**Libraries in Transition, A.F. Church & Associates, Stan Squires and Associates and Monteith Brown Planning Consultants**

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## Acknowledgements

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## Executive Summary

### Process

The Consulting Team of Libraries in Transition, A. F. Church & Associates, Stan Squires and Associates and Monteith Brown Planning Consultants is pleased to present the *2009 Future Directions Master Plan for Library Services* in the City of Mississauga, prepared with the assistance of the Mississauga Library System and the Community Services Department.

This Library Master Plan focuses on the services provided by the Library System, with particular reference to the target communities of older adults, youth and newcomers. It also emphasizes the need for the Library to serve citizens through the use of increased and more innovative information technologies, considering both infrastructure and service/content perspectives. The plan presents a strategy for 2009 through 2014, within the context of a twenty-five year perspective.

The Project included extensive consultation with City elected officials and Staff; with the Library Board and the Library Friends; with internal and external stakeholders and partners; with Library Management and Staff and with the community through surveys of older adults, youth and newcomers and public information sessions.

### Mission

The mission of the Mississauga Library System is to provide library services to meet life-long informational, educational, cultural and recreational needs of the Mississauga citizens. The Library espouses:

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

### Vision for Mississauga Library System

The Mississauga Library System is known nationally for its success in responding to the rapid growth of the City, in terms of its ability to build and to resource the new many branches that were required to accommodate the hundreds of thousands of people from around the world, the country and the province, who chose to make Mississauga their home.

By engaging in ongoing discussions with the community through a variety of vehicles, the Library effectively and responsively continues to align its strategic directions and actions to those of the City and its citizens. Attractive facilities, up-to-date collections, user-friendly hours of operation and informed staff are responsible for the Library's success and high ratings by users.

The Consulting Team proposes this vision for Mississauga's Library of the Future:

*"The Vision for the Mississauga Library System is to ensure that every citizen achieves an optimal level of literacy through:*

- *access to any information in formats best suited to meet individual needs;*
- *an understanding and effective use of the full range of tools and services required to access that information; and,*
- *services, programs, facilities and information technologies that support and enhance the Library's Mission Statements."*

## Key Issues Facing Mississauga Library System in the Next 5 to 25 Years

### Capacity Building

The City of Mississauga is entering a period of intensification and to some degree, retrenchment. The City has built out and is facing a more challenging economic time, concurrent with expected continued population growth. The system of seventeen (17) branch library locations and a central library location is well distributed; few citizens can say they do not have access to a community library.

### Sustainability

Nonetheless, the costs of maintaining a large system are evident in a number of areas: hours of operation, maintaining and building resources, staff costs and the cost of repair and maintenance of the existing system.

### Resource Redistribution and New Service Delivery Model

In working toward sustainability and city growth, the Library needs to adjust, to reassign resources and to offer services in new ways. In part this can be addressed through the development of a new Library Services Model.

Population growth forecasts from 2006 suggest that certain library catchment[1] areas will see a decrease in population, while other catchment areas will experience tremendous growth. The libraries within the current service delivery model have been distinguished as large, medium and small. If future population forecasts are to be achieved, some large libraries will not enjoy the population growth of past years. Of greater concern is the future resourcing challenge for a few branch libraries previously defined as medium and small, where patterns suggest significant growth may occur within the next twenty-five (25) years. Short of entering into a number of capital facilities projects that will call upon more operating dollars, the Library has to consider all aspects of resource allocation and be prepared to reassign them based on key community groups.

This Master Plan proposes the adoption of a district-like model, based on City Service areas. This model would allow the reassignment of resources in a more local grouping of libraries, to ensure people within that area have direct and back up library services within a reasonable distance of their local library. The Plan also proposes planning for targeted, select collection building and development for demographically significant population groups at certain libraries in the system.

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[1] Catchment areas are 2 km. radius for libraries sized less than 12,000 square feet and 3 km. radius for those sized over 12,000 square feet.

**Maintaining Optimal Stakeholder Connections and High User Satisfaction**

The Master Plan recognizes the priority of responding to funding constraints. Changes proposed in the plan attempt to respond to user demands and high expectations articulated in the user surveys.

**The Critical Role of Technology**

Pivotal to meeting its future challenges is the readiness of the City, the Library and its staff to adopt and incorporate more technology into all aspects of work and service. It is technology that will be the main enabler for optimal content development, access and service delivery.

Currently Mississauga, in general, and the Library in particular, face challenges in its information technology services and infrastructure: ranging from the need for a faster response time; broader bandwidth; more consistent up time for workstations; and the need for more up-to-date and adequate numbers of computer workstations for public use. The Library does not have its own website but requires the user to go through a very 'busy' City website. The Library's web presence is limited in design and not easily navigable by users. The City firewall prevents easy and open access for any library user, to use or access the full range of electronic products and services enjoyed by library users in other communities.

The current Integrated Library System (ILS) is scheduled for replacement in 2009-2010, followed by the implementation of Radio-Frequency Identification (RFID) for self-serve checkout. Staff savings are anticipated from the RFID innovation, one of the expectations of Library management.

Current library research shows that library marketing and awareness is challenging at best. More literature now indicates that libraries are enjoying a much higher profile due to exciting and easy to navigate websites. These sites showcase libraries' excellent collections and programs, with 24/7 access leading to higher holds rates, program attendance and user input into the development of responsive services.

Throughout the recommendations that follow, are a number of technology initiatives that highlight the essential and pervasive nature of this powerful resource.

**Planning Review for Expanded and New Facilities Based on Population Trends**

Mississauga Library System, like its City, has enjoyed remarkable and responsive growth over the last decades. As the City moves more towards a growth management strategy of intensification, the Library System needs to review selectively where to incorporate new branches or expand existing. The Library Board maintains a Standard of 0.24 to 0.26 square feet per capita for the Central Library, and 0.3 to 0.34 square feet for branches.

This Master Plan looks to slow the need for further facilities growth by transitioning larger paper format collections to less space intensive collections, by utilizing more electronic resources and technology within the system.

**Maintaining and Growing Responsive Collections**

Collections and their ability to meet standard is a growing concern in the face of reduced funding. The Library has always maintained the philosophy of providing all collections and services at all locations throughout the system. With access to more robust and detailed information regarding populations and their characteristics, and through interbranch collection transfers and floating collections, the Library can adopt a philosophy of the 'Collection as One'. This requires somewhat less collection duplication and more attention to collection building in specific demographic areas. In order to realize

more cost efficiencies, the Library needs to exploit the rich resources available through electronic databases and the Internet.

### Redirecting Staffing Resources to Support New Strategic Directions

The Library needs to create capacity to meet its budget envelope and to enable it to be innovative and responsive to emerging technologies and public service demands. This requires re-thinking and re-engineering its staffing and service delivery models, to achieve more with less.

### Leveraging Valuable Library Resources through Strategic Partnerships

Current economic challenges facing the City and the Library require new ways to deliver services. The development of a Coordinated Electronic Strategy can draw on expertise and resources not always or readily available through traditional funding models. As well, the development and roll out of an alternative community library model is dependent on harnessing and integrating additional expertise with a community framework. Mississauga is fortunate to have other community groups and institutions equally committed to maintaining and improving the excellent services in place. New and extended partnerships will be essential for the Library's progress.

## Key Recommendations of the Study

The recommendations for the *2009 Future Directions Master Plan for Library Services* are set out below.

### New Library Services and Delivery Model

In reviewing the current model, the Consulting Team looked to what works well and what requires reconsideration. The City's new direction towards intensification, upcoming economic restraints, plus anticipated growth and population shifts within the community, have contributed in the Recommendations made.

The intent is to adopt more of a District Library approach, where resources can be reassigned within distinct geographical areas, meeting the convenience of local and neighbourhood services that the community has come to expect.

It is also a model that takes into consideration specific demographic groups including older adults, youth and newcomers through the creation of coordinators responsible for the development and roll out of collections and services in communities with higher levels of these users. A new alternative library model that will rely on cooperation and engagement by other community groups is also proposed for special communities.

The green agenda adopted by the City is also considered with the Library Services model and appears in other aspects of the Master Plan.

The most important catalyst and enabler of the whole Master Plan is a Coordinated Electronic Strategy that brings together infrastructure, collections, services and partnerships that will ultimately lead to the creation of an E-branch for the Mississauga Library System.

**Recommendation #1**

⇒  Reframe the Library Services Delivery Model, philosophy and guiding principles, by exploring and incorporating new delivery models for the future Mississauga Library System, including a District Library model, an alternative community branch model and a coordinated electronic strategy, leading to an E-Branch.

**Recommendation #2**

⇒  Align all future Library capital building plans with the Recreation and Parks Division and/or schools, relocating current or planning new facilities in shared spaces, where feasible.

**Recommendation #3**

⇒  Initiate a Coordinated Electronic Strategy, as a priority, that will result in the development of an E-Branch.

**Recommendation #4**

⇒  With intensification, reassign resources among libraries within the City's Service Areas to meet local community needs based on population trends, usage, facilities' design, location and available public transportation.

**Recommendation #5**

⇒  Transform the Sheridan Branch Library to its new alternative community branch model, based on the findings of its study. Replicate model at other identified locations, subject to feasibility review.

**Recommendation #6**

⇒  Participate with the City, in partnership with the Region and other community partners in the development of a separate website, linked to the Library's website, specifically designed to address the information needs of community newcomers to Canada.

**Recommendation #7**

⇒  Adopt new service frameworks reflecting the current socio-demographic priorities e.g. older adults, youth and newcomers.

**Recommendation #8**

⇒  Design and implement targeted services and collections for youth, older adults and newcomers in specific library locations or City Services Areas, based on age and other demographic trends and enabled by the proposed coordinator positions, in order to coordinate these services centrally.

**Recommendation #9**

⇒  Support the City's **'Living Green'** initiatives through materials, facilities, programs, and services by reducing paper-based materials as it increases electronic materials; by conducting an energy audit on all facilities by 2011; and by implementing energy efficiencies for all future renovations.

**Facilities**

Allied with the Library Services and Delivery model and building on *Future Directions 2004* is the Facilities strategy. The common theme that flows through this Master Plan is the impact of overall population growth and shift within the community of Mississauga. The strategy attempts to hold to the Facility Standards established by the Library Board; it also proposes migrating from leased spaces to owned spaces, and where possible, the development and expansion of shared spaces. The Plan draws on population projections approved by the City and mirrors the data used in the other 2009 *Future Directions Master Plans.*

Accessibility is a major issue facing all communities. The City of Mississauga is proactive in adopting and rolling out an Accessibility Plan before the legislative deadline. This Master Plan highlights a few areas that need to be addressed at the Library.

**Recommendation #10**
⇒ Plan for a new branch library (ideally in combination with new recreation facilities serving the same area) in the Hurontario-Dundas area to serve the projected population increases resulting from intensification expectations.

**Recommendation #11**
⇒ Limit and monitor any re-development plans for southern branches (Lakeview, Port Credit and Lorne Park) to improving functionality only, as this area has an oversupply in terms of library square footage. Review space requirements for southern branches in next Library Master Plan.

**Recommendation #12**
⇒ Monitor and evaluate, over a two to three year period, if there is a need for a new branch library to serve the East Credit gap area or for the expansion of the Courtneypark, Streetsville and/or Frank McKechnie Branch Libraries, taking into account the usage pattern from this area to each of the surrounding branch libraries and the Mississauga Central Library.

**Recommendation #13**
⇒ Relocate the Meadowvale Branch to the site of the Meadowvale Community Centre.

**Recommendation #14**
⇒ Monitor the changing roles of the Central Library in light of the revitalization of Civic Square, the implementation of the

Coordinated Electronic Strategy, and the needs and demands of the branches.

**Recommendation #15**
⇒ Maintain the branch library space provision target of 0.30 to 0.34 square feet (SF) per capita.

**Recommendation #16**
⇒ Increase capital funds (Facilities Repair and Renovation Fund and Furniture and Equipment Fund) to keep all facilities attractive and fully functional, thereby enhancing the customer experience.

**Recommendation #17**
⇒ Ensure elevators and building accesses at all locations function optimally for users and staff.

**Recommendation #18**
⇒ Enhance the website design in order to meet accessibility requirements set by legislation, building on current excellent progress of improving all types of accessibility to the Library and its resources.

**Recommendation #19**
⇒ Explore the feasibility of implementing the CNIB *VISUNET* service throughout the Library.

**Recommendation #20**
⇒ Develop a plan that is reviewed annually, to integrate the latest assistive technologies, equipment and furniture into the Mississauga Library System, based on the results of the survey of comparator libraries.

**Recommendation #21**

⇒ Work with the Community Services Planning, Development and Business Services Division of the City of Mississauga, prior to the next update of the Library Master Plan in 2014, to determine the best approach to assessing library space needs (i.e. re-evaluate the space per capita based on the 6 Service Areas and/or Branch Library Catchment Areas, and include branch usage as a partial measure of space need).

## Collections

A library's collection is one of its most important resources and investments; after staffing, collections account for the largest portion of its budget. In previous years, the Mississauga Library System has enjoyed extensive collection growth; excellent and well-distributed resources of books and audio-visual materials met citizens' collection needs.

Unprecedented growth, the need to build collections in multiple formats and languages, community demand for 'just-in-time' services and budget constraints, all has created challenges for the Library. It needs to adopt new approaches to what, when, and whom is involved in selecting and acquiring collections and where, how and when those collections will be offered to the public.

In times of economic restraint, large public libraries, in particular, adopt different collection management practices in order to attempt to keep up with community demand. Vendors are providing more services that help libraries to streamline the activities of materials' ordering, cataloguing, and preparation for circulation to the public. Libraries rely more heavily on rotating collections, sent to point-of-need locations, to increase the return on investment from collection investment monies.

Internally, libraries that previously managed collections through distributed and decentralized processes, i.e. selection of new and replacement items at the branch level and provision of most materials at all sites, are retrenching by moving towards more centralized and more flexible collection building and utilization practices. Moving to just-in-time and more fluid collections, located where needed at any given time, supported by increasing interbranch delivery services, is a new way of doing business. This resource redirection impacts staffing practices, affects professional philosophies on collection management and requires a concerted marketing campaign to explain to the public the concept of just-in-time collections - 'The Collection as One'.

To help understand the various and complex facets of collection strategies, the Consulting Team compiled a Collection Framework for the Library's consideration which includes input from the Library staff and from the surveyed communities, as well as the latest research in collection development and delivery.

**Recommendation #22**

⇒ Adopt and promote the philosophy of 'Collection as One', including regular rotations of collections throughout the system.

**Recommendation #23**

⇒ Centralize materials' selection and de-selection for the whole system.

**Recommendation #24**

⇒ Ensure that collection funding keeps pace with the growth of the community.

**Recommendation #25**

⇒ Improve and promote the online catalogue.

**Recommendation #26**

⇒ Migrate print newspaper and select periodical subscriptions to electronic equivalents where feasible and appropriate. Study print on-demand newspaper service.

**Recommendation #27**

⇒ Install specific, targeted collections in branches of demonstrated need, determined by demographic profiles, e.g. youth collections and services in high youth population areas.

**Recommendation #28**

⇒ Install focussed collections in alternative community spaces, e.g. Sheridan; reduce traditional collections and refocus development on multilingual preschool/school dual language kits, electronic resources, bookmarked newspapers and multicultural sites, DVDs, CDs and TOEFL (English as a foreign language) collections.

**Recommendation #29**

⇒ Continue to migrate from print to electronic versions of materials for all reference through the Coordinated Electronic Strategy.

**Recommendation #30**

⇒ Adopt a planned Collection de-selection program, subject to the Collection Committee guidelines, to ameliorate the need for additional facility space.

**Recommendation #31**

⇒ Develop a draft policy and guidelines for collecting and accessing multilingual collections, in the 10 key languages.

**Recommendation #32**

⇒ Initially focus multilingual collection development on preschool (dual language kits) and school age multilingual materials and electronic resources. Bookmark newspapers and multicultural websites and provide DVDs, CDs and TOEFL collections at select locations in the City's 10 key languages.

**Recommendation #33**

⇒ Embark on a pilot project for "print on demand" textbooks for one year at the Mississauga Central Library.

**Partnerships**

Partnerships will serve to leverage current library service successes and enhance future programs. It is proposed that the Library explore partnerships that may assist with the development of this new Master Plan. Although the Library has been successful in forging beneficial partnerships with the Community Services Recreation and Parks Division and the Boards of Education, as well as with others in publicity and marketing, some stakeholders suggest that the Library pursue additional partnerships.

Mississauga has recently published its *Culture Plan* (2009); Arts and Culture is a new area of interest for the provincial government and is important in municipal planning. Libraries have long offered cultural programs and there is the potential for more development in this area.

Furthermore, the proposed alternative community library model will depend on creating a network of partnerships to serve at risk communities. It is also suggested that the Library pursue and explore partnerships with various levels of government and some private sector entities to aid in rolling out a coordinated electronic strategy.

The proposed Advisory Committee for the Co-ordinated Electronic Strategy will provide a partnership opportunity to bring a member of

private sector to the table, as well as enhancing the strong Library-City IT relationship.

**Recommendation #34**

$\Rightarrow$ Explore private sector partnerships, including those with information technology companies, to assist the Library in building and delivering its e-strategies.

**Recommendation #35**

$\Rightarrow$ Partner with other community organizations and other levels of government to better serve and support the needs of newcomers.

**Recommendation #36**

$\Rightarrow$ Enlist the assistance of schools and the Retired Teachers of Ontario to support students in homework centres, at locations with a higher percentage of youth.

**Recommendation #37**

$\Rightarrow$ Explore, with the Community Services Recreation and Parks and Culture divisions, better and more effective ways to blend programming opportunities for the community and to eliminate duplication.

## Library Promotion, Awareness and Marketing

These recommendations emphasize the importance of continuously presenting and getting the Library's message out to the community, in all services, programs, activities and communications. The key focus needs to be on the Library's electronic portal, its website, through which the majority of Library users enter on a regular basis.

**Recommendation #38**

$\Rightarrow$ Ensure that all Library marketing and promotional materials issued to the public have a common look and feel, to promote 'brand' awareness.

**Recommendation #39**

$\Rightarrow$ Maximize use of the Library's electronic platform, its website, to promote programs and services, and to reach various segments of the community.

**Recommendation #40**

$\Rightarrow$ Engage partnerships in the community and private sector to leverage the Library's awareness and promotion, such as private sector sponsored screen savers and library cards.

## Staffing

These staffing recommendations will enable the Mississauga Library System to provide service to the targeted communities led by its three librarian co-ordinators; to respond to changes in population and budgets; to offer the Coordinated Electronic Strategy; and, to move towards an E-Branch. They speak to building capacity through rotation of managers and librarians, and to empowering and training staff to work with the new service delivery model and with diverse communities.

**Recommendation #41**

$\Rightarrow$ Prepare and implement a succession plan.

**Recommendation #42**

$\Rightarrow$ Create three librarian coordinator positions to lead and implement library system-wide strategies and programs relating to older adults, youth, and newcomers and developing partnerships; and to liaise with other City community development initiatives.

**Recommendation #43**

⇒ Review current branch hours and correlate hours of service to population trends, usage, facilities' design, location and available public transportation.

**Recommendation #44**

⇒ Adjust system-wide reference services and staff skills and training through the Coordinated Electronic Strategy.

**Recommendation #45**

⇒ Implement a system of regular rotation of managers among branches and Central, e.g. every five years, to build capacity and depth in the management and professional groups. Investigate and move towards a similar rotation system among senior librarians and librarians.

# Section 1: Introduction

## 1.1 Overview

The Consulting Team of *Libraries in Transition*, A.F. Church & Associates, Stan Squires and Associates and Monteith Brown Planning Consultants was contracted to develop an innovative and fiscally responsible Master Plan for the future direction of the Mississauga Library System, from 2009 to 2014 with a twenty-five (25) year outlook. While this Master Plan moves forward from *Future Directions for Library Services 2004*, it takes a different approach by addressing the service areas of the Library, leading to recommendations and actions that support continuous improvement and innovation and that will improve services delivery.

## 1.2 Goals and Objectives

For *Future Directions Master Plan for Library Services 2009*[1], the statement of work articulated the following objectives for the project:

- to develop a proactive, innovative and synergistic approach to planning and managing the evolution of the Mississauga Library System including programs, services and facilities;
- to identify a sustainable approach to service provisions;
- to provide an understanding of Mississauga Library System assets and identify opportunities for future library needs;

- to reflect Mississauga Library System's outlook in the face of the culturally and demographically diverse population residing in the City today and tomorrow with changing mobility and accessibility needs;
- to address the City's aging and evolving cohort;
- to test the City's future library needs and sustainability against current national, international best practices and future trends;
- to set short, medium and long term actions and funding priorities; and,
- to foster an engaged and committed public in regard to future library service delivery.

## 1.3 Scope and Methodology

The study is citywide in scope and includes an overview of Library facilities, programs and services. The Master Plan has a five (5) year planning horizon, with a twenty-five (25) year outlook, that will guide the Library until 2014. This Master Plan utilized newly released 2006 Census data. The next Master Plan is anticipated in 2014, utilizing 2011 Census data.

Extensive research included key city and library background studies, public library trends and best practices from international, national and provincial libraries. This is documented in the background paper produced by the Consultants, entitled *Library Environment Assessment.*[2]

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[1] In this document, also referred to as the Library Master Plan or Master Plan.

[2] Libraries in Transition et al. *Library Environment Assessment*. Prepared for the Mississauga Library System, February 2009. Internal working paper #1.

## Section 2: Planning Context

### 2.1 City of Mississauga

The City of Mississauga, a dynamic and growing City of more than 727,700 people, is engaged in developing a number of plans that will reflect its directions for the future. Long term planning for the Mississauga Library System begins and ultimately aligns with its municipality, its plans and its strategic directions.

***Our Future Mississauga: Strategic Plan for the City of Mississauga in the 21st Century[1]***
While the City of Mississauga has experienced tremendous expansion, it is currently recasting its overall strategy towards intensification and urbanization. As a result of extensive preplanning and consultation, the new *Strategic Plan* has created a framework based on Five Pillars.

These pillars, their principles and goals, set the direction for all departments. Strategic planning within departments will reflect and respond to the City's new directions.

| Pillar One | Developing a Transit Oriented City |
| --- | --- |
| Pillar Two | Ensuring Youth, Older Adults and New Immigrants Thrive |
| Pillar Three | Completing our Neighbourhoods |
| Pillar Four | Cultivating Creative and Innovative Businesses |
| Pillar Five | Living Green |

**Planning Studies**
Other key studies[2] conducted for and about the City of Mississauga that influenced or were influenced by the *Strategic Plan* are also important to planning for Library development in the future. They are:

- *Our Future Mississauga: Puzzle Pieces Summary Report*
- *Sustainable Living--a Growth Management Strategy for Mississauga*
- *City of Mississauga Accessibility Plan* (2008 Initiatives)
- *Building Mississauga Around Places: a Vision for City Centre Parks and Open Spaces in the 21st Century*
- *City of Mississauga Older Adult Plan*
- *City of Mississauga Culture Master Plan 2009*
- *City of Mississauga Recreation Master Plan* (in progress concurrent with *Library Master Plan*)
- *City of Mississauga Youth Plan* (draft)
- Peel Region Official Plan. *Peel Region Growth Report*

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[1] City of Mississauga. *Our future Mississauga: Strategic Plan for the City of Mississauga in the 21st Century*. Mississauga, 2009. Available at www.mississauga.ca.

[2] All published studies available at www.mississauga.ca and included in *Library Environment Assessment Working Paper #1*.

## 2.2 Future Directions

This Master Plan follows on the work of previous Future Directions Reports. The primary recommendations of the *2004 Future Directions for Library Services* included:

1. Maintain the Library's current collections standard of 2.2 volumes per capita and maintain the current replacement rate of 7%.

2. Maintain the Library's space provision of 0.6 square feet (SF) per person assigned to both Central and branch libraries at a more flexible range of 0.24SF to 0.26SF for Mississauga Central Library and 0.30SF to 0.34SF for branch library development.

3. Support the construction of Courtneypark Branch Library and the Cooksville Branch Library for opening in 2004.

4. Expand the mandate of the Library to address the principle of library 'as 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) area of the City and redevelop Meadowvale Branch Library for a shared space allocation of approximately 20,000 square feet between the two facilities.

6. Investigate the feasibility of relocating the Meadowvale Branch Library to the Meadowvale Community Centre following the opening of the Churchill Meadows Branch Library, in consultation with the community.

7. Review options for cost recovery/user fees for select services.

8. Review opportunities for creating a more integrated work model where libraries are at community centres and/or school sites.

9. Establish a system to monitor demands for new formats and languages.

10. Create a clearly defined web strategy, including links to multilingual library services, with appropriate resources and the ability to offer remote, online access to electronic databases.

11. Investigate the feasibility of personalized services for a fee to generate revenue.

12. Consider operating the Sheridan Branch Library only 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.

**2009 Future Directions Plan**

Key recommendations for the *2009 Future Directions for Library Services* focus specifically on library service delivery: the service delivery model, collections, partnerships, staffing, marketing and the facilities required to support the services.

**New Library Services and Delivery Model**

These recommendations relate to provision of library services and the service delivery model.

**Recommendation #1**

⇒ Reframe the Library Services Delivery Model, philosophy and guiding principles, by exploring and incorporating new delivery models for the future Mississauga Library System, including a District Library model, an alternative community branch model and a coordinated electronic strategy, leading to an E-Branch.

**Recommendation #2**

⇒ Align all future Library capital building plans with the Recreation and Parks Division and/or schools, relocating current or planning new facilities in shared spaces, where feasible.

**Recommendation #3**

⇒ Initiate a Coordinated Electronic Strategy, as a priority, that will result in the development of an E-Branch.

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⇒ With intensification, reassign resources among libraries within the City's Service Areas to meet local community needs based on population trends, usage, facilities' design, location and available public transportation.

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⇒ Transform the Sheridan Branch Library to its new alternative community branch model, based on the findings of its study. Replicate model at other identified locations, subject to feasibility review.

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⇒ Participate with the City, in partnership with the Region and other community partners in the development of a separate website, linked to the Library's website, specifically designed to address the information needs of community newcomers to Canada.

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⇒ Support the City's **'Living Green'** initiatives through materials, facilities, programs, and services by reducing paper-based materials as it increases electronic materials; by conducting an energy audit on all facilities by 2011; and by implementing energy efficiencies for all future renovations.

**Facilities**

These recommendations relate to the provision of facilities.

**Recommendation #10**

⇒ Plan for a new branch library (ideally in combination with new recreation facilities serving the same area) in the Hurontario-Dundas area to serve the projected population increases resulting from intensification expectations.

**Recommendation #11**

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Coordinated Electronic Strategy, and the needs and demands of the branches.

**Recommendation #15**

⇒ Maintain the branch library space provision target of 0.30 to 0.34 square feet per capita.

**Recommendation #16**

⇒ Increase capital funds (Facilities Repair and Renovation Fund and Furniture and Equipment Fund) to keep all facilities attractive and fully functional, thereby enhancing the customer experience.

**Recommendation #17**

⇒ Ensure elevators and building accesses at all locations function optimally for users and staff.

**Recommendation #18**

⇒ Enhance the website design in order to meet accessibility requirements set by legislation, building on current excellent progress of improving all types of accessibility to the Library and its resources.

**Recommendation #19**

⇒ Explore the feasibility of implementing the CNIB *VISUNET* service throughout the Library.

**Recommendation #20**

⇒ Develop a plan that is reviewed annually, to integrate the latest assistive technologies, equipment and furniture into the Mississauga Library System, based on the results of the survey of comparator libraries.

**Recommendation #21**

⇒ Work with the Community Services Planning, Development and Business Services Division of the City of Mississauga, prior to the next update of the Library Master Plan in 2014, to determine the best approach to assessing library space needs (i.e. re-evaluate the space per capita based on the 6 Service Areas and/or Branch Library Catchment Areas, and include branch usage as a partial measure of space need).

**Collections**

Given constrained budgets, growing population, use of library collections, and changing technologies for reference materials, these recommendations are presented relating to collections.

**Recommendation #22**

⇒ Adopt and promote the philosophy of 'Collection as One', including regular rotations of collections throughout the system.

**Recommendation #23**

⇒ Centralize materials' selection and de-selection for the whole system.

**Recommendation #24**

⇒ Ensure that collection funding keeps pace with the growth of the community.

**Recommendation #25**

⇒ Improve and promote the online catalogue.

**Recommendation #26**

⇒ Migrate print newspaper and select periodical subscriptions to electronic equivalents where feasible and appropriate. Study print on-demand newspaper service.

**Recommendation #27**

⇒ Install specific, targeted collections in branches of demonstrated need, determined by demographic profiles, e.g. youth collections and services in high youth population areas.

**Recommendation #28**

⇒ Install focussed collections in alternative community spaces, e.g. Sheridan; reduce traditional collections and refocus development on multilingual preschool/school dual language kits, electronic resources, bookmarked newspapers and multicultural sites, DVDs, CDs and TOEFL (English as a foreign language) collections.

**Recommendation #29**

⇒ Continue to migrate from print to electronic versions of materials for all reference through the Coordinated Electronic Strategy.

**Recommendation #30**

⇒ Adopt a planned Collection de-selection program, subject to the Collection Committee guidelines, to ameliorate the need for additional facility space.

**Recommendation #31**

⇒ Develop a draft policy and guidelines for collecting and accessing multilingual collections, in the 10 key languages.

**Recommendation #32**

⇒ Initially focus multilingual collection development on preschool (dual language kits) and school age multilingual materials and electronic resources. Bookmark newspapers and multicultural websites and provide DVDs, CDs and TOEFL collections at select locations in the City's 10 key languages.

**Recommendation #33**

⇒ Embark on a pilot project for "print on demand" textbooks for one year at the Mississauga Central Library.

**Partnerships**

These recommendations relate to the development of new and further exploitation of partnerships with private sector, government, city and community agencies to leverage current library service successes.

**Recommendation #34**

⇒ Explore private sector partnerships, including those with information technology companies, to assist the Library in building and delivering its e-strategies.

**Recommendation #35**

⇒ Partner with other community organizations and other levels of government to better serve and support the needs of newcomers.

**Recommendation #36**

⇒ Enlist the assistance of schools and the Retired Teachers of Ontario to support students in homework centres, at locations with a higher percentage of youth.

**Recommendation #37**

⇒ Explore, with the City Community Services Recreation and Parks and Culture divisions, better and more effective ways to blend programming opportunities for the community and to eliminate duplication.

**Library Promotion, Awareness and Marketing**

These recommendations emphasize the importance continuously presenting the Library to the community, in all services, programs, activities and communications.

**Recommendation #38**

⇒ Ensure that all Library marketing and promotional materials issued to the public have a common look and feel, to promote 'brand' awareness.

**Recommendation #39**

⇒ Maximize use of the Library's electronic platform, its website, to promote programs and services, and to reach various segments of the community.

**Recommendation #40**

⇒ Engage partnerships in the community and private sector to leverage the Library's awareness and promotion, such as private sector sponsored screen savers and library cards.

**Staffing**

These staffing recommendations will enable the Mississauga Library System to provide appropriate support for the targeted communities, to respond to changes in population and budgets, to innovate through the Coordinated Electronic Strategy, and to move towards an E-Branch.

**Recommendation #41**

⇒ Prepare and implement a succession plan.

**Recommendation #42**

⇒ Create three librarian coordinator positions to lead and implement library system-wide strategies and programs relating to older adults, youth, and newcomers and developing partnerships; and to liaise with other City community development initiatives.

**Recommendation #43**

⇒ Review current branch hours and correlate hours of service to population trends, usage, facilities' design, location and available public transportation.

**Recommendation #44**

⇒ Adjust system-wide reference services and staff skills and training through the Coordinated Electronic Strategy.

**Recommendation #45**

⇒ Implement a system of regular rotation of managers among branches and Central, e.g. every 5 years, to build capacity and depth in the management and professional groups. Investigate and move towards a similar rotation system among senior librarians and librarians.



*One of many uses of the Library.*

## 2.3 Socio Demographic Analysis

The demographics presented in this Master Plan are largely based on Statistics Canada Census data, as well as work undertaken by Hemson Consulting Inc. and the City of Mississauga. The base demographic data is common to the Library, the Recreation and the Parks and Natural Areas Master Plans.[1]

For the purposes of analysis, the City's six (6) Service Areas, as identified in the *2004 Future Directions Master Plans*, were utilized for comparative purposes.

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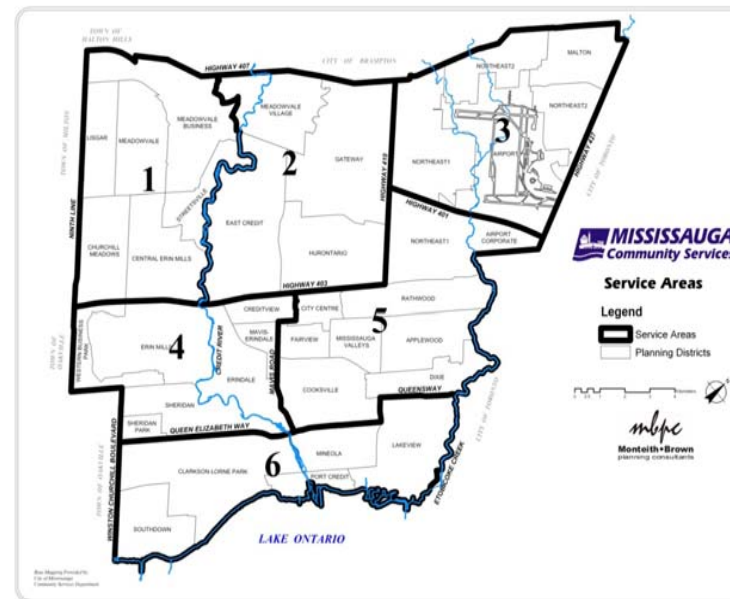
[1] Hemson Consulting Ltd. *2008 Growth Forecast - City of Mississauga*. Toronto, 2009. Approved by Mississauga City Council, April 8, 2009, Motion 0075-2009.  Reproduced and summarized from Monteith Brown Planning Consultants' Demographic Report prepared for the Master Plan, March 2009.

## 2.3.1 Socio-Economic Characteristics

**Language and Ethnicity**

According to the 2006 Census, the majority of Mississauga residents (65%) list English as the language most often spoken at home. A non-official language spoken at home (i.e. other than English and French) was noted by 29%. Almost 5% indicated that one or both official languages and a non-official language were most often spoken at home.

**Table 1: Top Five Unofficial Languages Spoken**

| Service Area | Top Five Unofficial Languages Spoken |
|---|---|
| 1 | Urdu (4%), Polish (2%), Cantonese (2%), Chinese. (2%), Spanish (2%) |
| 2 | Punjabi (4%), Urdu (4%), Cantonese (4%), Chinese (3%), Vietnamese (3%) |
| 3 | Punjabi (22%), Urdu (3%), Gujarati (3%), Italian (2%), Hindi (2%) |
| 4 | Urdu (3%), Polish (3%), Chinese (2%), Tagalog (1%), Cantonese (1%) |
| 5 | Polish (5%), Urdu (3%), Tagalog (2%), Arabic (2%), Spanish (2%) |
| 6 | Polish (3%), Portuguese (1%), Spanish (1%), Italian (1%), Tagalog/Cantonese (1% each) |
| Sources: Statistics Canada 2001, Hemson Consulting Inc. 2009, and Monteith Brown Planning Consultants March 2009 | |

For populations 15 years of age and over, those that were First Generation Canadians represented (61%); Second Generation (20.0%); and Third Generation (18.9%).

The 2006 Census revealed that 49% of Mississauga's population were a visible minority, compared to 22.8% for Ontario. The most common visible minorities were: South Asian (20.2%); Chinese (6.9%); Black (6.2%); Filipino (4.6%); Arab (2.5%); Southeast Asian (2.1%) and Latin American (1.9%).

**Household Income**

The median income of Mississauga residents in 2005 for all households was $71,393 compared to the provincial median for Ontario of $60,455 (based on 2006 Census). Mississauga similarly had a higher median household income than the Province as per the 2001 Census. Average household income was used for comparison from a distribution point of view, as median income is not easily determined by Service Area. As the following table shows, the average household income varies substantially across the City's six (6) Service Areas.

**Table 2: Average Income by Service Area**

| Service Area | Average Income |
|---|---|
| 1 | $94,208 |
| 2 | $88,036 |
| 3 | $62,126 |
| 4 | $101,967 |
| 5 | $68,014 |
| 6 | $102,156 |
| Sources: Statistics Canada 2001, Hemson Consulting Inc. 2009, and Monteith Brown Planning Consultants March 2009 | |

Despite the higher average median income in Mississauga, the percentage of persons with low income before taxes was 15.7% for Mississauga compared to 14.7% for Ontario in 2006.

**Household Formation and Family Structure**

The average household size according to the 2006 Census was 3.1 persons in Mississauga and 2.6 persons in Ontario. Mississauga's average household size has remained consistent since the 2001 Census while the average household size has increased at the Provincial level (from 2.4 persons in 2001). For all census families, the average number of persons was 3.2 in Mississauga and 2.6 for Ontario. Lone parent families represented 15.2% in Mississauga in 2006 compared to 15.8% for the Province. These numbers represent an increase from 14% and 15% for Mississauga and Ontario respectively in 2001.

**Education**

According to the 2006 Census, 43.9% of Mississauga residents 15 years of age and over have a high school or lower level of education, compared to 49% for the province. A University or higher level of education was attained by 26.8% of Mississauga residents aged 15 years and over, compared to 20.5% for the Province.

## 2.3.2 Current Population

Since the 2006 Statistics Canada Census data was released, Hemson Consulting Inc. prepared population projections for the City of Mississauga. Current estimates for the population of the City of Mississauga in the year 2009 are 727,700 people. For each of the City's six (6) Service Areas, the current population is estimated as follows:

**Table 3: Population of Service Areas**

| | POPULATION OF SERVICE AREAS | | | | | | |
|---|---|---|---|---|---|---|---|
| Year | 1 | 2 | 3 | 4 | 5 | 6 | Total |
| 2009 | 159,000 | 155,500 | 38,400 | 100,300 | 189,800 | 84,700 | 727,700 |

Sources: Statistics Canada 2001, Hemson Consulting Inc. 2009, and Monteith Brown Planning Consultants March 2009

It should be noted that population projections that existed for the 2004 Master Plan anticipated a 2031 population of 729,000 people. That number has already been achieved by the year 2009, according to the most recent City projections.

**Demographically, What Has Changed Since the 2004 Plan?**

The *2004 Future Directions for Library Services Plan* (also referred to as the *2004 Plan*) was based on population projections prepared by Hemson Consulting in 2003. These projections estimated the 2006 population at approximately 692,000 people. Based on the 2006 Census by Statistics Canada, the actual population was 665,565 persons, not including the estimated 4% net under-coverage. This more recent data indicates that anticipated population growth has not kept pace with projected estimates, resulting in approximately 26,000 fewer people residing in the City in 2006. When looking more specifically at age groupings, the estimates tended to slightly under-estimate the younger population age grouping (under 20 years of age), while the older age groupings tended to be over-estimated.

**Implications of the Changing Demographics**

The implication for the *2009 Library Master Plan* is that there were fewer people needing to be served in 2006 than suggested by the *2004 Plan*. There were more people in the younger age group, suggesting slightly higher demand for more active recreation opportunities. The higher youth projections suggest the Library

needs to particular attention to collection, services and methods of delivery uniquely tailored to this demographic.

Looking more specifically at the long-term planning horizon, the *2004 Plan* was based on the population reaching 729,000 people by the year 2031 (based on Hemson Consulting 2003 projections). However, as noted above, current projections indicate that the City has essentially achieved this population total by 2009, with an expectation that a population total of 811,100 people by the year 2031.

The implication for the *2009 Library Master Plan* is that there will be approximately 11% more people living in Mississauga by the year 2031 than previously estimated (compared to the 2004 Plan). From a population distribution point of view comparing the 2003 projections (for 2006) and Statistics Canada 2006 Census data, the following differences in total population are approximated:

- Service Area 1 – 5% more people
- Service Area 2 – 14% fewer people
- Service Area 3 – 1% fewer people
- Service Area 4 – 6% fewer people
- Service Area 5 – approximately the same
- Service Area 6 – 8% fewer people

**Table 4: Population Projection by Service Area, 2009 to 2031**

| Year | SERVICE AREAS | | | | | | |
|------|---------|---------|--------|---------|---------|--------|---------|
| | **1** | **2** | **3** | 4 | **5** | **6** | **Total** |
| **2001** | 117,500 | 119,600 | 41,500 | 104,000 | 165,900 | 84,500 | 633,000 |
| **2009** | 159,000 | 155,500 | 38,400 | 100,300 | 189,800 | 84,700 | 727,700 |
| **2011** | 162,300 | 158,700 | 38,300 | 100,300 | 192,400 | 85,000 | 737,000 |
| **2016** | 167,100 | 163,700 | 37,700 | 100,000 | 202,000 | 86,100 | 756,600 |
| **2021** | 169,900 | 166,600 | 37,300 | 100,900 | 211,300 | 87,800 | 773,800 |
| **2026** | 172,800 | 169,100 | 37,000 | 103,300 | 221,600 | 89,700 | 793,500 |
| **2031** | 175,500 | 171,300 | 37,000 | 104,200 | 231,300 | 91,800 | 811,100 |

Sources: Statistics Canada 2001, Hemson Consulting Inc. 2009, and Monteith Brown Planning Consultants March 2009. Note: Numbers have been rounded.

The implications from the *2004 Future Directions for Library Services Plan* are that the distributional population data for 2006 suggests there may have been an under-estimate of requirements in Service Area 1 and an over-estimate for Service Areas 2, 4 and 6, while Service Areas 3 and 5 were likely relatively close.

## 2.3.3 Future Population

The City's overall population is expected to increase from a current estimate of 727,700 to 811,100 people by the year 2031, representing an increase of 83,400 (approximately 11%). Each projection year is noted in the following table by Service Area and for City totals by 5-year period.

**Table 5: Percentage Growth Projection by Service Area, 2009 to 2031**

| Year | SERVICE AREAS | | | | | | |
|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | Total |
| 2009-2011 | 2.08% | 2.06% | -0.26% | 0.00% | 1.37% | 0.35% | 1.28% |
| 2011-2016 | 2.96% | 3.15% | -1.57% | -0.30% | 4.99% | 1.29% | 2.66% |
| 2016-2021 | 1.68% | 1.77% | -1.06% | 0.90% | 4.60% | 1.97% | 2.27% |
| 2021-2026 | 1.71% | 1.50% | -0.80% | 2.38% | 4.87% | 2.16% | 2.55% |
| 2021-2026 | 1.56% | 1.30% | 0.00% | 0.87% | 4.38% | 2.34% | 2.22% |
| 2009-2031 | 10.38% | 10.16% | -3.65% | 3.89% | 21.87% | 8.38% | 11.46% |

Sources: Statistics Canada 2001, Hemson Consulting Inc. 2009, and Monteith Brown Planning Consultants March 2009. Note: Numbers have been rounded.

The tables provide an indication of population growth for each of the six (6) Service Areas of the City between the years 2009 and 2031. While the overall population is expected to grow by 11.46% between 2009 and 2031, the rate of growth in each of the Service Areas differs significantly.

- Service Area 5 is projected to see the largest percentage of growth at 21.87%, largely representing the intensification associated with the City Centre as well as other nodes of intensification.

- Service Areas 4 and 6 will see the lowest percentage population growth at 3.89% and 8.38% respectively.

- Service Area 3 is expected to see a decrease of 3.89% in percentage of total population.

- Service Areas 1 and 2 are expected to see an increase of 10.38% and 10.16% respectively.

**Map 2: Population Growth in Service Areas**
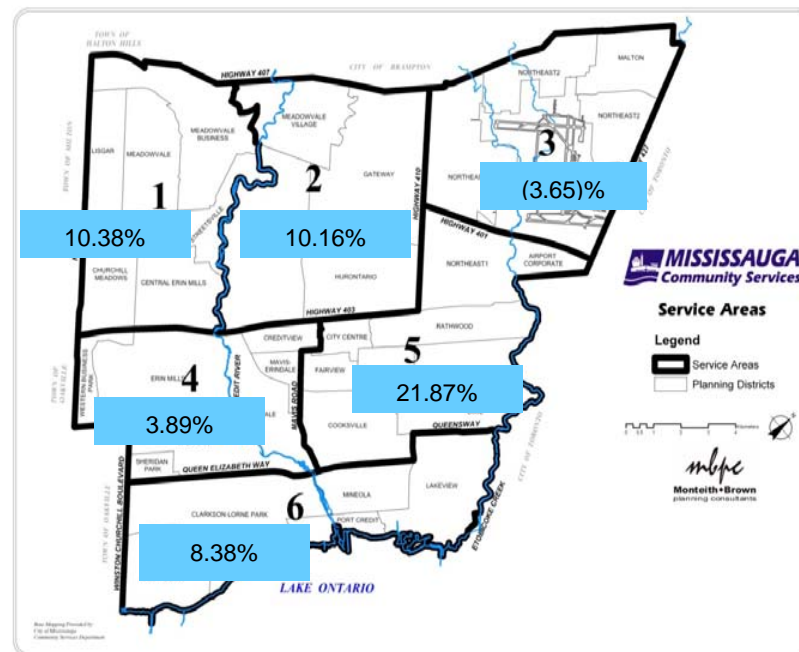
## 2.4 Service Delivery Areas and Library Catchment Areas

Library locations in each of the six (6) Service Areas are:

- Service Area 1—Streetsville, Churchill Meadows, Meadowvale, Erin Meadows;

- Service Area 2—Frank McKechnie, Courtneypark;

- Service Area 3—Malton;

- Service Area 4—Woodlands, Sheridan, South Commons;

- Service Area 5—Central, Mississauga Valley, Burnhamthorpe, Cooksville; and,

- Service Area 6—Lakeview, Port Credit, Lorne Park, Clarkson.

Current and projected population data for each library catchment area was possible through further analysis by Monteith Brown Planning Consultants. The implications of the significant and diverse projected population growth means that the Library needs to adopt a different strategy for planning in the short term and long term. Users have come to expect the convenience of nearby, local libraries. This requires that the Library review adjacent resources in the libraries within distinct City service areas to ensure backup and service hours coverage, where possible.

Part of effective short and long term planning involves a better understanding of the users of the Library's services at each branch. The Library does collect some excellent data based on current usage; however, data that reflects the profile of the whole community that may be served will be more beneficial for collection building, service delivery and marketing. In the future the Library could choose to consider Prizm® profile information available

through Environics and analyzed by the City Planning and Building Department. This information potentially would provide a snapshot of key demographic characteristics for each library catchment area.

Community profiling data can be beneficial in highlighting both values and day-to-day life patterns that motivate community members. For the Library, this information, hand-in-hand with detailed customer request information, can direct and prioritize effective collection building to meet the needs of the community directly. While the data underlines and supports the development of library services to its specific communities, it also allows more effective and efficient purchase and delivery of resources. Married with such library data as circulation and collection turnover rates, community-profiling data can ensure that the library uses its limited resource budgets specific to meeting needs.

As this data-gathering process comes from the marketing sector, community profiling would also ensure that the Library markets its products and services most effectively.

Mississauga is one of the most dynamic communities in Ontario. Both the City's overall growth and migratory patterns within the community areas challenges the relevancy of applying Census data snapshots to the intervening years. Similarly, using Prizm information to define a community over a five-year time line may be misleading. It is, therefore, proposed that the Library conduct Prizm snapshots of some of the most dynamic communities every two years. This data could then be reviewed along with other important library indicators.

By creating libraries that reflect local communities, it can be suggested that some community members may use the local facilities only or believe the local library is the only source of information to meet their needs. Therefore, if using profiling data is

a practice, it is crucial that the concept of 'Collection as One', that is, the promotion of collections throughout the system and easily accessible through interbranch transfers, is put in place.

**Population Growth in Library Catchment Areas, 2009 to 2031**

Based on population growth with the 18 library catchment areas, anticipated growth or decline is as follows for 2009 to 2031.



*Canada Day celebrated at the Mississauga Central Library*

**Table 6: Projected Growth by Catchment Area, 2009 to 2031**

| Projection | Percentage Change | Service Area |
|---|---|---|
| **fast growth (over 15%)** | | |
| • Cooksville | + 37.00 | 5 |
| • Erin Meadows | + 25.00 | 1 |
| • Mississauga Valley | + 17.70 | 5 |
| **medium growth (10% to 15%)** | | |
| • Central | +11.00 | 5 |
| • Lakeview | + 14.00 | 6 |
| • Frank McKechnie | + 11.60 | 2 |
| • Courtneypark | + 11.00 | 2 |
| • Port Credit | + 10.65 | 6 |
| **lower growth (0% to 10%)** | | |
| • Streetsville | + 8.50 | 1 |
| • South Common | + 7.00 | 4 |
| • Lorne Park | + 7.00 | 6 |
| • Burnhamthorpe | + 3.00 | 5 |
| • Sheridan | + 1.40 | 4 |
| • Meadowvale | + 1.25 | 1 |
| **negative growth (- 4% to 0%)** | | |
| • Woodlands | - 0.80 | 4 |
| • Churchill Meadows | - 1.27 | 1 |
| • Clarkson | - 2.90 | 6 |
| • Malton | - 3.90 | 3 |

## 2.5 Environment of Public Libraries in 2009

For over 200 years public libraries have adapted to the changing world environment. Over the last decade more changes have been made than in any other preceding period. In part driven by technology, libraries provide optimal access and delivery of library services. Customer services are designed to be responsive to all community groups, whether to children, youth, older adults, new Canadians or those marginalized through disability or circumstances.

Our public libraries today and in the near future will be defined by the current difficult economic times. Consistently libraries have responded well to economic downturns. Generally, public libraries are experiencing a dramatic increase in usage in the current economic climate. This is not an uncommon experience as previous history shows that in hard economic times public libraries have been more heavily used. The 1987 and 2001 recessions saw similar jumps in usage.

Public libraries provide an escape from the depressing economic news. They provide free Internet, help the public to access government services (at all levels), to search and apply for jobs (many applications are now only online), to learn new skills and attend free programs on managing investments, budgeting, and career planning. The library provides resources for a small business as well as entertainment for the whole family (books, DVDs, CDs, story times, gaming, and movie nights). Many libraries provide English as a second language instruction, literacy workshops and volunteering information sessions.

Library literature has also directed its attention to the effects of the economy on their organizations and resources. Library collections,

a library's key community resource, are feeling the effects of the unsettled economy, as are library programs.

How severe is the economic downturn? Severe enough that the *Library Journal*[1] annual book-buying survey of public libraries' circulation data recorded the biggest leap in circulation since the survey was launched in 1999. Historically, circulation goes up when the economy flounders and this year's 5.16% increase overall suggests just how many people are saving pennies by borrowing materials instead of buying them. While the *Library Journal* survey is for the most part a reflection of American public libraries, these trends are consistent with what many Canadian libraries are currently experiencing.

What is more alarming about this trend, is the degree by which circulation changed. The number of survey respondents posting circulation increases jumped more than 25% over last year, and nearly double those reporting increases in 2000.

**How important will libraries be to our struggling economies?**
Coincidental to these difficult times is the election of a new President of the United States. In his speeches, President Obama has specifically mentioned libraries as a key piece in providing the United States with the tools it needs to help rebuild. Part of his stimulus package looks to "refurbish the nation's classrooms and labs and libraries so our kids can compete."

Canada's economy, like all countries, is being dramatically affected by the events in the United States. Our citizens are looking at the economy and rethinking their current finances and day to day living habits.

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[1] *Library Journal,* February 15, 2009.

In Canada, Gerry Meek, Director of Calgary Public Library is attributing 2008's record-high spike in book, CD and DVD borrowing to an increasingly dire economy and suggests 2009 will get even busier as people flock to their local branch to escape tough times.

> *"Libraries across North America are recession sanctuaries," says library director Gerry Meek. "They provide a valuable service to a community. And the only entrance requirement is interest."*[1]

In 2008 Calgary's libraries loaned 15.4 million books, CDs and DVDs an increase of 1.1 million over 2007. Meek says the reasons go beyond cash-crunched Calgarians looking to save money by borrowing rather than buying. People come to use the computer, check out how-to books, conduct job searches and access free programs for children and adults.

> *"Our experience is that the numbers go up in good times and boom times, but they go even higher during tough times". People begin to rediscover various ways that we can assist individuals."*

In the London (Ontario) Public Library[2], overall attendance at city libraries reached 3.48 million people in 2008, up from 2.91 million in 2007.The jump in traffic on the library's website was more dramatic. In 2007, there were 1.79 million visits to the library website, volume that soared by 79 percent to 3.27 million in 2008. With what was a

looming economic threat last year now a full-blown recession, another big jump in 2009 is forecast.

> *"The cash-strapped will access a public library's books, databases, DVDs, magazines and newspapers, rather than buying or renting them. Readers with secure jobs don't mind spending $40 or $50 for a book, but if they're worried they'll be laid off they're reluctant to shell out that kind of money. That's when they'll head for the library."*
>
> [Susan Hubbard Krimmer, CEO]

American libraries are expanding critical employment activities and services, such as resume development, job bank Web searches, and career planning workshops. Reinstating or supplementing evening and weekend hours of operation at libraries is just one of their strategies to assist their citizens. Some are promoting financial literacy, housing counselling, and small business development through strategic partnerships.

For example, Loveland (Colorado, United States) Public Library received $32,000USD to expand its free financial programs. This grant from the Financial Industry Regulatory Authority and the American Library Association was given to only 12 libraries across the United States. Loveland was the only library in Colorado to receive a piece of the $882,000USD grant, which aims to help patrons gain financial literacy. The grant will help expand *Money Talks*, the program the library offers in cooperation with Colorado State Extension. From basic budgeting to estate planning, the series offers monthly classes and free unbiased financial advice on an array of financial topics.

While access to collections is critical in job seeking, most libraries report significant increase in computer usage. Not only does computer access provide individuals an opportunity to job seek,

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[1]Interview with CTV News, January 31, 2009.

[2]Matyas, Joe. "Library a recession buster" in *London Free Press*, February 3, 2009. Available at www.londonfreepress.com.

computers are important vehicles for citizens to solicit specific help from the government. Many libraries are aiding their local unemployment offices by helping people file for unemployment through the public computers. The demand for computer access has become so overwhelming in some libraries that they have had to reconfigure their floor arrangements to accommodate users.

## 2.6 Trends in Public Libraries

An extensive review of the international literature in regard to public libraries provides a wide range of interesting trends demonstrated by a selection of interesting and innovative projects. The Consultants provide details in the *Library Environment Assessment.*

### 2.6.1 "Information My Way" through Technology

Public libraries, like most community entities, have benefited immensely through the adoption and incorporation of technology in all aspects of their operations.

While some believe that libraries will be replaced by Internet technologies, in truth public libraries are thriving because of the addition of a wide range of products and services emanating from technology. Some libraries might speculate that today they would not be able to function at all were it not for technology in some form or other.

**Integrated Library Catalogue Systems**
The pervasiveness and flexibility of personal technology and today's faster paced life have created an expectation that all

> One U.K. County Council soon will not provide newspapers in paper format at some public libraries... the cost savings will provide £10,000 more in children's books... "National newspaper websites already publish full editorial content."
>
> (http://news.bbc.co.uk/2/hi/uk_news/england/somerset/7983074

products and services must respond directly to the needs of the individual. There is little doubt that powerful Integrated Library Systems (ILS) and their 24/7 environments respond positively to these expectations. Some public library surveys report that one of the most popular services offered by the library is 24/7 access to the library catalogue and attendant services. Many users find that access to the catalogue, hold placements and pick up from different locations are the most customer-friendly services the library can offer.

Today's library catalogues interface with other public technologies, permit the seamless transfer of 'just in time' and interactive information and banks of digitized information resources. Systems are also not restricted to print or print to digitized formats.

Information responds, behaves and has more value in certain formats than in others. Few people would want to track the stock market using a book, whereas doing definitive historical research requires much more than the Internet.

Some items may need to be available in more than one format in order to respond to the needs of different users. For example, an aging population has come to rely on large print for items that other community members can read in standard print. Audio and video media appeal to many users for a variety of reasons. Commuters use audio and digitized formats more frequently now. New Canadians may benefit from English as a second language and literacy-based information, but may find video and audio formats more relevant when learning about culture and language.

As a result of changing community and information needs, libraries are faced with the explosion of information formats, requiring a re-evaluation of information acquisition practices, storage, usage and delivery.

The availability of so much information in so many formats focuses attention on the role of the public library in reference assistance and instruction. The "just in time" mindset means libraries must look to provide reference services virtually 24/7. Some college libraries do this now and the public library will be expected to adopt the same approach. It requires librarians to blend resources of all formats together, sift and sort and generate useable answers for the user. Guiding and instructing the patron in the use of reference materials "live" through instant messaging (IM) will also be part of this process.

If libraries have doubts about the future of multiple formats and the importance of new social technologies, they need only look at our youth/teen population and its use of information. For today's teens, most day-to-day information needs to be available "in their hands", via an IPod, MP3 player and or other devices. Although many teens still read and use print resources as evidenced in the readership of graphic novels, print format appears to have less value in their lives. Colleges and universities have recognized this and have adapted college course and lecture work to downloadable, multimedia formats. Where telephones were the primary method of voice communication a very few years ago, social networking through handheld devices that pull information in many formats and from all parts of the world now predominates.

**Gaming**
Gaming has become a popular use of technology in libraries for youth and many adults. In fact, the average age of the gamer is 33 and rising, and an estimated 80% of the population under age 34 has played a video game. Some libraries are experimenting with increasing gaming opportunities, including regularly scheduled gaming tournaments. For example, Toronto Public Library recently received a donation of gaming equipment from Microsoft Canada. If the Mississauga Library System were to develop such programs, there are several examples of local libraries (e.g. Oshawa, Clarington) that provide Guitar Hero tournaments for teens. Wii® bowling has also been introduced for seniors and those with physical limitations. Virtual book clubs are also becoming popular for teens.

**Library 2.0**
Library 2.0, the application of Web 2.0 strategies to library applications, services and resources, is a dynamic collaboration of technology, formats and the user community. The immediacy of communication allows the library to shift and change its offerings more quickly and responsively to user demand. It allows the library user to access, manipulate and create the information. Information of all kinds from all sources (the Web, print, audio, video, librarians, conversations, and the community at large) augments the learning experience for the user.

Customization through the creation of a client's own library page allows access to messaging, personalized current awareness services through web information feeds (e.g. Really Simple Syndication - RSS), blogs, and public as well as library-generated wikis. Enriching library catalogues through tagging or creating personal descriptors, and value–added input from users optimizes this key directional tool.
The convergence of technologies and platforms insures interoperability of other applications between people, and in real time. Library 2.0 looks to connect users through their

communication vehicles of choice (iPods[®], PCs, cell phones etc), and provide access into open, unrestricted forums, from expert round table discussions, to forums of general interest. For the community at large, the library will become the centre of social computing tools and instruction. Proactive, electronic information delivery will be a community expectation of libraries. Interactive conversations through blogs with library users about specific library collections will be typical. Collections and catalogues linked transparently to databases are expected. Library-initiated, community-wide Podcasts will be common.

**Social Networking Tools**
A dynamic application of communication and social software/ technologies, social networking through Facebook[®] and MySpace[®] (and over 100 other publicly available social networking websites) transmits and exchanges all kinds of information around the world. The challenge for libraries of user-generated information in the world of traditional, fixed format information, will be the capture, organization and storage of content of interest to others than the creators. Tracking sources versus storage of the content itself is likely a more feasible role for libraries. Mapping and building wikis in collaboration with creators is also an excellent use of librarian expertise.

**Digitization**
Digitization will become even more important in the future. Libraries need to consider their role as publisher. Due to the sheer volume of print information and the availability of much information in electronic form, digitization of everything makes little sense. Libraries need to evaluate and prioritize projects and collections for digitization. This is particularly true of local history collections and local community resources not available elsewhere (Mississauga is already digitizing select collections.) Identifying, evaluating and capturing everything from local community information to family archives plus assisting the community in the use of digitization tools is and will continue to be a role for libraries.

**RFID**
RFID (Radio Frequency Identification), a combination of radio frequency based technology and microchip technology, is an effective mechanism for tracking resources and their usage. It is used with self-check out systems and inventory management. More libraries are incorporating it in the technology plans. (Mississauga will implement RFID over the next three years.)

**Web 3.0**
Web 3.0 and its implications for libraries is an area of new research. Most researchers characterize Web 3.0 as the process of making the Web a searchable database. Web 3.0 developments are also thought to incorporate artificial intelligence and possibly 3-D technologies.

While different sectors of our communities may be at a different comfort level with technology, there are few people who do not use some form of technology or a product that is generated from technology. The challenge for libraries is to keep pace with the change in technology, while on budget, and meeting the many demands of users for products and services that come from

**Betty Blogger: A Recipe for Web 2.0** was a summer school for social networking 'absolute beginners' at Burlington Public Library. Participants completed a simple and practical task each week that explained a different Web 2.0 technology.

technology. Libraries are now depended upon to aid users in gaining some familiarity and functionality in the new technologies.

The ease, immediacy and interactivity of technology suit our 24/7 world. Blogging is now a popular method of sharing what is happening with individuals in their everyday lives. From the point of view of libraries, *Library Journal* reports:

> *"Blogging has further strengthened the library's famed readers' advisory culture and helped merchandize the entire collection….blogging has given a real voice to patrons who not only comment on blogged titles but offer their own reading suggestions."*

### 2.6.2 Demonstrating our Worth - the Economic Impact of Libraries

Many public libraries are now aggressively promoting "the $ value" of services to the community and to the individual user. Current research documents the shift in the role of public libraries – from passive, recreational reading and research institutions, to active economic development agents, addressing such pressing urban issues as literacy, workforce training, small business vitality and community quality of life.

Libraries provide a high return on investment to local communities. Multiple studies show that for every $1.00 invested, libraries provide an economic boost of around $5.00; libraries are a key part of local government's vital role in the nation's economic recovery.

### 2.6.3 Back to Basics but Better - Community Building Through Reading

Libraries are viable partners in community development projects and anchors within the community. Libraries provide stability in neighbourhoods, as well as symbolize positive change and local commitment when new facilities are built. They provide a means for individual residents and businesses to connect to their immediate community, as well as to the global world. Libraries are fundamental social and economic connectors in every neighbourhood where they reside.

Libraries have also been engaging their communities on a more personal level, through a variety of communal reading projects.

### 2.6.4 Getting the Message Out - Marketing and Merchandizing

Retail marketing concepts are not completely unknown to libraries but their implementation into traditional library spaces can be challenging and not always welcomed by the public.

Moving from "Quiet please" to "Welcome" is attractive to most. Replacing negative, jargon-oriented signage inside the libraries with simple, positive and attractive signage psychologically conveys a sense of "welcome, please stay awhile".[1] Many public libraries are adding cafés and lounge areas similar to those found in large retail bookstores, creating a new , less traditional atmosphere.

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[1] "The way librarians and patrons talk to one another" in *Library Journal* "Book Buying Survey 2008: Pushing Circ with E-service," February 15, 2009.

The implementation of a dynamic technology infrastructure, a new library catalogue and an improved website offer multiple opportunities to market and merchandize services and collections to a broader range of citizens in creative and cost effective ways.

Marketing the library through famous people is very popular. The *Mississauga Library Magazine* features photos of local celebrities, such as the Mayor.

## 2.6.5 Building on our Successes - Serving our Communities

### Services to Children
The public library provides an interactive free place for parents and their young children to enjoy the written and spoken word, aided by library staff skilled in early literacy techniques that parents can then replicate at home. There are many supporting studies that have found that young children develop important literacy skills, enjoy positive learning experiences and prepare to enter kindergarten "school-ready" by using the library in their pre-school years. Young children disproportionately affected by the achievement gap can especially benefit from strong public library programs led by library staff dedicated to their needs. Young children see the public library as a "great good place" where learning is fun. This comment was reflected at a recent community forum held by the Mississauga Library System.

For younger children**,** many variations of story time and pre-school programs now exist and the majority of public libraries will provide support to this age group if to no other group.

### Services to Youth
By far one of the most challenging communities to serve, the youth demographic is even more important to libraries now and in the future. Armed with state of the art technology, attractive collections and engaging programs, some libraries are doing very interesting things to ensure youth come to the library, in person and virtually. The City's *Youth Plan* (2009) will be an important resource as the Library develops its strategy for this group.

### Services to Older Adults
This group is the fastest growing demographic in many communities and traditionally are heavy library users. The new Boomer generation of seniors is also technology literate. Hand-in-hand with traditional offerings such as book clubs, film and multi-media programs, genealogical research, technology based training and local history, libraries have started to provide imaginative programming to support the lifelong learning and healthy lifestyle needs. The City's *Older Adult Plan* (2008) will be an important resource as the Library develops its strategy for this group

### Services to Multicultural Communities
As national and local demographics continue to shift, library personnel are compelled to expand competencies for working with an increasingly diverse user population. The demographics in Mississauga in particular vividly demonstrate the huge pressures facing the branch libraries. Libraries globally have become learning and information centres and catalysts for users' diverse cultural heritages.

Many libraries encourage programs and performances demonstrating the cultural diversity. Collection development provides a huge challenge for the public libraries as limited resources and the small collections are quickly used. A common request that is heard from many libraries is that customers want

access to the electronic version of their homeland papers to keep in touch with events and family.

Large urban libraries conducted a study across Canada about their collections, programs and services for new immigrant communities, titled *CULC Programs and Services to New Immigrants: Inventory and Analysis[1]*. Thirty-one CULC members, including Mississauga, responded to the survey. Summary findings are:

Demographics
- 32% of cities have populations of over 30% that speak a language other than English
- the seven libraries with the highest percentage of immigrants:
  - Richmond, BC (55%)
  - Toronto (49%)
  - Brampton (46%)
  - Vancouver (43%)
  - Markham (40%)
  - **Mississauga (40%)**
  - Montreal (31%)

Services
More than 50% of libraries reported:
- using pictograms in less than 25% of signage (97%).

Fewer than 50% of libraries reported:

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[1] Canadian Urban Libraries Council (CULC). *Programs and Services to New Immigrants: Inventory and Analysis*. Toronto, 2008.

**InfoBus**
Memphis-Shelby County (TN) Public Library uses a mobile branch to serve immigrant and refugee groups. The 40-foot bus features colourful graphics with 'Library' and 'Welcome' in Spanish, Chinese and Vietnamese. It offers 8 Internet computers, ESL and foreign language collections.

- having portions of their websites providing information in 2 or more other languages (35%);
- having materials providing information in 2 or more languages (45%);
- having system-wide standards or policies for serving immigrants (19%); and,
- having signage in languages other than English at a very few sites.

Programs and Outreach
More than 50% of libraries reported:
- offering orientation to using the library for new immigrants (81%);
- offering parenting/early childhood programs (61%);
- offering new immigrant computer training (55%); and,
- developing programs in collaboration with representatives in the community (84%).

Fewer than 50% of libraries reported:
- offering ESL programs (45%);
- offering new immigrant business/economic development programs (42%);
- offering employment services (42%);
- offering new immigrant health programs (35%); and,
- offering Citizenship classes (29%).

Collections
Fewer than 50% of the libraries reported having 20 or more languages in their collections (48%).

Staff
More than 50% of libraries reported:
- having staff who specialize in the acquisition of non English materials (65%); and,

- having customer services staff with multi language capabilities (94%).

Fewer than 50% of libraries reported:
- actively recruiting staff from immigrant/refugee populations (36%);
- offering staff training for services tailored to immigrant populations (39%); and,
- having cultural competency training for staff (30%).

Funding

Most respondents use general operating funding for programs and services but more and more are requesting funding from Friends groups or foundations.

Policies

More than 50% of libraries reported:
- Library policies did not require them to publish information about library programs in languages other than English (90%); and,
- outreach to new immigrants was part of their library's strategic plan (74%).

Fewer than 50% of libraries reported:
- having developed a social inclusion policy (3%);
- provide cultural competency training (30%);
- perform cultural competency assessments (6%); and,
- having system-wide standards or policies serving new immigrants (2%).

**Services to Disadvantaged Communities**

*Long Overdue: A Fresh Look at Public and Leadership Attitudes about Libraries in the 21st Century*[1] conveys the need for the library to be part of the solution for addressing holistically community needs and challenges and not try to solve them alone. One challenge facing many urban libraries is the usage of the homeless and mentally ill who are also in need of social services. This has been a challenge facing public libraries since the nineteenth century; until recently there has been no proactive attempt to provide a solution.

### 2.6.6 Working Together through Partnerships

Although the public library has always had a variety of funding partners, it is increasingly and proactively developing a stronger base of community partners. As municipal councils and politicians everywhere look for cost efficiencies in public service delivery, partnership development is one very effective, highly visible and politically acceptable solution.

A number of libraries are establishing their relevance and creating public value by reclaiming and expanding their civic mission: they are pursuing an active role in community building directly engaging in partnerships with others to solve community problems. They are civic agents creating civic agencies.

*Long Overdue* suggests similarly that the library cannot solve all of the problems of the community but can help in partnership with

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[1] Public Agenda. *Long Overdue: A Fresh Look at Public and Leadership Attitudes about Libraries in the 21st Century*. Washington, D.C., 2006. Available at: www.publicagenda.org/reports/long-overdue.

other community social and education organizations. Generally public library partnerships can be divided into categories.

The City of Mississauga's Community Services Recreation and Parks Division has identified "Priority Neighbourhoods" for enhanced local programming for youth and other groups; it will be important for the Library to follow suit, most likely in the same locales and co-operatively when possible.

**Government Partnerships**

In Ontario, public libraries partner with the three levels of government: municipal, provincial and federal. These government partnerships consist of direct funding on an annual basis from municipal and provincial governments. In most cases federal funding is confined to some program funding and indirect GST tax relief, such as book rate subsidy for interlibrary loans.

Both provincial and federal governments also provide subsidies for Inter library loans and some targeted program funding for such programs as Broadband support, and public Internet access. Increasingly the direction is moving towards service delivery for all levels of government.

**Service Ontario** is an active funding partner with Ontario public libraries to provide support for customers accessing provincial, government services information. Initially this has been confined to information requests as opposed to direct service delivery. There is a very definite change in this globally, and public libraries are increasingly being asked to provide space and services on behalf of government. Most public libraries would accept this increased responsibility if the funding to provide this covers the service costs. However, the trend has been to provide minimal if any funding as

governments download service delivery to local libraries as they close local government offices.

The Canadian federal government through Industry Canada provided funding to enable every public library in Canada to install and develop public access computing from 1994 onwards. The **Community Access Partnerships (CAP) Program** enabled Canada to provide a public access network across the country in just a few years. This infrastructure backbone has also enabled public libraries to build and develop technology based public programs.

**Private-Public Partnerships**

Partnerships with the private sector as well as private-public partnerships are less common and have taken many forms despite some initial hesitancy by public libraries.

The Library is not an island in the community; it is a crucial partner in the delivery of service and programs for the whole community. Partnerships are not only essential for the library to achieve its goals but also strengthen the community. Partnerships also help sustain services.

Several groups of partnerships are suggested for development, including:

- CIC/Polycultural Services, the United Way and other levels of government;
- Schools and Retired Teachers;
- City of Mississauga Community Services Recreation and Parks and Culture divisions; and
- Library Friends' Group;

## 2.6.7 Working our Collections

Collections, the largest and arguably the most important part of the Library's offerings, have undergone radical changes, in terms of content, formats, budgets and organization. Without them, libraries would cease to exist. There are many new trends in library collection development. The following sections explore some of the latest North American research and trends.

In today's economy, while libraries are enjoying great leaps in circulation, materials budgets are reduced. According to *Library Journal*[1], materials' budgets were decreasing by 2.31% in contrast to the gains in budgets made since 2004. This is not the pattern for all libraries though; many materials' budgets are flat-lined instead. For this upcoming year, however, with little better news regarding the economy, many libraries anticipate further budget cuts.

According to the *Library Journal* (February 2009) survey respondents calculate that in regard to collections, they plan to cut the numbers of multiple copies purchased, reduce standing orders, subscriptions and e-databases. It is expected that book leasing programs may be compromised as libraries reduce the numbers of popular materials.

Some survey respondents suggest collaborative collection development with adjacent libraries. In the past when ordering a hot title, a library might order one in each of hardback, paperback, large print and audio format. Now it considers ordering a title in one format alone.

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[1] *Library Journal*, February 15, 2009.

Survey respondents are also looking to other sources of funding to help bolster dwindling collection budgets. Fundraising through Friends groups and other revenue generating actions specific to collection enhancement are under consideration by many public libraries.

**Collection Purchasing**
With the growth of interest in popular titles and the use of the Internet for readily accessible information, public libraries have shifted their purchasing dollars towards fiction materials of late. The *Library Journal* (February 2009) survey notes that the respondent libraries are committing on average 55% of their budgets to fiction.

In past surveys in the area of non-fiction, one of the most important areas for demand and resultant purchase by libraries was health and medicine. Survey results this time were different. The most important areas of interest to users are:

- home improvement
- home repairs/do-it-yourself
- cooking (2nd most popular area)
- living green
- career, retraining and starting a small business
- self help and psychology
- politics

The Internet and electronic databases have also become a rich source for much of the non-fiction and factual information people seek.

**Youth Collections**
Librarians who work with youth know that the graphic novel format has been a hot item and topic for several years. Librarians report noticeable circulation increases when they introduce or expand their graphic novel collections.

Total sales of graphic novels have quadrupled since 2001, and sales are still experiencing double-digit growth each year (2006 sales were 12% greater than 2005, according to industry analysis (icv2.com). This same growth in publishing is now occurring in children's graphic novels.

While most youth turn their attention to alternative formats of information, for fast, customized information and delivery, ironically one of the highest in demand collections are graphic novels, anime and manga.

**Multilingual Collections**

Another major genre of the print collection that was mentioned earlier is the multilingual material to support an increasingly multicultural-based population. The demand in Canadian libraries far exceeds the supply of these materials; even though many are imported direct from the respective countries, the heavy usage combined with poor bindings ensures that the materials do not last many circulations. Some of the demand may be met by providing electronic access to the newspapers in original languages, but it will be difficult to see the recreational reading needs of older generations of new Canadians being satisfied by the e-version.

**Non-Print Collections**

Non-print materials traditionally included multi-media formats film and audio. In the current environment it can refer to a variety of technology based materials stored, accessed and delivered in a bewildering variety of formats that are rapidly morphing. Public libraries have an immense challenge in satisfying the demand without wasting public funds on a technology that may have a very brief life. The demand however especially from the younger tech savvy user pushes the library into trying to satisfy everyone. One such technology is the e-book.

**E-media, E-books and Book Digitization**

Amazon's *Kindle*, a handheld e-book reader, emerged on the market in November 2007, selling for $399USD. It uses e-ink technology for a more readable interface and connects wirelessly to the web from any location allowing users to purchase and obtain books instantly. Electronic devices that imitate books may revolutionize how books are made available and consumed.

The *Google Books Library Project* seeks to provide an enhanced catalogue of the world's books by providing bibliographic information and some full-text content while protecting author and publisher copyrights. The project includes 18 library partners, notably: New York Public Library, and Harvard, Oxford, Stanford, and Princeton Universities.

## 2.6.8 The Library Is More Than Just A Place

Many library advocates describe the library as a public space. Libraries are a venue in which groups and individuals can participate in community activities. They provide a "living room away from home" where people can relax. This is borne out by the statistics of usage in most public libraries.

Although the library can be bustling, with every chair, every computer and corner of the library filled, and people reading in every corner, the number of materials being taken home does not reflect this activity. Groups of teens often gather; sometimes they are working jointly on a project but most times they are just relaxing together. Fireplaces and comfortable chairs are the norm in new libraries and every attempt is made to merchandise and imitate the bookstore environment that includes cafés. The library provides a welcoming and familiar place to gather and use resources for creative recreation.

The new public policy environment, supporting accessibility and **green, environmentally friendly** public buildings, is exponentially increasing the costs for municipalities. The features are all desirable and many are cost efficient after a few years but the public library is frequently caught between the ideal green fully-accessible building and the realities of municipal budgets.

In high growth areas of Ontario, development charges do greatly assist the municipal council budget for such libraries. Similarly multi-use facilities do reduce costs, but a fully accessible **LEED®** building[1] is more the exception than the rule at this time at least. The infrastructure funds to support economic recovery will undoubtedly assist, but once again local Councils will be prioritizing capital infrastructure projects for this funding.

The role of Mississauga Library System as a 'green partner' with the City of Mississauga's **'Living Green'** initiatives is outlined in Section 11, Pillar 5.



*Reading Room at the Library*

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[1] LEED® [Leadership in Energy and Environmental Design] is an internationally certified and accepted rating system for designing green buildings. See Canada Green Building Council at www.cagbc.org.

## Section 3: Mississauga Library System in 2009

### 3.1 Planning and Governance Framework

The Mississauga Library System enjoys a close relationship with the City and its various departments, ensuring alignment of its activities and initiatives to those of the City's *Strategic Plan*. The City, as does the Library, consults widely and often with its community, seeking input to new plans as well as an evaluation regarding their satisfaction for those services in place.

The Library's specific plans flow from the City's official plans and are subject to approval by the Library Board. The actions and timelines of many of these initiatives also align with those of other departments. Ultimately this planning framework and process ensure that the citizens of Mississauga see consistency, transparency and 'seamlessness' in all of its services.

Like all libraries in Ontario, a portion of the Library's funding is drawn from an annual provincial grant, but the major part of its funding comes from its municipality. Other grants are sometimes available to the Library through the provincial and/or federal governments. For instance, funding to underpin the Library's public access computers (CAP) was drawn from a significant partnership between Industry Canada, the Ontario Ministry of Culture and the Bill and Melinda Gates Foundation.

### 3.2 An Overview of the Mississauga Library System

The Mississauga Library System, the sixth largest library system in Canada, provides the full range of library and information products and services to more than 727,700 residents of Mississauga. Surrounded by many edge communities of the larger urban centre of Toronto, Mississauga has grown rapidly and is projected to continue to do so. It has evolved into a diverse community serving citizens with a wide range of information needs.

In order to meet these needs, the Library has adopted a centralized library model with one central library and 17 community-wide locations, built or leased in areas of population concentration. The Library has maintained a philosophy of providing consistent services and programs at all of these locations, incorporating local flavour responsive to specific community profile and interests. Research and in-depth collections and services are located in the Mississauga Central Library, which also serves the interests of the branches and the community at large.

The Library provides community access to computers for many applications and access to the Internet. The Library will be replacing its current Integrated Library System in 2010, which will increase functionality and provide additional products and services not currently available. The Library's website is a work in progress, undergoing changes to make it more responsive to users. The Library's technology infrastructure is supported at the City level.

Discussions to explore the City's capacity to incorporate many of the Library's Web 2.0/social networking applications and to improve its bandwidth are encouraged.

Although some of the branch buildings are aging, on the whole Library facilities are quite comfortable and welcoming to the community, creating a sense of community space and place, important to the Library and the City. All library facilities are designed to accommodate the many needs of the users and are accessible to all. The internal layout of most locations pays close attention to mobility within the libraries for all kinds of devices, as well as adjacency of like-type services. As a matter of practice, the libraries leave their top shelves and bottom shelves empty where possible to ensure the greatest accessibility to items for all.

The Library maintains a well-circulated but modest collection of over 1.42 million items, used by more than 212,000 cardholders (about 42% of the population). Four of five residents report using the Library, although they may not all hold cards. One of the most popular services most public libraries offer today, the interbranch exchange of materials, is supported at Mississauga through a fleet of 3 vans, transporting materials everyday to each branch within the system.

Of particular note are the Library's community-responsive hours of operation. The Library provides 1,000 hours of service over seven days every week. There are close to 400 well-trained employees that support these hours of services and all of the operations of this large system.

In addition to its attractiveness to its community, the Library enjoys the support and advocacy efforts of more than 200 Friends. These dedicated individuals raise more than $100,000 annually to help meet library needs. Their efforts on behalf of the Library are augmented by more than 36,000 volunteer hours annually.

## 3.3 Library Planning Studies and the City's Strategic Priorities

This Library manages its efforts through close attention to its strategic directions, Master Plan and business plans.

**Future Directions for Library Services—2004**
In 2004, the Library conducted a Library Master Plan entitled *Future Directions for Library Services*. The study resulted in 13 key recommendations.

- Maintain the Library's current collections standard of 2.2 volumes per capita and maintaining the current replacement rate of 7%.

- Maintain the library's space provision standard of .6 sq feet per person assigned to both the Central, and branches libraries at a more flexible range of 0.24SF to 0.26SF for the Central Library and 0.30SF to 0.34SF for branch library development.

- Support the construction of Courtneypark Branch and the Cooksville Branch libraries for opening in 2004.

- Expand the mandate of the Library to address the principal of library as "place" when redeveloping or renovating library space and place a greater emphasis on community-based collections and service delivery.

- Develop a new branch in the Churchill Meadows (2009) portion of the City and redevelop Meadowvale Branch Library for a shared space allocation of approximately 20,000 square feet between the two facilities.

- In consultation with the community, investigate the feasibility of relocating the Meadowvale Branch Library to Meadowvale Community Centre following the opening of the Churchill Meadows Branch.

- In consultation with the community, investigate appropriate solutions for older library facilities, improve efficiencies of space utilization and identify overlaps in service areas and surplus library space. Libraries for redevelopment analysis include Port Credit, Burnhamthorpe, Lakeview, Lorne Park and Woodlands.

- Review options for cost recovery/user fees for select services.

- Review opportunities for creating a more integrated work model where libraries are at community centres and/or school sites.

- Establish a system to monitor demands for new formats and languages.

- Create a clearly defined web strategy, including multicultural library services, with appropriate resources and the ability to offer remote, on line access to the electronic database.

- Investigate the feasibility of personalized services for a fee, to generate revenue.

- 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.

All of these recommendations were addressed or are in progress.

**Moving the Library Forward … Strategic Priorities 2007- 2011**

The Library's current Strategic Plan articulates the operations' key activities that emanate from its priorities. These are summarized below, with actions completed by the end of 2008.

**Priority one:          Promote awareness of the Library**

Actions:

- annual planning process completed

- two newsletters for educators initiated

- development of plan for branches as community hubs, and resources earmarked

- nine teen advisory groups established

**Priority two:          Provide library space that works**

Actions:

- implementation of facilities and equipment plan

- analysis of changing space needs completed and guidelines developed

- development of a Central Library space renovations plan

- development of a merchandizing plan and resources for implementation allocated

- system- wide guidelines for place-making developed

- Cooksville branch expansion completed

- consideration of expanding Sheridan Branch Library reviewed and rejected

**Priority three:    Innovate through technology**

Actions:

- selection for new Integrated Library System (ILS) in progress
- self-serve technology plan in progress
- some changes to optimize Library's website completed
- implementation of the annual IT plan

**Priority four:    Provide support for life-long learning**

Actions:

- completion of implementation plans for older adult cohort
- implementation of a youth strategy due March 2009
- a collection philosophy statement has been completed

**Priority five:    Celebrate our community**

Actions:

- role of community partners statement in place
- implementation of strategic priorities
- development of a new Library Master Plan in progress
- implementation of the Friends @ 20 plan

**Priority six:    Seek superior service at a reasonable cost**

Actions:

- Library leading the City's work-life balance initiative
- City's new leadership competencies have been implemented at the Library
- ergonomics in progress

- Human Resources plan relating to changes in the workplace in progress
- selection/ordering processes review in progress
- review of charges and revenues conducted with no changes for 2009
- plan for sale of unwanted materials in progress
- implementation of a new Corporate Business planning process
- implementation of development plan for managers across the Library

**Priority seven:    Developing the Library Board's effectiveness**

Actions:

- develop monthly accountability report
- reference audit reports within compliance reports
- development of new policy re compliance with the Ontario *Public Libraries Act*
- development of a new policy on compliance with corporate operations
- development of policy for operating standards
- schedule annual meetings with school board directors
- implement communication process with school boards
- develop policy and reporting process for staff training
- develop policy and reporting process on relevant legislative changes that affect the Library
- develop a position on changes to the *Public Libraries Act*
- develop policy and reporting process on records retention

**Library Services Business Plan 2009 - 2010**

The Library recently presented its Business Plan to City Council. Several opportunities and challenges facing the Library are set out in the Plan.

Opportunities

- new Integrated Library Computer System (ILS) for catalogue, circulation and other collection management activities
- expansion of e-services
- self serve check out/check in technology
- youth services
- older adults services

Challenges

- Ontario *Public Libraries Act* (limiting the Library's ability to charge)
- aging facilities
- City Centre population growth (impact on Central Library)

For 2009/2010 the Business Plan includes:

- relocation of Meadowvale Branch Library and its integration into the Meadowvale Community Centre;
- redevelopment of Woodlands Branch Library;
- implementation of self serve check out/check in technology (RFID) Phase One, Check out; and,
- replacement of the Library's Integrated Library System.

**Older Adult Plan**

Like all communities in North America, Mississauga will experience a dramatic demographic shift with an increase in the population of 55 year old and over group increasing from 20% to 38%. Aligning with the City's plan to address the needs of older adults, the Library will be instrumental in rolling out services to this demographic in the future. Accordingly it has confirmed the City's Vision and has adopted the following service principles and goals. The vision statement for the Older Adult Plan is:

> *"As an age friendly city, older adults in Mississauga will lead purposeful and active lives, will live in their community with dignity and independence, and will experience a diverse range of lifestyle opportunities to pursue their personal interests."*

The Guiding Principles that support this vision are:

- support individual needs and interests of older adults;
- celebrate life's older years;
- travelling within Mississauga is possible for all;
- complete neighbourhoods benefit older adults;
- active living and lifelong learning enhance older adults' quality of life;
- older adults are "in the know";
- public spaces, places and programs are age-friendly;
- age will not be the sole determinant in establishing fees for older adult services;
- older adult volunteers contribute immensely to the community; and,
- partnerships strengthen community.

The Older Adult Plan articulated specific responsibilities for the Library. The Library had already developed an ambitious action plan to address these goals.

Some select actions include:

- Provide, in conjunction with Recreation and Parks, new multi purpose space and new programs for older adults at Mississauga Valley Community Centre and Library; Cooksville Branch Library; Frank McKechnie Community Centre and Library; and Malton Community Centre and Library.

- Begin to use the terms "adults" or "older adults" as opposed to "seniors' for all facilities, services and programs directed towards residents 55 years of age and older.

- Make Mississauga Transit available at all Library locations.

- Audit the Library website to ensure it is age-friendly including fonts, colours, backgrounds and navigation aids.

In the Library's November 2008 Community Forum, participants were asked to complete the following phrase:

*"A Great Library Will Support The Needs Of Older Adults Through…"*

And the responses were …
Collections
- audio books—fiction and non fiction
- genealogy information and legacy—create a family tree
Programs and services
- encourage volunteerism (Library Board and Programs)
- offer inter-generational programming
- offer programs and services for grandparents raising grandchildren

- offer Reading buddies
- utilize the Friends of the Library resources to help fund Older Adult Wish list
- develop a speakers' list for older adult centres, service clubs etc. to promote the Library
- bring speakers to the Library

Technology
- expand access to electronic databases such as Ancestry                      .
- provide access to technology to communicate with the family e.g. Skype, IM
- offer instruction in keyboarding skills
- Internet training

The Library took these suggestions and created a ranked objectives list.

**Youth Plan**

The City of Mississauga released its *Youth Plan* (May 2009) which the Library will consider in the development of its specific plans. At the Library's November 2008 Community Forum, attendees were asked to complete the phrase:

*"A Great Library Will Support The Needs Of Youth Through …"*

And the responses were …
For elementary students, the Library will be:
- a fun place to visit
- a place to develop joy of reading
- an introduction to technology
For secondary students, the Library will be:
- a meeting place
- place of learning
- a place that has knowledgeable staff to enhance the joy of reading

A Great Library will:
- coordinate its services and programs with schools
- advertise library facilities and resources to schools
- develop online promotion of its services directed to youth
- provide online reviews by Library staff
- provide a points system for reading books, with prizes i.e. more computer time; iPods
- have an environmental target
- provide an opportunity for YouTube/film fests for the Library e.g. "make your own Skit" to post on YouTube - "Why your Library is a Great Place".

Again, the Library has created a list of proposed objectives to help realize a Youth agenda, building on the *Youth Plan (May 2009).*

**Serving Mississauga's Diverse Community**

Although neither the City nor the Library have a specific plan at this time that speaks to the Mississauga's diverse, multicultural community, both the City and the Library strategic plans acknowledge the variety of needs of these communities.

Mississauga is not alone in its large growth due to diversity. Large libraries across Canada participate in a forum, Canadian Urban Libraries Council (CULC), which from time to time undertakes research that targets common issues. CULC recently conducted a study of multicultural communities and libraries' state of readiness to address their unique needs. (See Section 2.6.5 for results.)

The City:
- 10% of population in service area speak a language other than English
- 250,000 estimated number of immigrants or refugees

- 40% estimated population of immigrants in service area
- 5th largest immigrant area in Canada

The Library:
- 20 languages other than English represented in collection
- multilingual collections are 5% of total collection
- 3% of library budget spent on multilingual collections



*Mississauga Book Fair*

## 3.4 Public Library Comparables

An important element in reviewing a library and its environment is to consider how well the library is doing in comparison to similar libraries. For purpose of this review, comparisons are provided for:

- libraries of comparable size, and
- libraries within the vicinity of Mississauga Library System.

The source of the comparative data is the Canadian Urban Libraries Council (CULC)[1] data for 2007.

### 3.4.1 Library Comparables by Size

Mississauga Library System is Canada's sixth largest public library system. The comparator libraries considered and presented are: Calgary, Edmonton, Halifax, Hamilton, London, Markham, Ottawa, Toronto, Vancouver, and Winnipeg.

Preliminary analysis suggests that Mississauga did not exceed any of the comparator national and adjacent large libraries in several categories in 2007. The results indicate areas of concern regarding resources, size and investment into collections, and usage of the Internet, as well as access to and usage of electronic resources.

The comparative data reflect, to a large degree, that Mississauga went through a period of tremendous change, when the emphasis was of necessity on responding to and keeping pace with rapid population growth by building branches, basic collections and services at these many new locations. Population growth in the majority of the comparator cities was slower, meaning that those library systems were in a position to direct funds to enhancing existing collections, services and staffing complements, rather than building new branches.

The comparative data provide a benchmarking tool by which Mississauga can measure itself. While at this point in time it is not realistic fiscally that the Library will move to be a leader of these comparator libraries, it does point to areas in which the Library may aspire to address and change in the coming years.

The following tables and charts are provided to illustrate some of the comparator results. For the purposes of clarity, the data sets accompany the graphs.

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[1] Canadian Urban Libraries Council [CULC]. *2007 CULC Statistical Report*. 2007 Data unpublished; released to Consulting Team, February 2009.

**Table 7: Total Expenditures, National Comparator Libraries, 2007**

**Figure 1: Total Expenditures, National Comparator Libraries, 2007**

| Library System | Population | Total Expenditure | Expenditure Per Capita |
|---|---|---|---|
| Markham | 288,583 | $8,770,396 | $30.39 |
| Calgary | 1,019,942 | $37,495,121 | $36.76 |
| **Mississauga** | **720,000** | **$27,657,521** | **$38.41** |
| Winnipeg | 633,451 | $25,887,425 | $40.87 |
| Ottawa | 888,853 | $38,007,130 | $42.76 |
| Edmonton | 730,372 | $33,185,387 | $45.44 |
| Halifax | 372,858 | $17,994,000 | $48.26 |
| London | 355,596 | $17,436,827 | $49.04 |
| Vancouver | 611,689 | $34,485,105 | $56.38 |
| Toronto | 2,503,281 | $171,726,249 | $68.60 |
| Hamilton | 504,559 | N/A | N/A |



Expenditure Per Capita, National Comparator Libraries, 2007

**Table 8: Total Expenditures on Library Materials, National Comparator Libraries, 2007**

**Figure 2: Expenditures on Library Materials, National Comparator Libraries, 2007**

| Library | Population | Total Actual Expenditure – Library Materials | Per Capita |
|---|---|---|---|
| Edmonton | 730,372 | $5,401,104 | $7.40 |
| Calgary | 1,019,942 | $7,317,815 | $7.17 |
| Vancouver | 611,689 | $4,361,940 | $7.13 |
| Toronto | 2,503,281 | $16,640,128 | $6.65 |
| Hamilton | 504,559 | $3,025,600 | $6.00 |
| Markham | 288,583 | $1,610,266 | $5.58 |
| London | 355,596 | $1,901,728 | $5.35 |
| Ottawa | 888,853 | $4,318,425 | $4.86 |
| Halifax | 372,858 | $1,721,100 | $4.62 |
| Winnipeg | 633,451 | $2,665,291 | $4.21 |
| **Mississauga** | **720,000** | **$2,390,593** | **$3.32** |



Library Materials Expenditures Per Capita, 2007
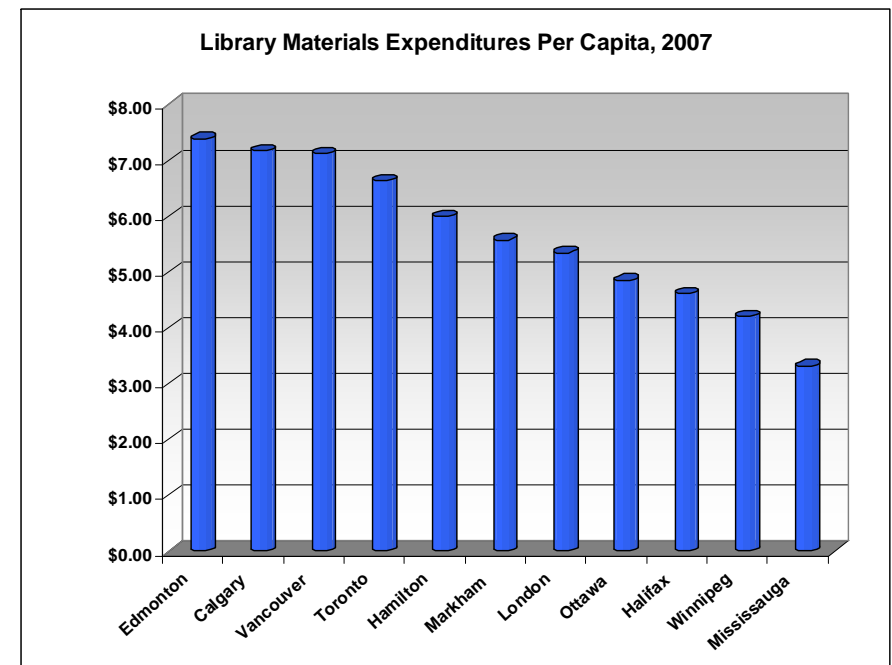
**Table 9: Total Funding, National Comparator Libraries, 2007**

| Library System | Population | Total Funding | Per Capita Funding |
|---|---|---|---|
| Mississauga | 720,000 | $22,823,456 | $31.70 |
| Markham | 288,583 | $9,916,914 | $34.36 |
| Ottawa | 888,853 | $34,672,184 | $39.01 |
| Winnipeg | 633,451 | $25,887,425 | $40.87 |
| Calgary | 1,019,942 | $42,158,714 | $41.33 |
| Edmonton | 730,372 | $33,940,492 | $46.47 |
| Halifax | 372,858 | $17,994,000 | $48.26 |
| London | 355,596 | $17,833,833 | $50.15 |
| Vancouver | 611,689 | $36,123,974 | $59.06 |
| Toronto | 2,503,281 | $171,726,249 | $68.60 |
| Hamilton* | 504,559 | N/A | N/A |

*Hamilton financial data not available.*

**Figure 3: Total Funding, National Comparator Libraries, 2007**



Funding Per Capita, National Comparator Libraries, 2007
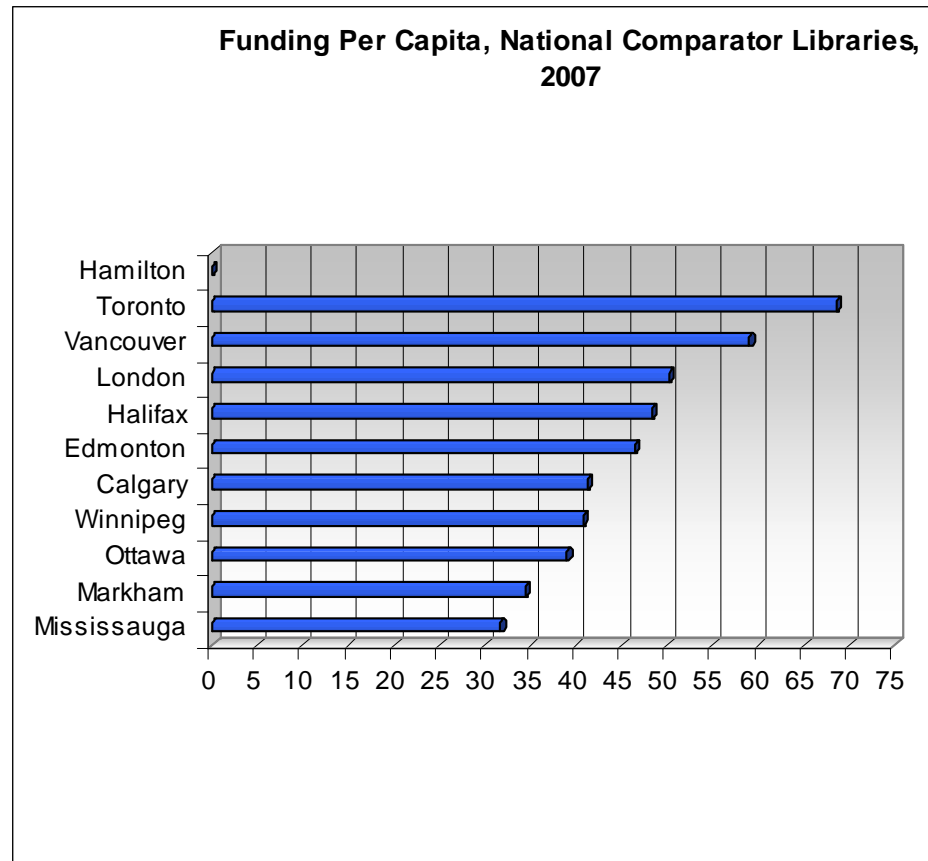
# Mississauga Library System in 2009

**Table 10: Combined In-Person and E-Visits, National Comparator Libraries, 2007**

| Combined In-Person and E-Visits, National Comparator Libraries, 2007 | | | | |
|---|---|---|---|---|
| Library System | Population | Annual E-visits | Annual in-person visits | Total Visits | Visits per Capita |
| Edmonton | 730,372 | 5,979,210 | 5,578,124 | 11,557,334 | 16 |
| Toronto | 2,503,281 | 16,627,287 | 16,391,516 | 33,018,803 | 13 |
| Hamilton | 504,559 | 2,844,543 | 3,687,050 | 6,531,593 | 13 |
| Halifax | 372,858 | 2,242,323 | 2,369,249 | 4,611,572 | 12 |
| London | 355,596 | 1,248,697 | 2,766,895 | 4,015,592 | 11 |
| Ottawa | 888,853 | 5,054,551 | 4,286,900 | 9,341,451 | 11 |
| Markham | 288,583 | 937,123 | 1,882,032 | 2,819,155 | 10 |
| Vancouver | 611,689 | 565,689 | 4,799,801 | 5,365,490 | 9 |
| Calgary | 1,019,942 | 3,100,000 | 5,519,037 | 8,619,037 | 8 |
| Mississauga | 720,000 | 704,288 | 4,446,450 | 5,150,738 | 7 |
| Winnipeg | 633,451 | 1,074,610 | 3,400,000 | 4,474,610 | 7 |



In Person Visits Per Capita

**Table 11: Total Information Requests Received Per Capita, National Comparator Libraries, 2007**

| Library System | Population | Total Information Requests Received | Per Capita |
|---|---|---|---|
| Markham | 288,583 | 722,290 | 2.50 |
| Edmonton | 730,372 | 1,250,758 | 1.71 |
| London | 355,596 | 571,500 | 1.61 |
| Calgary | 1,019,942 | 1,527,760 | 1.50 |
| Vancouver | 611,689 | 692,372 | 1.13 |
| Toronto | 2,503,281 | 2,219,760 | 0.89 |
| Hamilton | 504,559 | 411,655 | 0.82 |
| Ottawa | 888,853 | 602,950 | 0.68 |
| Halifax | 372,858 | 215,867 | 0.58 |
| Winnipeg | 633,451 | 308,136 | 0.49 |
| Mississauga | 720,000 | 343,800 | 0.48 |

**Figure 5: Total Information Requests Received Per Capita, National Comparator Libraries, 2007**



Total Information Requests Received Per Capita, National Comparator Libraries, 2007
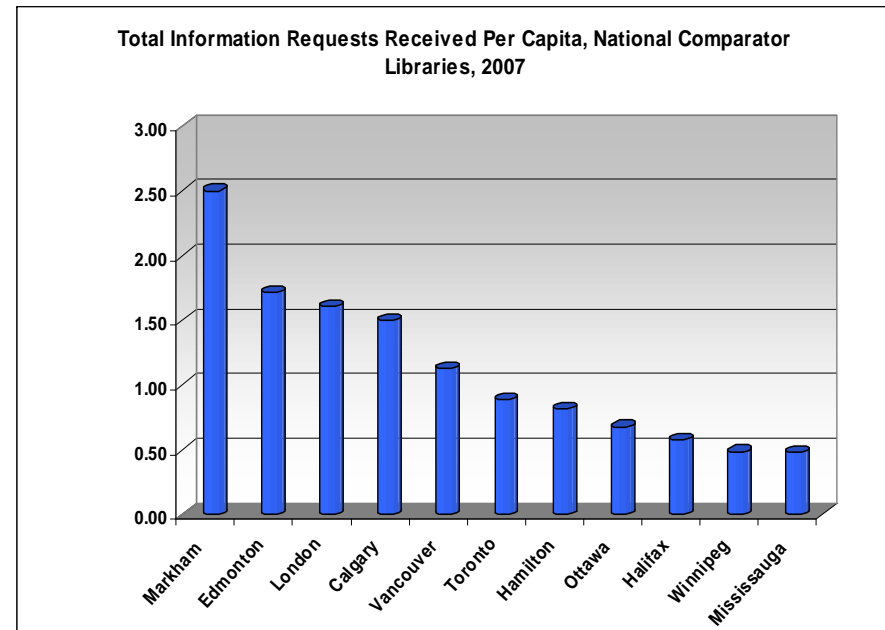
**Table 12: Items Held, National Comparator Libraries, 2007**

| Library System | Items Held | Items Held Per Capita |
|---|---|---|
| **Mississauga** | **1,420,030** | **1.97** |
| Edmonton | 1,640,892 | 2.25 |
| Calgary | 2,365,120 | 2.30 |
| Hamilton | 1,216,637 | 2.41 |
| Markham | 702,914 | 2.44 |
| Winnipeg | 1,615,437 | 2.55 |
| Ottawa | 2,317,302 | 2.60 |
| London | 959,662 | 2.70 |
| Halifax | 1,097,823 | 2.94 |
| Toronto | 10,792,487 | 4.31 |
| Vancouver | 2,731,053 | 4.46 |

**Figure 6: Items Held, National Comparator Libraries, 2007**



Items Held Per Capita, 2007
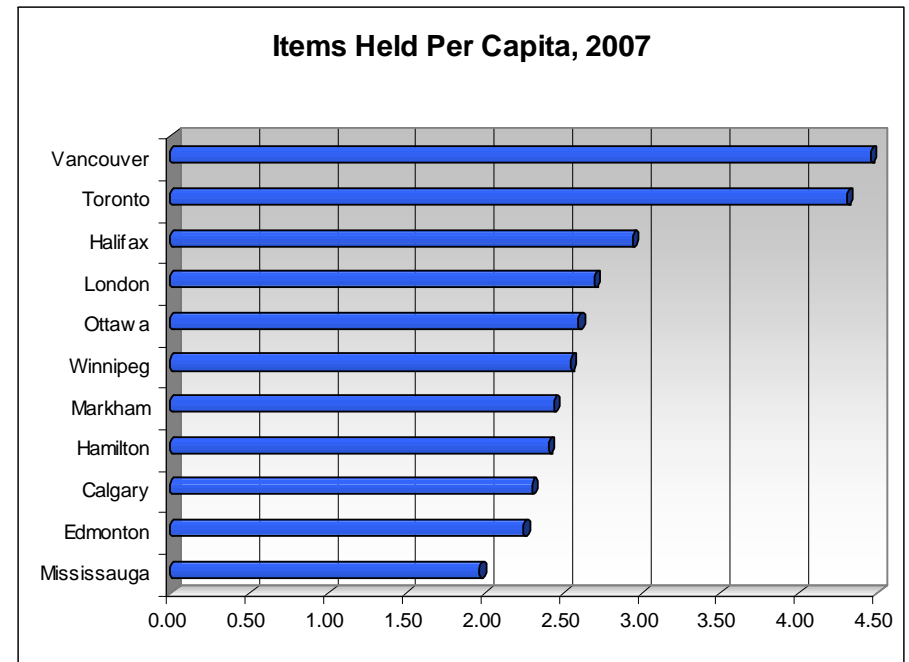
### 3.4.2 Library Comparables by Geographic Adjacency

The libraries proximal to Mississauga studied for comparator purposes are: Brampton, Burlington, Hamilton, Markham, Oakville, Toronto, and Vaughan. Following are tables that show how Mississauga compared to its neighbours in 2007.

**Table 13: Library Service Hours, Adjacent Comparator Libraries, 2007**

| Library System | Population | Total Annual Hours Open to Public | Hours Open per Capita |
|---|---|---|---|
| Brampton | 452,039 | 16,150 | 0.036 |
| Markham | 288,583 | 18,575 | 0.064 |
| Vaughan | 246,578 | 17,333 | 0.070 |
| Burlington | 164,500 | 11,750 | 0.071 |
| **Mississauga** | **720,000** | **53,750** | **0.075** |
| Hamilton | 504,559 | 46,989 | 0.093 |
| Oakville | 169,800 | 16,195 | 0.095 |
| Toronto | 2,503,281 | 254,959 | 0.102 |

**Table 14: Expenditure Per Capita, Adjacent Comparator Libraries, 2007**

| Library System | Population | Total Expenditure | Expenditure Per Capita |
|---|---|---|---|
| Brampton | 452,039 | $12,749,670 | $28.20 |
| Markham | 288,583 | $8,770,396 | $30.39 |
| **Mississauga** | **720,000** | **$27,657,521** | **$38.41** |
| Vaughan | 246,578 | $9,669,407 | $39.21 |
| Oakville | 169,800 | $8,296,769 | $48.86 |
| Burlington | 164,500 | $8,058,057 | $48.99 |
| Toronto | 2,503,281 | $171,726,249 | $68.60 |
| Hamilton | 504,559 | N/A | N/A |

**Figure 7: Expenditure Per Capita, Adjacent Comparator Libraries, 2007**
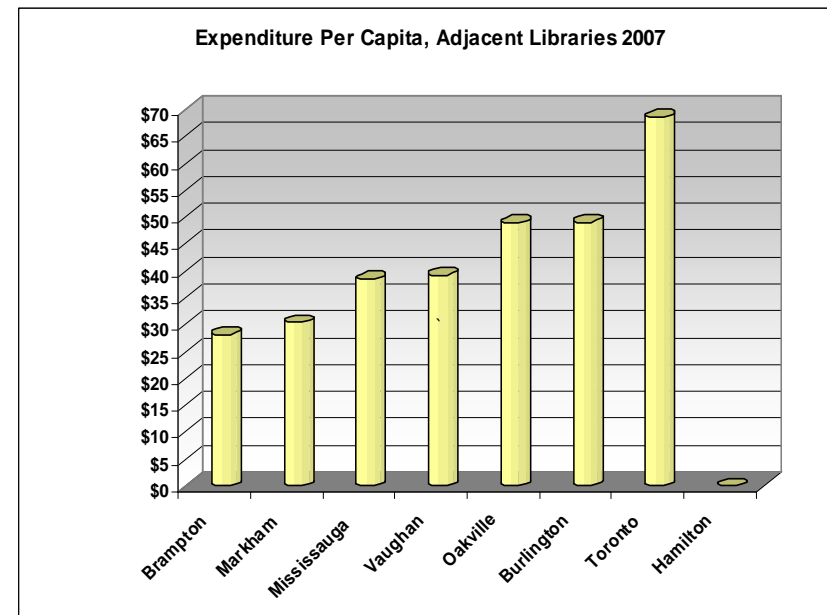
**Table 15: Total Funding, Adjacent Comparator Libraries, 2007**

| Library System | Population | Total Funding | Funding Per Capita |
|---|---|---|---|
| Brampton | 452,039 | $13,494,054 | $29.85 |
| Mississauga | 720,000 | $22,823,456 | $31.70 |
| Markham | 288,583 | $9,916,914 | $34.36 |
| Vaughan | 246,578 | $9,669,407 | $39.21 |
| Oakville | 169,800 | $8,302,069 | $48.89 |
| Burlington | 164,500 | $8,111,215 | $49.31 |
| Toronto | 2,503,281 | $171,726,249 | $68.60 |
| Hamilton | 504,559 | N/A | N/A |

**Figure 8: Total Funding, Adjacent Comparator Libraries, 2007**



Funding Per Capita, Adjacent Libraries 2007
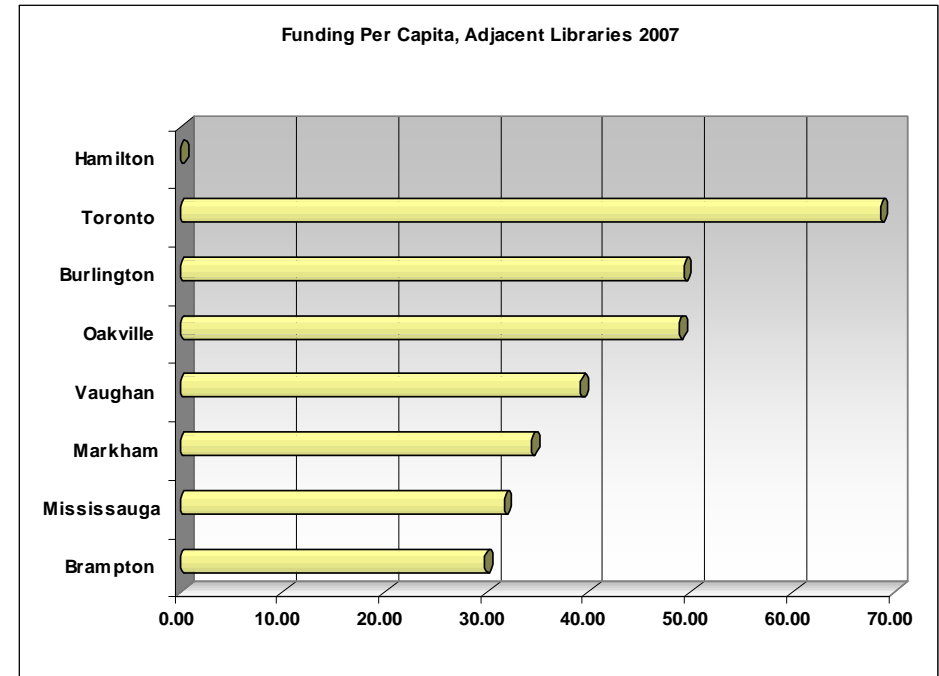
**Table 16: Use of Materials, Adjacent Comparator Libraries, 2007**

| Library System | Population | Annual Circulation | In-House Use of Library Materials | Total Materials Use | Per Capita Use of Materials |
|---|---|---|---|---|---|
| Brampton | 452,039 | 3,981,798 | 584,550 | 4,566,348 | 10.1 |
| Vaughan | 246,578 | 2,235,468 | 433,680 | 2,669,148 | 10.8 |
| Burlington | 164,500 | 1,706,025 | 198,400 | 1,904,425 | 11.6 |
| Hamilton | 504,559 | 4,704,842 | 1,470,350 | 6,175,192 | 12.2 |
| **Mississauga** | **720,000** | **7,647,906** | **1,830,950** | **9,478,856** | **13.2** |
| Toronto | 2,503,281 | 28,925,965 | 7,716,991 | 36,642,956 | 14.6 |
| Oakville | 169,800 | 2,107,021 | 396,500 | 2,503,521 | 14.7 |
| Markham | 288,583 | 4,140,695 | 770,063 | 4,910,758 | 17.0 |

**Figure 9: Use of Materials, Adjacent Comparator Libraries, 2007**



Per Capita Use of Collections, Adjacent Libraries, 2007
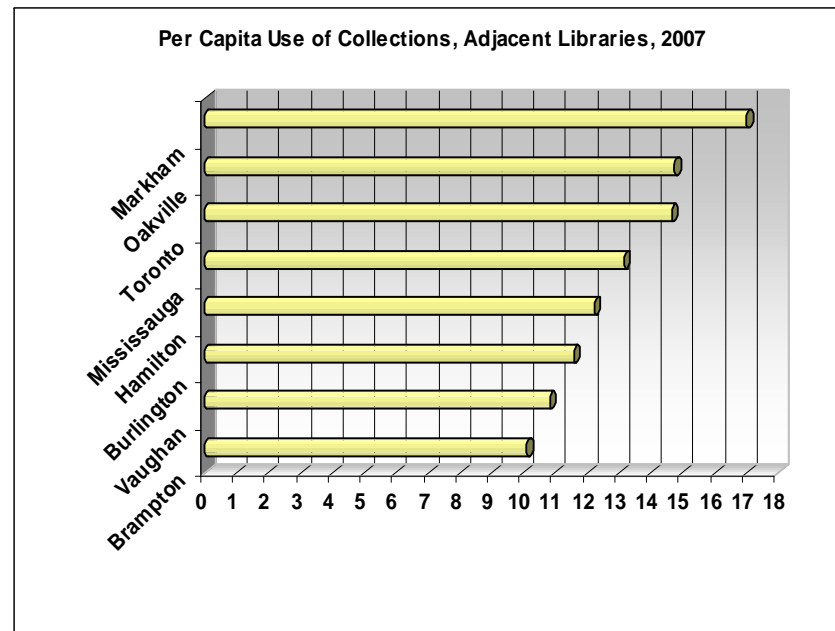
**Table 17: Program Attendance, Adjacent Comparator Libraries, 2007**

| Library System | Population | Total Program Attendance | Participation Rate % |
|---|---|---|---|
| Brampton | 452,039 | 34,109 | 7.55% |
| Mississauga | 720,000 | 73,630 | 10.23% |
| Hamilton | 504,559 | 77,774 | 15.41% |
| Markham | 288,583 | 51,217 | 17.75% |
| Burlington | 164,500 | 33,731 | 20.51% |
| Toronto | 2,503,281 | 646,457 | 25.82% |
| Oakville | 169,800 | 54,465 | 32.08% |
| Vaughan | 246,578 | 83,190 | 33.74% |

**Figure 10: Program Attendance, Adjacent Comparator Libraries, 2007**



Program Attendance - Rate of Participation - Adjacent Libraries, 2007
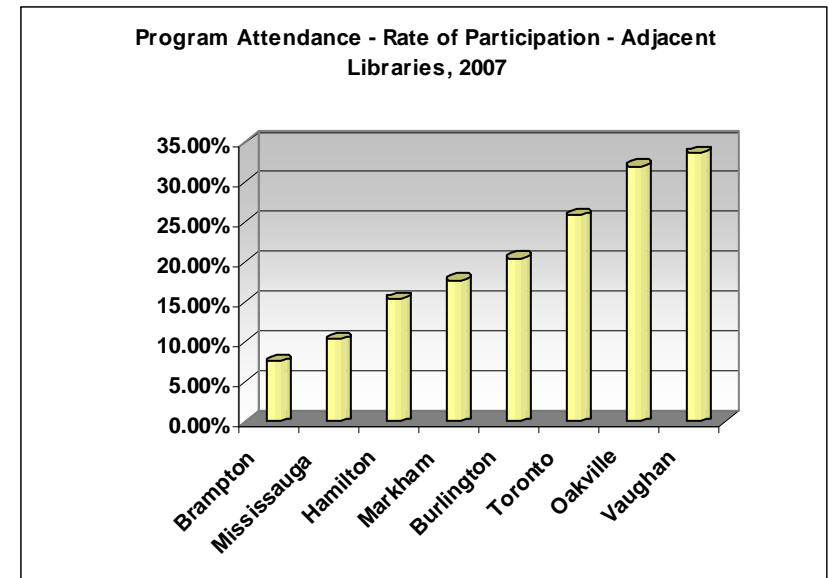
# Section 4: Stakeholder Consultations and User Satisfaction

Overlaying the research framework, the Consulting Team incorporated the results of broad consultation of stakeholders in the Plan. Stakeholders include:

- Councillors;
- Library Board and Friends;
- City senior Directors and Managers; and,
- Library Managers and Staff.

Target communities were encouraged to participate in this consultation process. These community sectors are:

- older adults;
- youth;
- newcomers;
- business; and,
- non-users.

The public at large was presented with the results of the project through public information sessions held in fall 2009 (see Appendix A). Additionally the team employed a number of information gathering devices including:

- interviews;
- meetings;
- workshops; and,
- online surveys.

## 4.1 Consultations with City Councillors and Senior Staff

The key themes that emerge from discussions with Councillors and senior City staff interviewed include these elements.

- The City is moving towards a growth strategy of intensification.
- The issue of sustainability must be addressed in the face of increasing demands.
- Cutting Library service hours is not popular with residents.
- All citizens should have a library within their "communities" and neighbourhoods.
- The Library as a sense of place is important.
- The City and the Library need to address the growing population of newcomers.
- Mississauga is facing financial challenges for the first time in its history.
- Parks, Recreation, Culture and the Library should reduce duplication in programming.
- The whole area of technology should be reviewed:
    - Can the Library incorporate more technology and/or improve its offerings through technology, so the services are accessible after hours?
    - The computer system is aging and there should be more public access computers throughout the system.

The major opportunities in technology for the future are:

- Provision of a new Integrated Library System (ILS), with increased functionality for library users;

- Using social networking tools, with preference for standard products such as Facebook®;

- Expanding current structure as needed to provide services such as RFID and potential expansion of number of Internet access points; and,

- Cascading of City staff workstations to libraries for public computing viewed as fiscally responsible; moving to LCD screens over CRTs at Library's 440 terminals will reduce energy consumption and create more space at workstations.

The major challenges for the future are:

- Bandwidth – shared currently by all staff and public users;

- Contention and response time issues across the board, compounded by providing wireless access at libraries and community centres; potentially will have to allocate number of IP addresses for wireless. Work in progress to address this issue;

- Implementation of the new ILS;

- Keeping current systems stable and secure;

- Integration of social networking tools into standard service offerings (the City is currently working on guidelines for the provision of these services;

- Preference to store new media (e.g. e-audio and video streaming) off-site so that it does not further compromise regular service bandwidth (could be achieved through subscriptions);

- 'Virtual' Library could be hosted offsite by commercial enterprise, as one possible option;

- The Library needs to take advantage of partnerships with business, community groups and other levels of government through marketing, shared spaces and joint programming; and,

- The Library needs to improve outreach into the community, e.g. schools, community groups.

## 4.1.1 Senior Library Managers, Department Heads and Staff

During the project, the Consultants met with Senior Managers and Department Heads.

Library staff from across the system completed a survey and attended workshops in order to share their vision for the future of the Library. Below is a summary of what this consultation revealed.

### Today
*What works well:*
- school and community centre partnerships
- collections are popular with the public
- presence of the library via its branches within the community
- the Library as Community Place is still critical
- overall most facilities are adequate

*Where improvements are required:*
### Technology
- across the board improvements in the area of technology:
- newer and more computers

- faster response time
- ways around the firewall
- a discreet server for the Library
- access to more resources and services electronically
- access to social networking tools / Web 2.0
- RFID
- a new Integrated Library System (ILS)
- a new website with presences for key client groups e.g. youth, older adults, newcomers, as well as general client community

**Collections**
- collections: budgets are low after a heavy weeding, meaning collections are falling below standards
- Collections for the multicultural community should be addressed
- need to address the processes etc. for redirection of collection development from decentralized to centralized

**Marketing**
- need more merchandizing and marketing especially for collections
- need to improve branches presence within the community

**Services**
- need to target marketing and services direction towards select community groups such as youth, older adults and newcomers; move away from being all things to everybody— not enough resources to do that anymore
- re-direct some programming resources from children towards target groups such as youth, newcomers and older adults
- need to consider the greening issue for libraries; recycling practices, better lighting, new LEEDS® buildings
- need to retain or improve number of inter-branch deliveries
- need more creative and entrepreneurial partnerships

- Central Library and its future—incorporate a small "neighbourhood library" on the ground floor and consolidate specialty collections upstairs
- improve signage throughout Central Library
- evaluate the importance of traditional reference services as they have dropped off considerably
- need to help more people in the area of employment services

**The Future**
**_What will be more important to the Library in the future?_**
- Technology of all kinds
- Free services
- Programming for all demographics
- Library as an entertainment venue
- Library as a community meeting place
- Library as a research centre, helping people in their job seeking activities
- Children's services and programs
- Services to Older Adults
- Services and collections to new immigrant populations
- More integration with other facilities
- More collections in other languages
- More funding

**_What will be less important in the future?_**
- Reference services
- Non fiction collections
- Out of date media e.g. videos
- Fee-based programs and services

*Looking at your facilities across the system, what service areas are adequate, and what service areas require more space?*

Adequate:
- Reference services and Collections
- Parking
- Circulation

Space challenged areas:
- Study space
- Public Computing
- Public Lounge
- Student/Youth Space

*What are the most important trends and services for your Library in the Future?*
- Technology
- Services to Youth
- Services to newcomers/multicultural communities
- Collections
- Services to Older Adults

## 4.1.2 Cross-Sector Stakeholders

Key Library stakeholders including Library Board members, Library Friends, staff, city staff and other community representatives were asked to evaluate the Library's performance against key Library strategic themes. These are the findings.

**Table 18: Cross Sector Stakeholder Consultation**

| MISSISSAUGA LIBRARY SYSTEM MASTER PLAN Cross Sector Stakeholders Consultation | | |
|---|---|---|
| **Question: In your opinion, how well does the library…?** | | |
| | Excellent | Needs Improvement |
| Promote awareness of its services | 9% | 91% |
| Provide library spaces and facilities that work | 77% | 23% |
| Innovate through technology | 8% | 92% |
| Provide Life Long Learning | 100% | 0% |
| Celebrate its community | 44% | 56% |
| Participate in and encourage partnerships | 15% | 85% |
| Provide superior service at a reasonable cost | 100% | 0% |

*What the Library does well:*
- provision of library spaces and facilities that work
- provision of superior services at a reasonable cost
- provision of life long learning

*What needs improvement:*
- promoting the awareness of its services
- innovation through technology
- participation and encouragement of partnerships

## 4.2 Community Surveys

### 4.2.1 User Satisfaction Survey 2008

Mississauga Library System consults its community often. A 2008 community-wide user satisfaction survey conducted by the Library returned 694 responses.

The Mississauga community indicated it is very satisfied with available Library services. Of the strategic priorities tested, highest satisfaction was noted for "Library has space that works" and "the Library celebrates the community." Lower satisfaction was reported for "the Library's innovation through technology" and "its promotion and awareness of its services." Overall, most users are satisfied (70% to 80%) or very satisfied (80% to 90%) with availability of materials to borrow, staff availability and assistance, and opening hours. Highest collection usage is in adult books, DVDs and magazines. Some of the collection improvements recommended by the public are for reference databases, large print books and multilingual books.

Satisfaction
- Promote awareness of its services 63%
- Provide Library space that works 76%
- Innovate through technology 63%
- Provide support for life-long learning 70%
- Celebrate our community 73%
- Provide superior service at a reasonable cost 71%
- Develop Library Board effectiveness 64%

Overall services
- Satisfied with finding something to borrow 75%
- Place holds for items 57%
- Wait less than one month after placing holds 56%

Assistance
- 77% are satisfied with staff availability while 81% are satisfied with staff assistance

Collection usage
- 91% use adult books
- 84% use DVDs
- 70% use magazines
- 69% use children's books
- 68% CDs and 66% use audio books
- 61% use teen books
- 62% use electronic databases
- 48% use large print books
- 48% multilingual books

Areas where there was less satisfaction with collections
- 67% of those using collections were satisfied with reference databases
- 56% with large print books
- 55% with DVDs
- 54% with audio books
- 51% with multilingual books
- 49% with CDs

Opening hours
- 71% are satisfied with the Library's hours

Profile of respondents
- 65% female; 35% male
- age ranges
  - 16 years of age and under 21%
  - 17 to 24 years of age 18%
  - 25 to 64 years of age 56%
  - 65 years of age and older 5%

The 2008 Community Survey results are corroborated by the targeted surveys by identifying high satisfaction with the Library in general, coupled with the need of more specialty materials for youth and other languages, and more CDs and DVDs.

## 4.2.2 Targeted Community Surveys 2009

For the preparation of the Library Master Plan, the targeted community consultation strategy consisted of special purpose surveys to test identified sectors of the community. These surveys are only one of a number of mechanisms used to capture input from the community.

The sectors selected relate to several of the City of Mississauga's strategic communities, including older adults, teens, and the newcomer community. In addition, the small business community was surveyed, given the importance of this sector to the Canadian economy. The non-user community was tested in an effort to determine why citizens do not use their library.

Methodology
The Older Adult, Youth/Teen (teen and youth are used interchangeably in the Report), Newcomer and Business Community Surveys were posted on the Library's website and were accessible to the community from February 13 to March 13, 2009. In addition, paper format surveys were available in the branches, with the results keyed in by Library staff after the end of the survey period. The non-user survey was posted on the Future Directions portion of the City of Mississauga web page.

The surveys were created and tabulated using the survey tool, *Key Survey*®.

**Table 19: No. of Survey Respondents**

|    | Survey Respondent Category | No. of Responses |
|----|----------------------------|------------------|
| a. | Older Adult                | 330              |
| b. | Teen / Youth               | 265              |
| c. | Newcomer                   | 197              |
| d. | Business Community         | 14               |
| e. | Non-Users                  | 4                |

Each survey instrument offered respondents a range of opportunities to provide input, through multiple-choice questions, ranking questions and comment sections. Respondents across the board provided helpful insights in the qualitative 'comment' sections of each survey.

The Older Adult, Youth/Teen and Newcomer Surveys presented these common themes.

- All groups are frequent library users, both in person and via the Internet. In-person attendance is typically several times per month.
- Borrowing all types of materials is the most heavily used service.
- Use of the library catalogue to locate materials is a significant activity.
- Account management for placing holds and renewing materials is a very popular service.

## Older Adult Survey

The burgeoning older adult population necessitates a Library Master Plan that responds to and is attuned to this demographic. Following are highlights from the quantitative and qualitative results of the survey. This group provided fulsome comments on the surveys.

**Who are the survey respondents?**

- 330 respondents
- 76% of respondents who provided their age were between 50 and 65
- 55% of respondents are still in the workforce; overwhelming number of these respondents indicated they are professionals, followed by office support workers
- 65% of respondents were female

**Figure 11: Older Adult Survey – Age of Respondents**
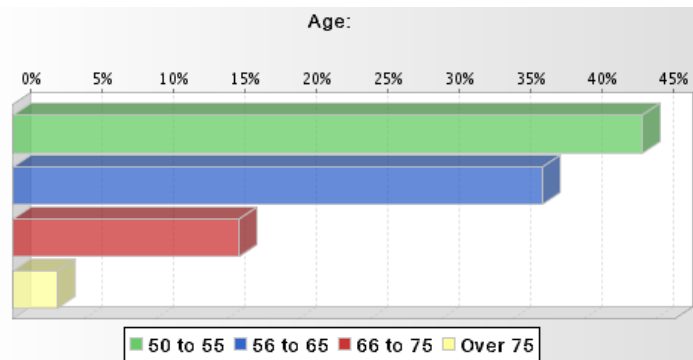


**Older adults attend the library frequently.**

- Only 12% of the 330 respondents reported visiting the library in person **less** than once per month.

**Figure 12: Older Adult Survey – Frequency of In-Person Visits**
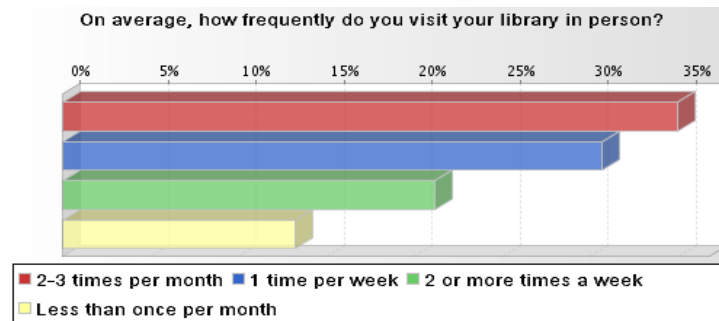
**Older adults overwhelmingly come to the library to borrow materials of all types.**

- Over 60% indicated that they are reading for pleasure.
- Fewer than 10% are using public computers or consulting the reference collection.

**Figure 13: Older Adult Survey – Purpose of Library In-Person Visits**
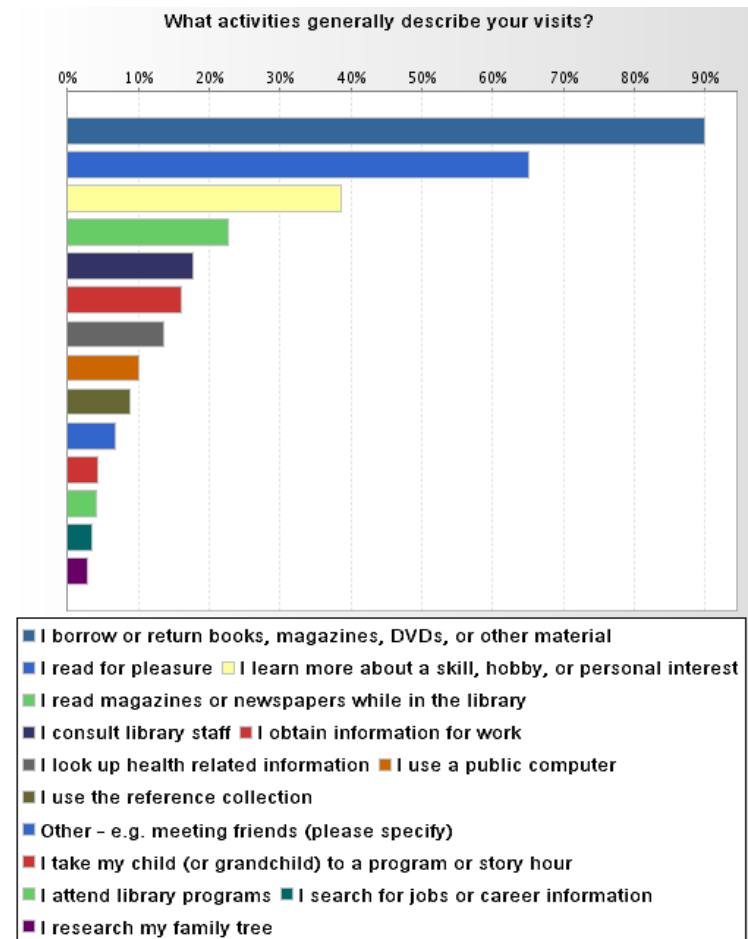
**Older adults do not rank personal study space highly.**

- Only 24% indicated that study space was essential. Most come to the Library, select materials and leave.
- Many commented on youth behaviour and how noisy and impolite they appear to be.
- Those that do use library space, require more space for laptops, more time at the public computers, better lighting and more comfortable seating.

**Older adults use the Library for a multitude of purposes.**

- Recreational/leisure pursuits are most important.
  - 77% of respondents ranked adult fiction as essential, 69% ranked adult non-fiction as essential
- Need for materials in other languages, reference and specialized collections is 'softer'.
- 21% ranked local history/genealogy as essential.

- Within the 30% of respondents who offered comments, most indicated satisfaction with Library collections. Collections need augmentation in:
  - cookbooks; musical CDs; large print books; foreign movies; health books and more updated books in science and technology; French collections; more DVDs; multilingual books; e-books for listening on IPod; mysteries; genealogy
  - more copies of newspapers (without lining up for them)

**Figure 14: Older Adult Survey – Use of Special Collections**



Special collections such as local history or genealogy

- Not needed  13%
- Essential; must have  21%
- Not really important  28%
- Somewhat important  38%

● Essential; must have  ● Somewhat important  ● Not really important
○ Not needed
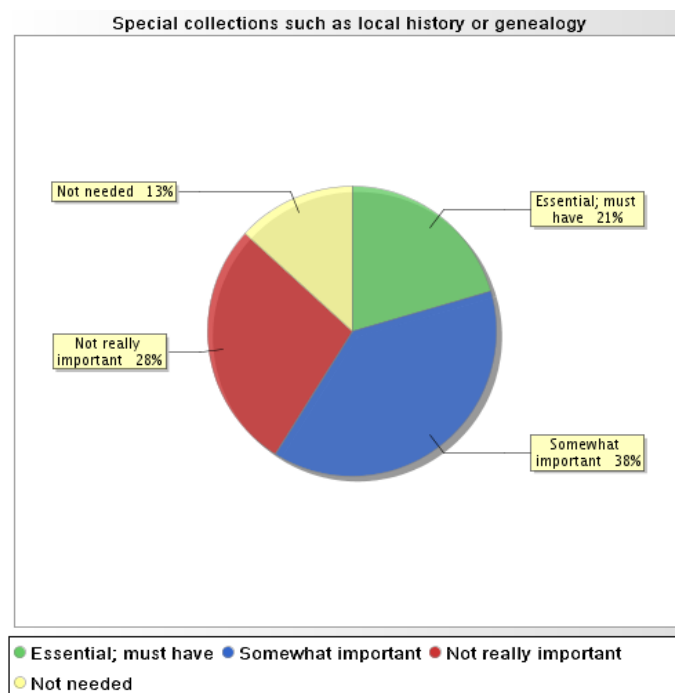
**Figure 15: Older Adult Survey – Materials in Other Languages**



- collections need to be weeded—some are sticky, overused; some DVDs and CDs are no longer any good (damaged)
- concerned about cuts/changes in hours—want to have the libraries open Sundays again and to be open more hours
- check out lines are long—self check out will ease the congestion
- long wait time for many items
- some of users have an issue about fees being charged for programs and some other services
- borrowing times need to be brought more in line with each other
- want more on line access to newspapers
- not enough copies of new large print books
- users like and are proud of their libraries
- a few other additional areas for the collections: Christian fiction; more Canadian authors; more sophisticated materials; classical music; more talking books in other languages; want downloadable books
- when elevator at Central Library doesn't work, it is a huge inconvenience to people (comments made by a few disabled)
- one-third of respondents were very happy with the facilities provided
- concern about the future of Sheridan Branch Library
- noise is a fairly important issue—teens and children

**Older adults identified many gaps or weaknesses in Library collections, services, programs or facilities and see the need for changes in many areas**.

- computers are old; computer system—response time is way too slow and needs to be technically enhanced
- need a separate computer room
- difficult to get access to computers especially if teens are using the stations to play games

**Older adults see the Library's future role primarily as a life-long learning centre, a literacy centre and a cultural resource centre.**

- Other comments provided:
  - back to basics or stay at what you do well—lending books
  - ensure equal access for all
  - recreational role—interest in culture and a role in arts and culture
  - place to network with people of similar interests
  - youth drop-in centre and older adult area

**Figure 16: Older Adult Survey – Future Role of Library**



Looking into the future, what roles should the library play?

Legend:
- Life-long learning centre
- Literacy centre
- Cultural & recreational resource
- Community partner
- Community space
- Computer centre
- Municipal government service provider
- Federal & provincial government service provider
- Economic development catalyst
- Tourist centre
- Other (please specify)
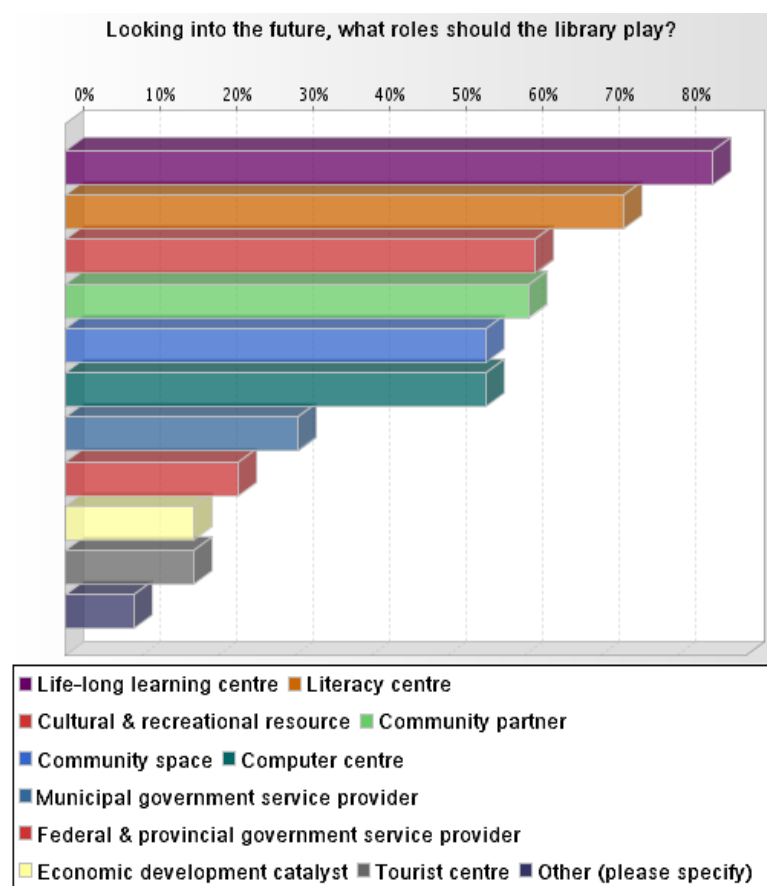
**Youth Survey**

Capturing the aspirations of the youth/teen[1] demographic provides insight into this key demographic. The survey for youth/teens brought 265 responses and many suggestions relating to services and priorities. Many of the respondents volunteer at the Library and generally report that they enjoy this work. In addition, the Teen Advisory Group (TAG) Survey results are presented in this section.

**Who are the survey respondents?**
- 76% are between 12 and 17 years of age, with an additional 11% 18 to 19 years of age (presumably undertaking extra secondary school education)
- respondents were almost evenly divided among the four secondary school years
- respondents were 3 times more likely to be female than male
- 40% indicated that Central Library is the most often used branch

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[1] The terms youth and teens are used interchangeably in the document.

**Figure 17: Youth Survey – Age of Survey Respondents**
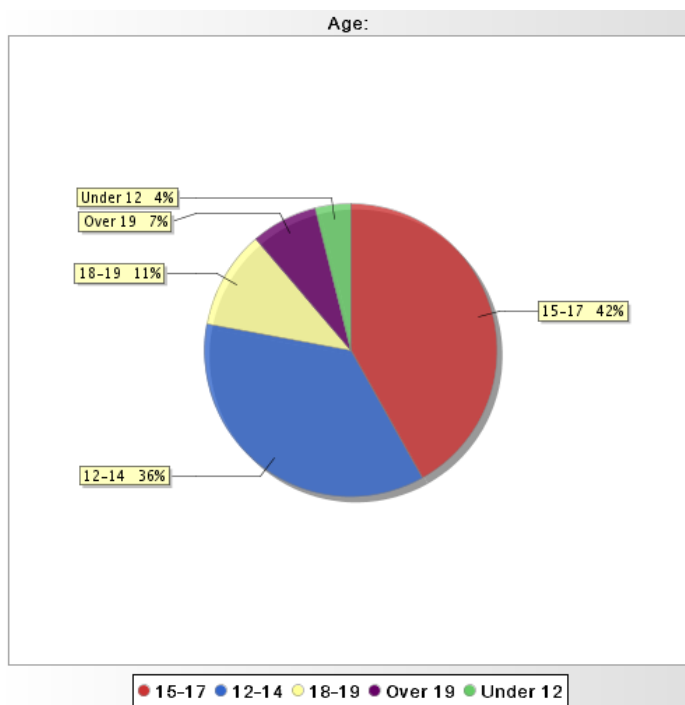
**Figure 18: Youth Survey – School Grade of Survey Respondents**
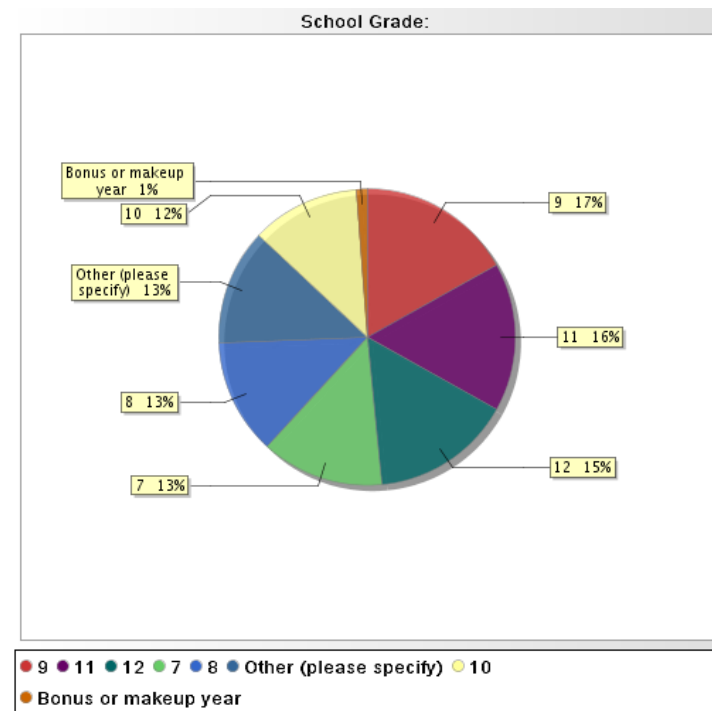
**Figure 19: Youth Survey – Library Visits**



On average, how often do you visit the library in person?

- 2-3 times per month
- 2 or more times a week
- 1 time per week
- Less than once per month
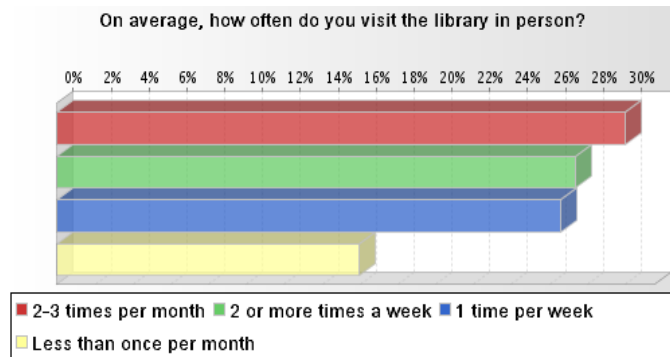
**Youth access the Library primarily to read books for pleasure, followed by borrowing books for school projects.**
- 89% report using the Library to borrow books for pleasure
- 66% use the Library to borrow books for school projects
- 50% borrow DVDs
- 39% use the Library as a quiet study space

**Figure 20: Youth Survey – Reasons for Visiting the Library**
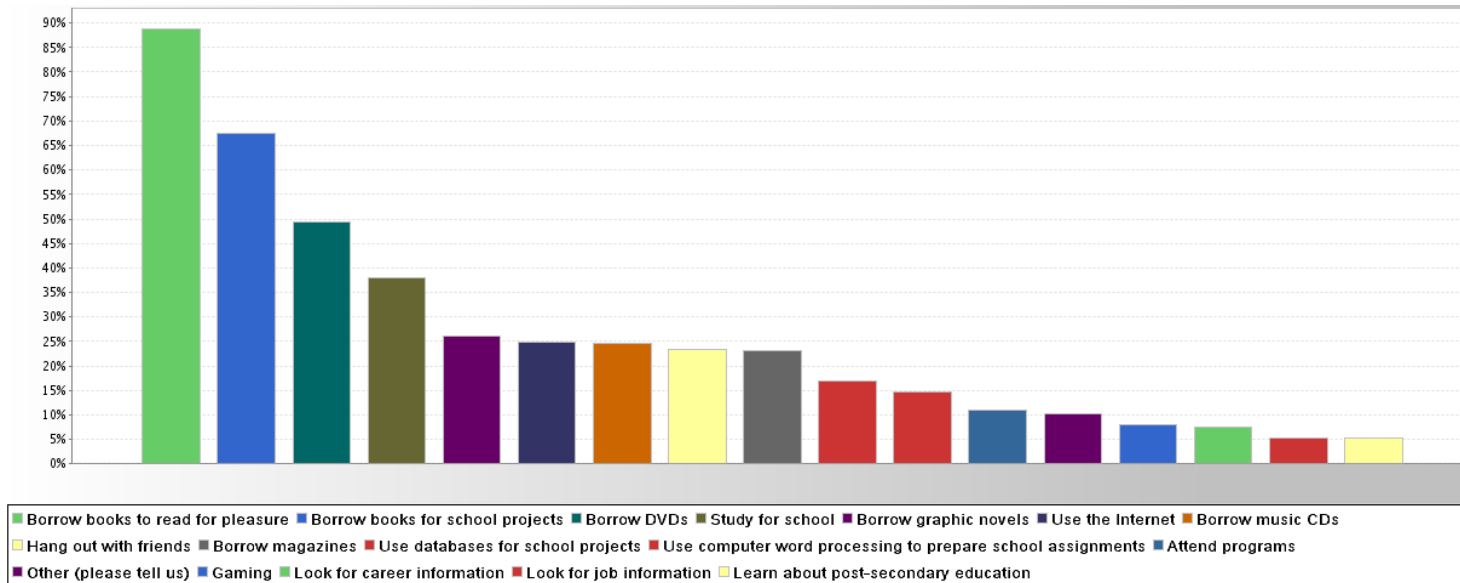
**Youth indicated considerable interest in the availability of social networking tools for the Library.**

- 22% indicated an interest in Facebook (the Library has an informal presence on Facebook at present), with an additional 23% interested in other tools - IM, MySpace, Flickr and Twitter

- 21% indicated interest in an Online Lounge for Teens that would include areas such as newspaper/magazine helper etc. that could be expected to complement school work [Note: this is an area where the Library could add value to teens' use of the Library]

- only 12% indicated interest in Wii and other games (although it should be noted that teens already can access gaming through the library Internet service when they are onsite)

**Figure 21: Youth Survey – Interest in Library Website**
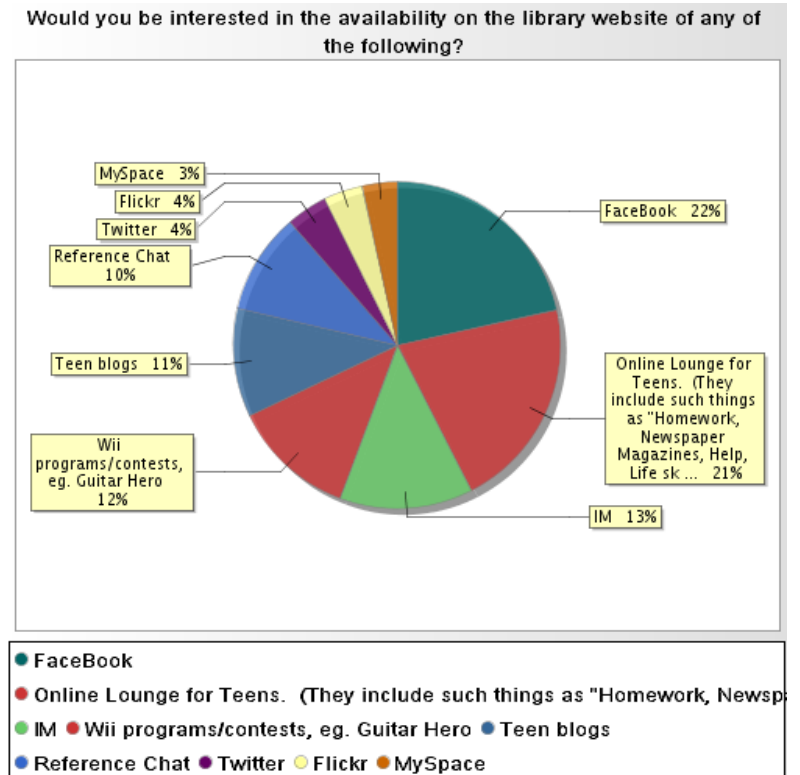
**Youth primarily access the Library remotely to manage their account and check the Library catalogue.**

- 63% access the Library website for these purposes, just 1% less than their older adult counterparts
- 16% look up locations and hours, just 1% less than their older adult counterparts

**Figure 22: Teen Survey – Remote Access to Resources**
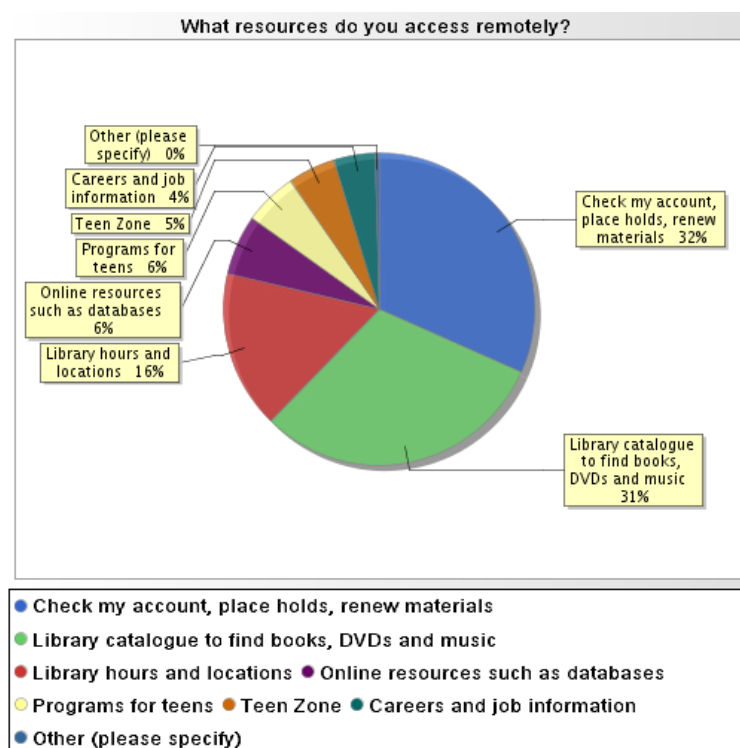


**Youth read materials in other languages.**

- 32% of teens read materials in other languages.

**Figure 23: Teen Survey – Reading in Other Languages**
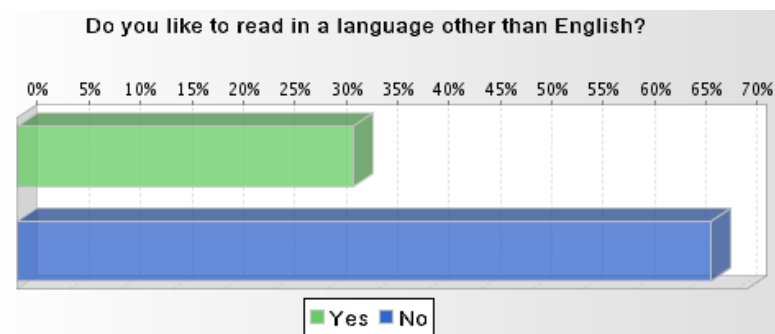


- What languages other than English do teens read?
  - In order, here are the languages that teens specified if they chose to indicate the language in text comments (29% of respondents listed the 'other' language):
    - French - 59% listed French as the 'other' language that they read
    - Arabic (17%)
    - Spanish (11%)
    - Tamil and Italian (4% each)
    - Others, ranked the same, include: Urdu, Chinese, Ukrainian, Japanese

**Youth do borrow graphic novels from the Library, although not in a majority of cases.**

Figure 24: Teen Survey – Use of Graphic Novels



*Do you borrow graphic novels from the Library?*

*No ■ Yes*
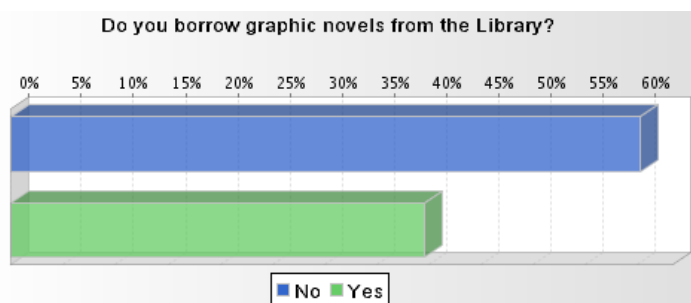
*\* Note that the respondents were 3 to 1 female vs. male; there is some evidence that males are heavier readers of graphic novels than females; however, the current selection of graphic novels may appeal more to male than female readers.*

Suggestions to improve graphic novel collections:
o more manga and some DC comics
o more comics for girls
o Hana Kimi series, continue Kitchen Princess series
o Hisaya, Kimiko
o Seo Moon Da Mi, Hiro
o Bone 1-9
o Shojo Beat
o Fashion Kitty series
o Tsubasa Reservoir series
o Naruto series
o books by Minami, Nakamura
o Rave Master
o Peach Girlbooks by Tokeino, Choi Hong Chong, Tachibana, Kazuko, Mayu, Shin Yui
o graphic novels appropriate for older teens

**Youth report overwhelmingly that they find the information and resources they need when they use the Library.**

Figure 25: Teen Survey – Finding Information and Resources



*Do you usually find what you need? What don't you find?*

*Yes ■ No*
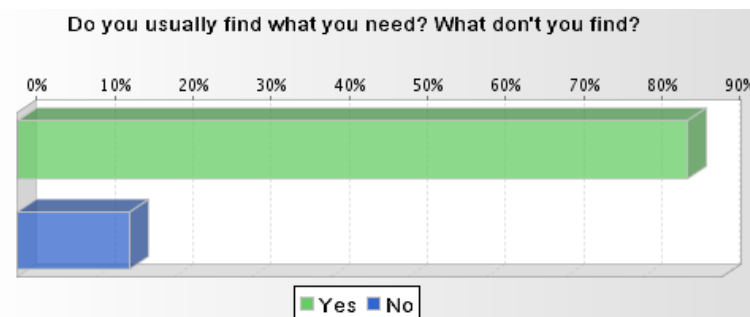
- **If youth did not find what they needed, they offered these comments:**
  o approximately 25% generally found what was needed, although not specifically
  o 25% commented that there were not enough books in areas they like to read
  o 20% said they were frustrated that the item they wanted was not at their location
  o other comments included: items were out of date, there were too many holds, some felt staff were not very helpful
- **Areas for collection improvement**
  o more CDs, DVDs, graphic novels
  o complete series
  o books on magic, French magazines, Spanish materials
- **Teen programs of interest**
  In order of greatest interest, the programs teens would like to see, include:
  o teen book (clubs); gaming
  o volunteerism; info about jobs or jobs at library
  o movies/movie nights; music; crafts

**Youth value various types of Library spaces.**
- Study space at 23% and comfy seating (this may be study as well) at 29% are ranked highest.
- Many teens commented that a separate area for teens is preferred.
- Other surveys suggest that a separate space for teens would be ideal as this would 'contain' [sic] noise from teens working on projects or talking.

**Figure 26: Teen Survey – Types of Library Spaces Valued**
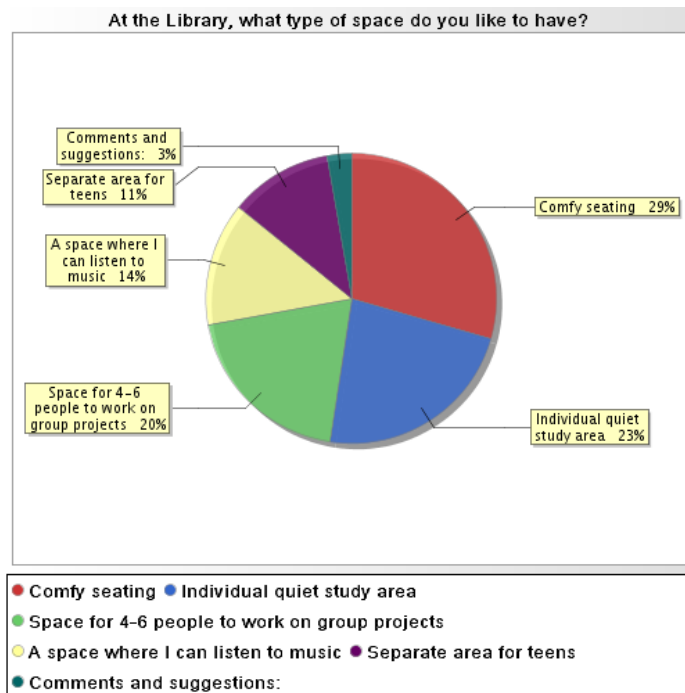


**TAGs (Teen Advisory Groups)**

The Library benefits from the involvement of its youth in planning activities of interest to this challenging cohort.

A survey was sent to the Library Teen Advisory Groups resident in some of the branch libraries across the City. The Consultant met with one TAG group and surveys were completed and returned by the other TAGs. Here is a summary of the results of the survey:

**TAG today**

**TAG Activities**
- Twilight night (charades and jeopardy based on the book)
- Twilight super fan night
- a Mississauga (Teen) Idol contest
- Teen Study Café, 4 hours a week
- Book Reviews

**Marketing and Publicizing TAG activities**
- Facebook
- signs through the library
- word of mouth
- flyers
- posters and bookmarks

**What things could the Library do now to help TAGs promote their activities and services to teens?**
- their own web page or be able to add content re: teens and TAGs on Library's web page
- increase staff awareness of what TAGs are doing and have them assist TAGs in promotion
- City help with promotion
- information about TAG activities sent to the schools
- TAG members go out to schools with Library staff to help promote their activities

**What are the best collections and services the Library offers?**
- DVDs, graphic fiction, magazines, research databases, computers, library staff assistance, TAG groups
- a place of our own (comfy chairs and couches, window)

**TAG and the Library in the Future**

**What improvements should the Library implement to meet teen future needs?**
- more and newer computers, faster Internet, access to IM and gaming
- teen space/place
- more teen collections, more magazines like *J14* and *Teen People*
- better and more graphic novels and manga, e-books, downloadable everything
- music and more alternative style music, e.g. Bollywood
- homework centres

**Future TAG activities**
- *YouTube* channel for teen book reviews
- a system-wide social event for all TAGs
- website for book reviews, events and teen news
- Dance-off/Dance-thon
- Karaoke
- Games night
- Pizza and Movies night
- Cooking lessons
- Tours of other MLS libraries
- Writing clubs

**How can TAG work best in the future?**
- hold a discussion night
- have a greater presence on Facebook
- organize events to attract teens and change their opinions of what the library is for
- become better advocates for the Library
- use social networking more
- be more vocal about teen trends
- "speak up more about Internet usage and help the Library to find ways to integrate this area"

**What can the Library do to help TAGs in the future?**
- meet with other TAGs from other libraries, organize a TAG convention!
- buy an LCD TV
- create designated spaces in the libraries for TAGs, with fewer noise restrictions
- provide vending machines and places to eat
- provide TAGs with more money
- coloured flyers
- more teen programs
- "teens expressed that after you become about 8, the library stops catering to or creating regular programs that you can attend and that is a concern"

## Newcomers' Survey

This survey was intended to reach newcomers, both from other parts of Canada and from new Canadians.

### Who are the survey respondents?

One hundred and ninety-seven (197) surveys were completed. The key quantitative results are:

- 83% report visiting the library at least 2 times per month; of these almost 25% report visiting the library 2 or more times per week
- 35% of respondents use Central Library most frequently, followed by 16% who use Sheridan Branch Library most frequently; Erin Meadows and Mississauga Valley Branch Libraries follow at 14% and 13% respectively.
- 68% of respondents were age 26 to 45
- 70% were female

**Figure 27: Newcomers' Survey – Frequency of Visits**



On average, how frequently do you visit your library in person?

- 1 time per week ■ 2–3 times per month ■ 2 or more times a week
- Less than once per month
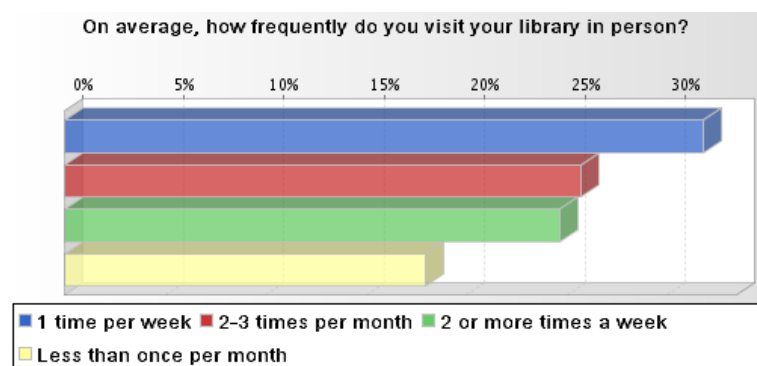
**Figure 28: Newcomers' Survey – Age of Survey Respondents**



Age:

Older than 65  1%
56 to 65  4%
46 to 55  13%
Under 25  14%
26 to 45  68%

● Under 25 ● 26 to 45 ● 46 to 55 ○ 56 to 65 ● Older than 65
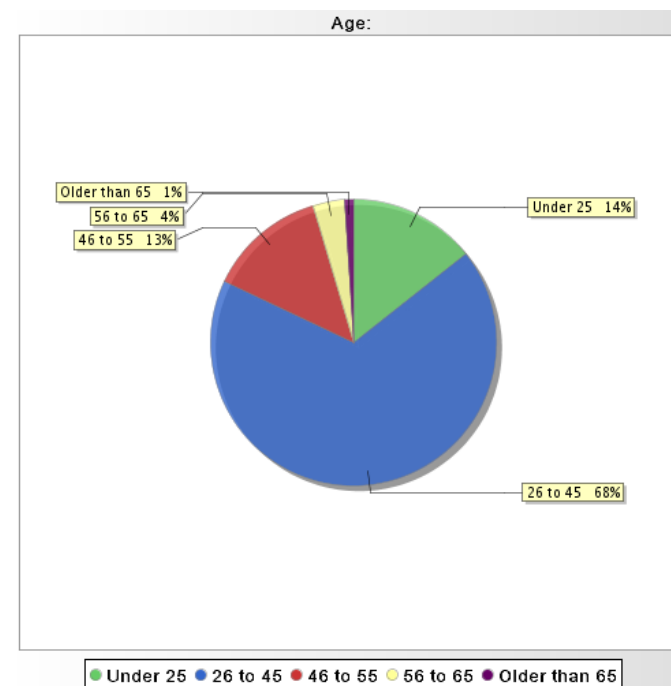
**Newcomers exhibit a diverse range of reasons for attending the Library.**

- 26% come to borrow or return materials

**Figure 29: Newcomers' Survey – Library Activities**



**Newcomers report that they do <u>not</u> find sufficient materials in their language of choice.**

- 72% of respondents do not find sufficient materials
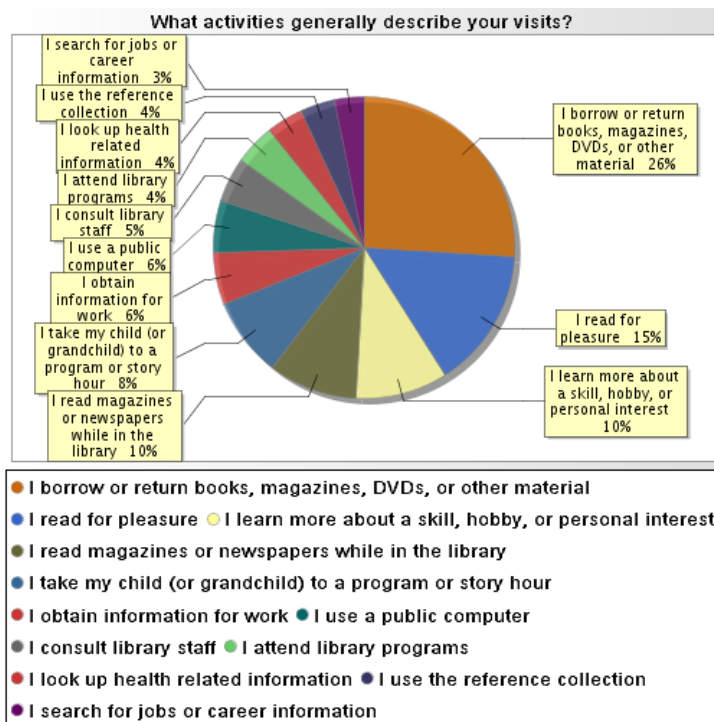
**Figure 30: Newcomers' Survey – Materials in Other Languages**
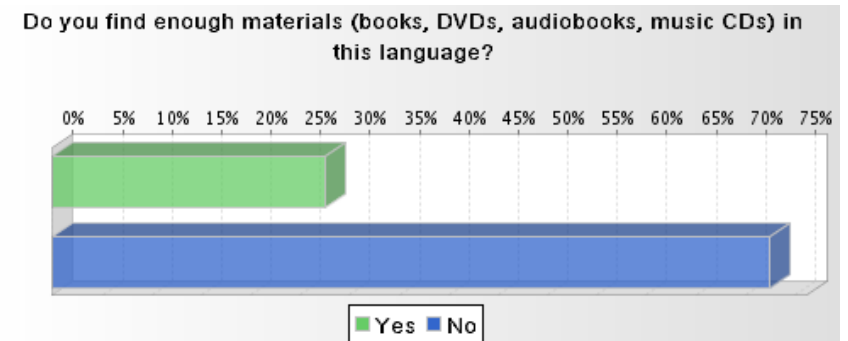
**Newcomers access the Library website to search the library catalogue and to check their account.**

**Figure 31: Newcomers' Survey – Online Activity**

What activities generally describe your online visits?

- Library catalogue to find books, DVDs and music
- Check my account, place holds, renew materials
- Library hours and location
- Online resources such as databases and newspapers
- Programs for adults ■ Careers and job information ■ Other – please list
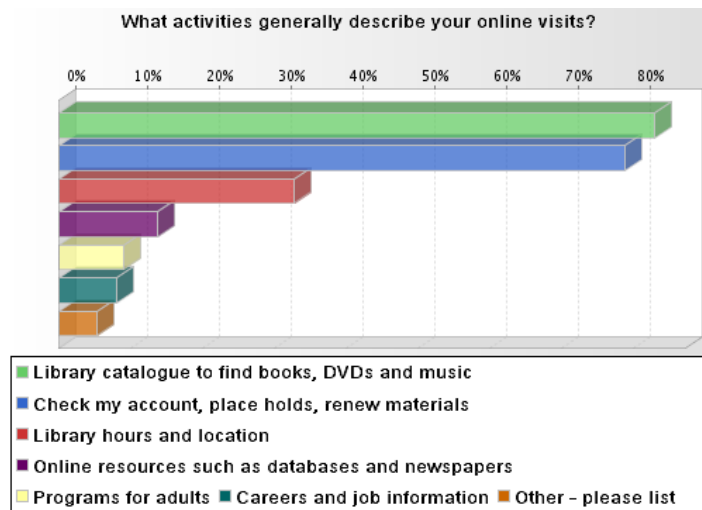
**Newcomers generally think that the Library services the multicultural community well.**

- 55% indicate that services to the multicultural community are excellent or good.
- There is work to be done: 33% of respondents gave a fair ranking and 11% gave a poor ranking.

**Figure 32: Newcomers' Survey – Multicultural Community Service**

How well do you think that Mississauga Library System services the multicultural community?

- Poor (a lot of work to be done) 11%
- Excellent (understand and meet needs of multicultural group) 12%
- Fair (some needs being met) 33%
- Good (most needs being met) 43%

- Excellent (understand and meet needs of multicultural group)
- Good (most needs being met) ● Fair (some needs being met)
- Poor (a lot of work to be done)

**Newcomers place value on a range of 'conventional' library services and collections, as provided in their language of choice.**

- 48% ranked adult fiction in their language of choice as essential. This compares to 77% in the older adult category; the difference relates to the younger demographic that responded to the Newcomer survey.
- Support for newspapers and magazines in language of choice is 'softer' than for some other categories.
- Support for DVDs and children's materials (78%) in other language of choice is highly rated.

**Figure 33: Newcomers' Survey – Adult Fiction**
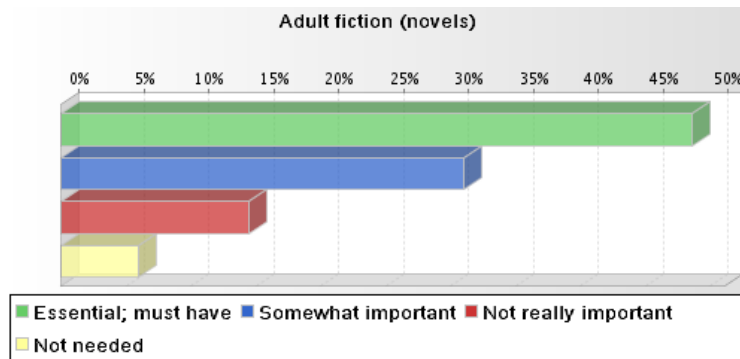


**Figure 34: Newcomers' Survey – Adult Non-Fiction**
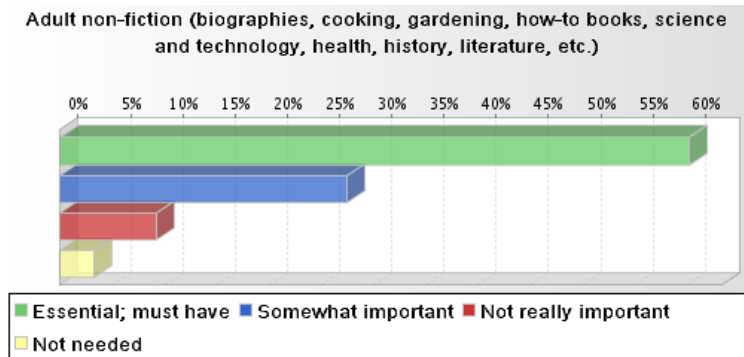


**Figure 35: Newcomers' Survey – DVDs or Videos**
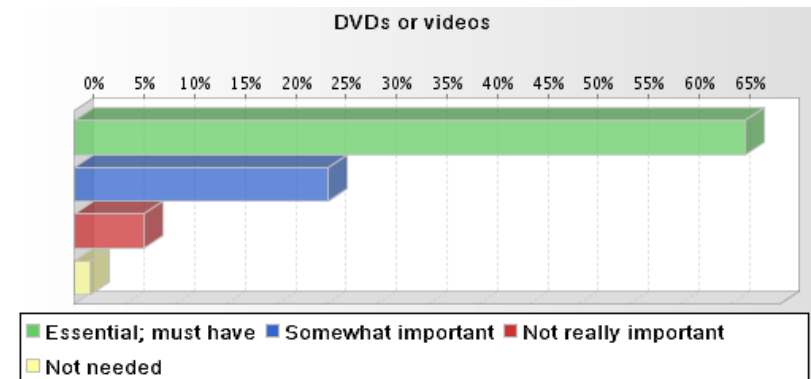
**Figure 36: Newcomers' Survey – Magazines**



Magazines
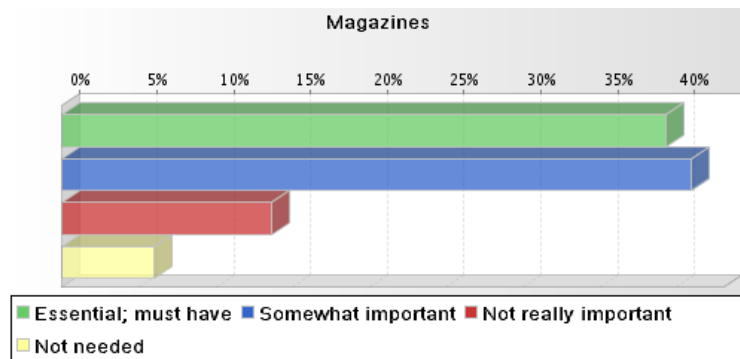
**Newcomers, as a majority, view international signage as essential.**

- 77% of respondents rated international signage as essential or somewhat important.

**Figure 37: Newcomers' Survey – International Signage**



International signs (signs with pictures, not words)

Not needed 6%

Not really important 17%

Essential; must have 40%

Somewhat important 37%

- Essential; must have
- Somewhat important
- Not really important
- Not needed
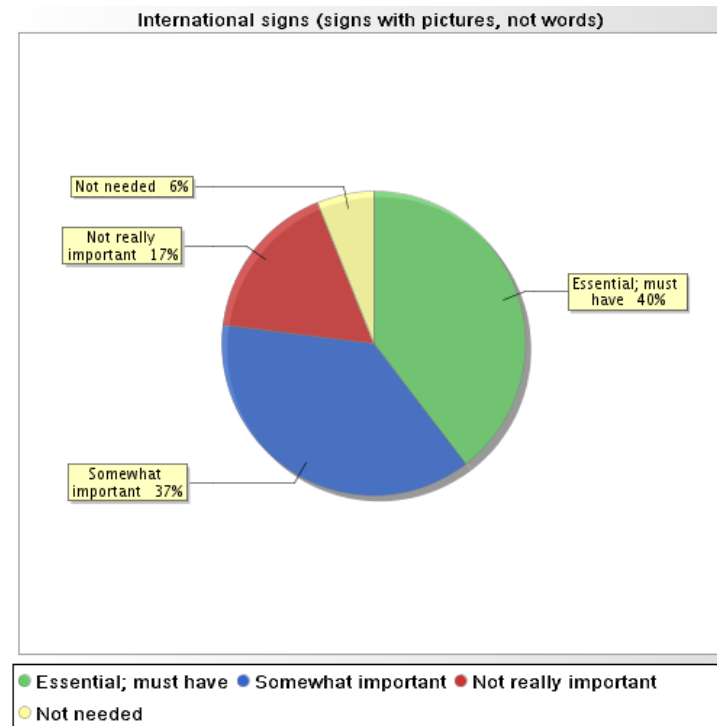
### Business Community Survey

The Business Community survey is to test the engagement of that community in the Library and to try to understand if business people view the library as an information support for their business. The importance of small enterprises to the Canadian economy is well documented in Statistics Canada data and other sources.

A total of fourteen (14) surveys were submitted from the business community, meaning that the sample is statistically insignificant. Not all respondents answered every question. However, a few results and charts are presented with the caveat about the sample size.

For the purposes of the survey, 'business' includes all enterprises organized to generate revenue, including not-for-profit, home-based, industry, retail trade, services, professional entities, sole proprietorships, etc.

**Some characteristics and comments:**
- 70% of respondents indicate that they use the Library for business purposes
- frequency of use rate among the 14 respondents is lower than for the groups that use the Library primarily for recreational purposes
- half use Central Library as their primary branch

**Figure 38: Business Community Survey – Frequency of Visits**
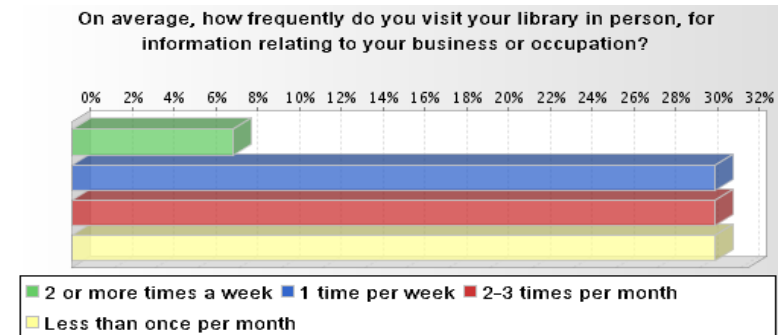


**Figure 39: Business Community Survey – Website Use**
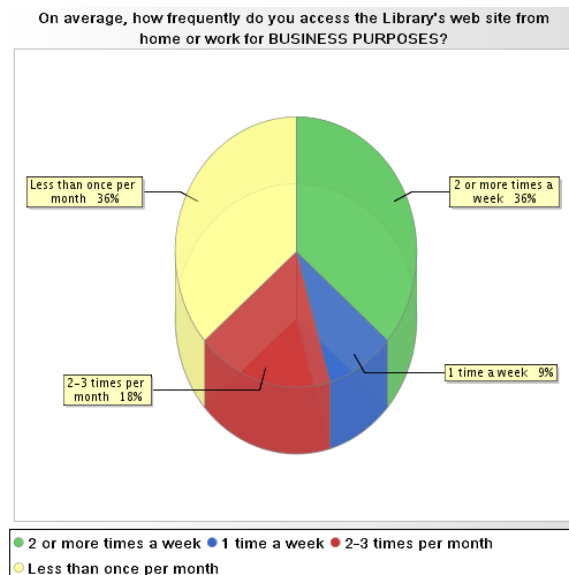
Business community members primarily access the website to check the library catalogue and to manage their account.

Figure 40: Business Community – Online Activity



**Non-User Survey**

The non-user survey yielded four (4) responses and, therefore, does not provide a statistically sound sample.

- 2 of the 4 respondents tend to purchase materials for reading and use the Internet or other sources to find information.
- 1 respondent reports using Oakville Public Library because he/she finds the fees and fines to be lower.

# Section 5: Library Services and Delivery Models

## 5.1 Library Model

### 5.1.1 Current Model and Philosophy

The Mississauga Library System is a rapidly expanding library system, matching the City's population growth over the last 30 years. Mississauga is a centralized library system including a central library, 6 larger libraries, 7 medium size libraries and 4 small libraries. Currently the large libraries are: Erin Meadows; McKechnie; Meadowvale; Burnhamthorpe; South Common and Courtneypark. Medium size libraries are Mississauga Valley; Malton; Streetsville; Port Credit; Clarkson; Churchill Meadows; and Woodlands and the small libraries are Lakeview; Cooksville; Lorne Park and Sheridan.

Eight libraries are located in shared/joint facilities with recreational centres and/or schools. Shared settings are: Churchill Meadows; Courtneypark; Erin Meadows; Frank McKechnie; Malton, Mississauga Valley, South Common and Clarkson. Meadowvale Branch Library is scheduled to move to a shared community centre location.

The philosophy of service has been to provide all locations with all collections and services required by their local communities. The branches have had some autonomy in the development and delivery of programs. Until recently collection building and development has been managed locally.

The Central Library has served as a library of first resort for its local users and as back up to all locations, with more in depth resources, collections and research services. Its role is currently undergoing review due to the City Centre precinct development initiatives such as the revitalization of the Civic Centre.

### 5.1.2 Proposed New Service Delivery Model

At this point, the City of Mississauga and its Library System are now built out. The City's current philosophy is to move from expansion to intensification.

The Library has the opportunity to review its current delivery model and processes to ensure it is able to change to meet the future of 5 years and 25 years out within its resource envelope.

The proposed model takes into consideration these key factors: population growth, branch adjacencies to one another and current usages of services and collections. The key objective of this model is sustainability, while providing client-responsive resources and services among adjacent libraries within a recognized City Service Area. Accordingly libraries, their resources and their growth patterns, are considered within Service Areas, intended to create a district model for resource sharing and back up, where possible.

Consolidation, coordination, reassignment of resources and the optimal use of technology will characterize the future library model. With this community changing rapidly, it will be critical for the Library to track, monitor and develop its services in accordance with the dynamics of the communities it serves.

The new service delivery model will include:
- A Central Library;
- A district library configuration;
- Coordinated Electronic Strategy leading to an E-Branch;
- Current branch model of shared facilities and standalone branches; and,
- An alternative community library model.

### 5.1.3 Mississauga Central Library

Mississauga Central Library has traditionally served as a research resource for the whole community, on site and as a back up to the branch system. It is currently undergoing some change to accommodate a small community library presence.

Like other cities undergoing downtown revitalization, Mississauga Library is changing its role in regards to its local community. With the City Centre precinct development, the Central Library can be more closely aligned with for example the directions of the *Culture Plan (2009)* and with various Downtown initiatives. The creation of a more community-oriented downtown and Library will draw people from adjacent catchment area libraries. In this fashion, the Central Library may be able to further support these busy libraries, with student gathering areas, more computer workstations, more programming opportunities and a welcoming environment for newcomers.

It is recommended that the future role of the Mississauga Central Library be monitored and reviewed as the Library rolls out a Coordinated Electronic Strategy leading to the E-Branch and as it undergoes change in response to the Civic Centre revitalization project and City Centre precinct development on a whole. It is further recommended that the impact of these new directions be evaluated to determine their effect on the rest of the Library System.

### 5.1.4 District Library Configuration

The Mississauga Library System evolved as a large centralized system consisting of the large Central library and smaller full service facilities throughout the cities. These smaller libraries have relied on back up resources and services from the Central Library.

This proposed model recommends a transition of the Library towards an informal district system of library services. Within each service area, the resources are shared and distributed between and among one another and the larger libraries within each service area are called upon to help back up smaller libraries within those areas as required. The assignment of service hours are considered within the context of adjacent libraries to ensure users can have as much access as possible to their library system within a reasonable distance from home. Of course, libraries throughout the system will assist others and Central Library will serve as a final back up and research resource for all.

### 5.1.5 The Coordinated Electronic Strategy

The Library has enjoyed a unique relationship with the City in the provision of IT services. However, with the exponential demand due to growth and today's community expectations for just-in-time service, the relationship and priority given the Library needs to be redefined. Further, responsibility for electronic infrastructure, products and service development and maintenance is distributed throughout the City and Library, thus minimizing the attention that should be paid to this rich suite of resources.

It is recommended that, ultimately, the Library launch an E-Branch, a new section of the Library. In order to reach this end state, this plan recommends that, as a matter of priority, a Coordinated Electronic Strategy be initiated. In order to realize this strategy, it is also recommended that the Library seek beneficial IT partners to assist in the development of the strategy.

The whole technology infrastructure needs to be reviewed and changed as a priority to provide consistent, reliable and fast response time for public and staff. The proposed integrated library system needs to be state-of-the-art, to enable library staff to develop and

launch in demand products and services. A new and improved technology infrastructure will permit greater self-reliance of users to manage accounts, access and use information 24/7. The migration of more services to an electronic world and building e-collections will be ultimately more cost responsive and space-savings as print reference collections, newspapers and other materials are reduced or eliminated. Therefore, it is strongly encouraged that, in the early stages of this Master Plan, a Coordinated Electronic Strategy be initiated as a priority.

An Advisory Committee will oversee all phases of the Strategy. It would adopt a Project Management approach to review, approve, track and ensure projects are completed on time and within the resources assigned. This Committee would also be responsible for:

- developing policies specific to the Library's electronic environment;
- exploring partnerships that benefit the Library electronic environment;
- developing a marketing strategy; and,
- developing an evaluation model to measure the effectiveness of this Strategy.

Members of the Advisory Team would include:
- Director of Library Services;
- City IT Manager;
- Two Library Managers;
- Member of Private Sector with expertise in IT planning;
- Member of the Library Board and Member of the Public.

> The IT infrastructure, from the hardware through to bandwidth, response times and easy, unfettered public access, is absolute Priority One for the Library, in order to gain capacity and to meet and grow its users' needs.

The Coordinated Electronic Strategy will incorporate a range of services, resources and products, with key elements as listed.

1. A well-designed and user-responsive Library website.

2. Online catalogue system - allows users to find materials and manage their own library account remotely and/or from their own computer. As more sophisticated tools become available, tagging and customizing the catalogue and rendering it intuitive to each user, makes the e-library a truly powerful information source.

3. Infrastructure - developed in response to recognized standards and guidelines.

- Accessibility Tools could include:
  - Browser emulator;
  - Web Accessibility toolbar;
  - Babel Fish Language Translator;
  - Jaws screen reader (text to audio) for readers with vision loss; and,
  - Firefox Accessibility Extension (used by people with disabilities).
- Hardware, servers, IT support 24/7

4. Content and materials - available to the Library via a robust, responsive infrastructure limited only by imagination. The drive

towards Web 3.0 and true seamlessness, and format integration technologies will advance:

- Downloadable digital book collection (to a computer, mp3 player or cell phone);

- E-books and e-audio books for all and any lifestyle situation, workstation-independent ;

- Flickr® pages, Mississauga local history, local government, local art exhibits at (other) library branches, etc.;

- Wayback Machine: Kahle's Internet Archive;

- Kahle's digital library and 'openlibrary.org'; and,

- Access to commercial electronic databanks in almost any subject.

The technology will also ease and improve the transition of many local history and other print resources into digital formats that can be shared on site or around the world. The Library in this area becomes a community publisher.

5. Programs - The many different options available to a virtual user requires that the Library must create an excellent experience or the user will go elsewhere. Programs again are limited only by our imagination. Opportunities include the following.

- Children's interactive programs, literacy support and early reading skills, programs.

- Recommend-to-read and booklists for all age levels and all material formats, an events calendar, and homework help.

- Youth: The medium is the message. Use the range of social networking tools, with use of Teen Advisory Groups to develop and maintain the tools.

- Online Book clubs for all age groups.

- Multilingual: access to home communities as well as online newspapers.

- Genealogy Access to the *Ancestry.com* series, but also a capacity to digitize unique genealogy of community families.

- Interactive Forums: Gateshead (UK) Public Library, Virtual Camp Fire. Discussions and participation in library online community discussion forums and message boards. Take part in advertised conference sessions with an author or musician. Forums and Message Boards cover a wide range of topics including books, movies and music. All discussions are moderated.

- Online Conference Rooms and tutorials. Access conference rooms at scheduled times. These are often one-off events with an author or musician. All conference rooms are moderated.

6. Communications Services that the new strategy must consider include ChatRef, 7/24 Reference services, Instant Messaging (IM), Twitter®, Blogging, Facebook®, YouTube®, MySpace®, and Text Messaging.

7. Staff - Staff working in a virtual library environment require many skills that were not part of traditional library skills training. Management of a virtual library that could have many thousands of users a day of all ages requires different skills from a walk-in library branch. Staff must be able to respond to the new technology tools that the public are using. Service levels for working in the e-environment will be required, including such things as turnaround time and hours.

It is recommended that Central Library staff play a pivotal role in adapting and transferring collections and services into the virtual environment. It is this staff group whom, with the Project Team, would transform reference services for the entire Library System. This staff would also train staff across the system in these new skills.

## 5.2 Current Branch Model - Shared and Standalone Facilities

Considering sustainability and fiscal constraint, it is recommended that, as a matter of policy, the Library align all of its future capital building plan with the Recreation and Parks Division and/or schools, relocating current or planning new facilities in shared spaces. Ideally any future new facilities will be located along planned transportation corridors.

It is further proposed that existing resource allocations within the branch system be realigned with population and demographic shifts between now and 2031. Ideally reassignment could be done between and among libraries within their City Services Areas. Other factors to be considered in resource reassignment include current usage, facilities design, location and availability of public transportation.

The resources subject to reassignment will be:
- Staffing levels
- Service points
- Opening hours
- Collections
- Programming

According to population growth patterns (based on 2006 Statistics Canada census data) for the next 5 to 25 years (2009 to 2031) prepared by Hemson Consulting and further broken out by Monteith

Brown Planning Consultants for the Mississauga Library System by 18 catchment areas, the libraries that require review for resource reassignment are:

**Priority reassignment of resources**
The fastest growing population area libraries (over 15% between 2009 and 2031) are:
- Cooksville
- Erin Meadows
- Mississauga Valley

**Status Quo assignment of resources**
Libraries of projected medium growth (10% to 15%) for the same time period include:
- Lakeview
- Frank McKechnie
- Courtneypark
- Port Credit

**Status Quo or reassignment of resources to other locations**
Libraries of projected lower projected growth (0% to 10%) for the same time period include:
- Streetsville
- South Common
- Lorne Park
- Burnhamthorpe
- Sheridan** alternative service delivery model
- Meadowvale

**Reassignment of resources to other locations**
Libraries in areas of negative population growth for the same time period include:
- Woodlands
- Churchill Meadows
- Clarkson
- Malton** alternative service delivery model

## 5.3 Alternative Community Library Model

There are areas within Mississauga with gaps between library offerings and the community needs, now and in the future. Regrettably, some of the services required are generally not those offered by public libraries. It is proposed that a new, alternative model be created that includes:

Library section
- preschool children's collections in key languages and dual language kits
- select Toeffel (English as a foreign language) collections
- e-resources bookmarked with specific resources required e.g. job sites, newspaper in other languages
- more computer workstations
- programming specifically for children and youth e.g. story time

Community Services section
- community worker that connects newcomers to the community by directing them to available resources
- employment and training services
- housing services and language services
- financial assistance programs

Educational community
- homework centre developed in concert with the schools and the library
- gateway between public library and schools' computer system for select tools
- tutoring and mentoring services provided by volunteers e.g. retired teachers
- literacy and language sessions provided by ESL (English as a second language) community specialists

This model would be supported through collaboration and potential partnerships with community agencies, other levels of government, not-for-profit organizations, the School Boards, the Retired Teachers Association of Ontario (Peel), the Friends of the Library and other community groups, as well as the City of Mississauga and the Region of Peel. Additional resources can be sought through government grants.

Further, as part of the Library Master Plan, it is proposed that the Library, partner with the City, Peel Region, and other community groups to address the information needs for community newcomers via a website approach. The current Peel Region web portal for newcomers is a great start and the Library should continue to explore ways of linking this portal to its webpage. Another example is the Region of Waterloo's website, which include employment, tax, housing, school, bus route and other information essential to newcomers, available in the 10 key languages.

## 5.4 Service Statements for Target Communities

New Service Statements were created from staff input, the latest library research of these themes and public input garnered through community survey results in 2008 and 2009.

### 5.4.1 Technology

In order to respond to the diverse information needs and expectations of its community, the Library needs to strive to provide access to and delivery of all information in all formats in as seamless a manner as possible.

Successful library websites direct the users in as few keystrokes as possible to the information they seek. The website design is jargon-free and incorporates devices that ensure easy and intuitive navigation. Customizing the website design by customer profile is attractive to many users now. Users want to manage their own accounts remotely or on site, 24/7 for such services as fine payments, holds, requests, virtual reference services and program registration (both library and community centre programs). Most users are familiar and comfortable with the myriad of technologies in the community but they do like the choice of options, be it information formats or self serve versus staff intervention and assistance. Ultimately of benefit to the Library, self serve products and services will allow staff reassignment to other, more user-intensive training and services.

Library users need to be more aware of and trained to use the full range of products and services currently available at the Library. Vendors share some responsibility in developing customer-friendly products and services. Federated search capabilities are critical to ease access and improve efficiencies.

Allowing people to download content and to be interactive on their own computers is critical to "on the move" populations.

Ready access to state-of-the-art, reliable computer workstations at all locations in the library and guaranteed fast and consistent response time is an absolute requirement of today's successful public library.

Wait times for repairs are unacceptable. Respondents to the Older Adult, Newcomer and Youth surveys all identified issues with the Library's technology: slow response time, need for better equipment and too few workstations.

Although today's public library need not be 'bleeding' edge when acquiring new technologies or formats, the library cannot ignore the increasing demand for products and services readily incorporated into the offerings of most, similar library systems.

Social networking tools, as with the telephone, are today's commonplace communication device and have an important role in the life of most users, especially youth. The use of social networking tools provides an immediate and wide range of options for product access and delivery.

The incorporation of a state-of-the-art integrated library system coupled with a responsive and progressive computer support service will furnish a rich platform upon which to layer the latest resources and services for remote and onsite access.

### 5.4.2 Services to Older Adults

Today's older adults are not the stereotypical picture of senior citizens of the past. This group is stratified into three groups: younger older adults age 50 to 65, middle aged older adults age 65 to 80 and the older aged 80 plus. Their needs can be quite different from one another.

As the younger group are the boomer generation, many are formally educated and used to conducting their own research. While some are retired or semi-retired, some have their own businesses or may be attending educational facilities; for example, over 50% of respondents to the Older Adult Survey indicated that they are still in the workplace. They tend to know what they want and what should be available. If they cannot find it at the Library, many are prepared to buy. They like all formats, regular print, large print, DVDs, CDs, and magazines. In general, they are also comfortable with using the Internet, Twitter, and Facebook and may rely on it more for their research needs, e.g. genealogy research or travel information. More and more older adults are gaming.

Many public libraries today recognize the need to create 'sense of place' for the older adult in their spaces. They often have different expectations of behaviour within the library than other cohorts, especially in shared facilities. There were many comments from survey respondents about noisy and impolite behaviour by young adults. Some of this cohort is interested in programs, especially book clubs and author visits and many attend programs with their grandchildren. However, ready access to a full range of collections in many formats is more critically important to this group.

As this relatively large demographic group ages, there will be significant increase in demand for homebound services. Most libraries rely on a cadre of volunteers to deliver these services; however, they do report volunteer burn out. As older adults often are the very group that delivers homebound services to others, their numbers can be expected to decrease with time.

Physical accessibility to all aspects of libraries is important to older adults. Libraries are ensuring optimal accessibility as articulated in legislation. Accessibility is defined as physical access inside and outside buildings through building design, collection shelving and layout, equipment design and customer services, e.g. TTY. Accessibility relating to library virtual and electronic services will assume increasing importance.

## 5.4.3 Services to Youth

Their own space is the most commonly identified need of this community. This space may just be a place to "hang", socialize, listen to music, view DVDs and movies, study and do homework; but more importantly, the library is a place where they are recognized and treated as individuals. Having youth come into the library provides a unique opportunity to market and to tailor materials and services to them.

The tweens and teens are probably the most technologically oriented but not necessarily the most technologically savvy generation. Libraries are and will continue to be challenged to convince this group that useful information appears in formats other than the Internet, and from sources such as *Wikipedia*®.

The variety of communication/social networking tools and constant multitasking through a wide use of many technologies are integrated into their lives in much the same way as the telephone and television were for generations before. Teens advocate the idea of *Information My Way*, the belief that any information useful to them has to be created and customized for their personal use. Teens do like a variety of other formats, however. Graphic novels are very popular and DVD and other variations of graphic novels are in demand. The Youth survey indicated a need for this collection at Mississauga to be updated and re-tooled. The survey also advised that teens that read in languages other than English, ranked French and Spanish as they most sought after.

Library staff need to be comfortable in working with youth, sensitive to their unique place in the community, while ensuring the maintenance of an equitable and pleasant atmosphere for all. Newcomer youth bring special needs, requiring smooth integration into the Canadian environment. This is eased through strategic partnerships with community groups, settlement workers and schools.

The requirement to complete community hours provides an ideal opportunity for libraries to attract teens in advocacy activities, program development and collection building ideas. Libraries have created teen advisory groups to work with staff in the development

and provision of services to their communities. Many libraries also have youth coordinators that look at teen services across the whole library system, gathering ideas and monitoring collection and services strategies through their work with TAG groups, schools and community members.

TAGs assist libraries in the development of community-responsive programming. Gaming is hugely popular for teens; libraries are experimenting with gaming competitions and are attracting large groups of teens previously not seen in libraries. This is particularly true of capturing the interests of teen boys, perhaps the most elusive library user group.

Outreach to the youth community is challenging and relies on the communication vehicles teens use themselves—through schools and other agencies, through social networking and word of mouth. TAGs can be helpful in getting the word out. The way in which the library message is imparted is as important as the message—feeling as welcome and respected as other members of society is particularly critical to attracting and keeping these future adult library users. Teens need to know that they will be treated as individuals who have unique research and recreational needs.

What does research say about what teens like about libraries? Libraries are seen as the place where they can borrow lots of 'neat stuff'. Teens enjoy their interactions with library staff. Less prescribed than their interactions with teachers in the school setting, public libraries and their staff are generally perceived as non-judgemental in the information pursuits of teens.

### 5.4.4 Services to Newcomers

The term multicultural/multilingual/newcomer is often used interchangeably but most common is the use of the term 'newcomer'.

This may refer to someone coming from another country or another part of Canada. The intent is to ensure that regardless of the place of origin, all newcomers to the community of Mississauga feel welcome to use available services. In order to serve people from other countries where English is not the first language, libraries need to consider mechanisms that welcome newcomers, through signage, pamphlets and brochures in other languages and by the availability of staff that can communicate in languages other than English.

Providing an array of resources in multiple formats in other languages presents challenges to most libraries. Questions include: how many languages should they provide within the currently restrained resources budgets? What sources are there for these materials? How can materials be organized in collections useful to their target communities? How can libraries ensure that collections in other unfamiliar languages are consistent with collection guidelines for content, lack of bias, suitability etc.?

The challenges in serving the newcomer community are reinforced by the results of the newcomer survey. A full 44% of respondents indicated that the Library is doing a fair or poor job of serving the newcomer community – there is lots of work to be done! Seventy-seven percent indicated that international signage would be helpful.

Many newcomer communities have stated their most important need upon arrival to the community is the orientation of their children into the community at large. Libraries generally advocate an introduction to the library by welcoming the whole family into the library, to encourage "a reading environment" at home, at school and at the library. Proactive communities bring together settlement workers and major community players to introduce new citizens to the full range of services and activities the community has to offer.

Ontario's new accessibility legislation has identified optimal customer service as part of its requirements. This may include the ability and capacity to interact effectively with people who speak other languages. Even the "library language" or jargon defies clear translation especially for cultures that may not have enjoyed the library as part of their cultural or community framework.

## 5.5 The Green Agenda

The public library has for more than 200 years been a leader in environmentally friendly services and is, by definition, the recycler par excellence as all public lending materials are used and reused. All services are green.

The Mississauga Library System can be a leader in the city's Strategic Plan **Green Pillar** initiative to transform Mississauga into a net-zero carbon city, to improve quality of life for citizens.

**Materials**
All books and multi-media materials are used and reused.

- Enhance leadership role by reducing paper-based materials as it moves increasingly into support for e-materials.
- Reduce newspaper and periodical subscriptions and replace with electronic online versions.
- Print on demand strategies will be investigated and implemented for public and staff.
- Reduce the volume of public handouts.
- Use recyclable paper for all library uses. Public photocopiers and printers will be both energy efficient and environmentally friendly in the paper used.

**Physical plant**
The City of Mississauga and its Library System will embark on an aggressive program to become as environmentally friendly as possible. These are the recommended actionable items.

- Complete of an energy audit on all library branches by 2011.
- Replace all lighting in public and staff areas with energy efficient fittings.
- Install smart programmable thermostats.
- Determine other initiatives such as roof gardens on relevant branches, solar panels and other energy efficient technologies.
- Evaluate and replace all furnishings with environmentally friendly materials.
- Utilize environmentally friendly paint and cleaning materials.
- Remove all refrigerators more than eight years old.
- Remove all bottled water from service.
- Support the tree canopy of the city by planting 1,000 trees on Mississauga Library System sites by 2015.
- Install low-flow toilets and water devices.
- Support rainwater harvesting on all library buildings by 2020.
- Implement new energy efficiencies through all future renovations and retrofits.

**Green Marketing and Awareness**
The Mississauga Library System is in a unique position to promote the marketing message of the **Green Pillar**. Serving all age groups and sectors in the community and with more than four (4) million visits a year, it is one of the most heavily used public service in the City.

The Library will:
- promote a **Green Culture** through the many programs delivered at the library from pre-school to older adults;

- promote the **Green Culture** through such programs as Summer Reading programs, pre-school story-times, newcomer services and information materials;
- promote and participate in Earth days and other City inspired initiatives;
- promote a **Green Culture** in all marketing materials; and,
- provide public displays of environmentally friendly initiatives and programs.

**Transportation**

The Library will develop a business case for hybrid and environmentally friendly vehicles to transport library materials across the city. Library staff will reduce cross-city travel and use teleconference meetings where applicable.

## 5.6 Recommendations

These recommendations relate to provision of library services and the service delivery model.

**Recommendation #1**

⇒ Reframe the Library Services Delivery Model, philosophy and guiding principles, by exploring and incorporating new delivery models for the future Mississauga Library System, including a District Library model, an alternative community branch model and a coordinated electronic strategy, leading to an E-Branch.

**Recommendation #2**

⇒ Align all future Library capital building plans with the Recreation and Parks Division and/or schools, relocating current or planning new facilities in shared spaces, where feasible.

**Recommendation #3**

⇒ Initiate a Coordinated Electronic Strategy, as a priority, that will result in the development of an E-Branch.

**Recommendation #4**

⇒ With intensification, reassign resources among libraries within the City's Service Areas to meet local community needs based on population trends, usage, facilities' design, location and available public transportation.

**Recommendation #5**

⇒ Transform the Sheridan Branch Library to its new alternative community branch model, based on the findings of its study. Replicate model at other identified locations, subject to feasibility review.

**Recommendation #6**

⇒ Participate with the City, in partnership with the Region and other community partners in the development of a separate website, linked to the Library's website, specifically designed to address the information needs of community newcomers to Canada.

**Recommendation #7**

⇒ Adopt new service frameworks reflecting the current socio-demographic priorities e.g. Older Adults, Youth and Newcomers.

**Recommendation #8**

⇒ Design and implement targeted services and collections for youth, older adults and newcomers in specific library locations or City Services Areas, based on age and other demographic trends and enabled by the proposed coordinator positions, in order to coordinate these services centrally.

**Recommendation #9**

⇒ Support the City's **'Living Green'** initiatives through materials, facilities, programs, and services by reducing paper-based materials as it increases electronic materials; by conducting an energy audit on all facilities by 2011; and by implementing energy efficiencies for all future renovations.

# Section 6: Facilities

## 6.1 Facility Capacity 2009 and 2031

A review of the library locations revealed a library system of facilities that are well maintained, attractive and relatively spacious. All buildings are accessible and for the most part are located close to public transportation.

The City established a facilities' standard of 0.6 square feet (SF) per capita for the System overall; for branches, 0.30 to 0.34 square feet per capita and for Central 0.26 to 0.30 square feet per capita. The following section provides an analysis of Central Library and branch library space needs to the year 2031 and builds largely upon the analysis conducted for the 2004 Library Master Plan.

## 6.2 Facility Inventory

Mississauga Library System currently operates a Central Library and seventeen (17) branch libraries. The Mississauga Central Library (176,034 square feet) and the seventeen (17) branches (230,434 square feet) together provide 406,468 square feet of library space in Mississauga. Overall, approximately 43.4% of the library space in Mississauga is provided within the Central Library.

The Mississauga Central Library and branch libraries are described in *Table 20*.

**Table 20: Facility Size and Location**

| Name of Facility | Location | Current Size (SF) |
|---|---|---|
| Central Library | 301 Burnhamthorpe Road W. | 176,034 |
| Burnhamthorpe Branch | 1350 Burnhamthorpe Road E. | 31,500 |
| Churchill Meadows Branch | 3801 Thomas Street | 9,300 |
| Clarkson Branch | 2475 Truscott Drive | 5,754 |
| Cooksville Branch | 3024 Hurontario Street | 5,500 |
| Courtneypark Branch | 730 Courtneypark Drive West | 29,000 |
| 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)** | | **406,468** |

Note: Square footage includes a percentage of shared space at joint-use facilities

### 6.2.1 Leased Space

The Mississauga Library System currently leases space for three branch libraries: Meadowvale (16,695 square feet), Sheridan (5,650 square feet) and Cooksville (5,500 square feet).

The *1999 Future Directions for Library Services* recommended that the City terminate the Meadowvale Branch Library lease in order to relocate the Library within the Meadowvale multi-purpose community centre. The *2004 Future Directions for Library Services* recommended that once the Churchill Meadows Branch was developed and that a needs and feasibility study be undertaken to determine the size and location for a relocated Meadowvale Branch. Current City/Library plans indicate that the Meadowvale Branch will be re-located to the site of the Meadowvale Community Centre.

The *1999 Future Directions for Library Services* recommended that the City closely monitor usage at Sheridan Branch with the possibility of closing it and consolidating its functions with another branch. The *2004 Future Directions for Library Services* recommended that the Branch continue to be operated until an alternative arrangement could be made for needed after school programming and access to library services and materials for the area's school aged children. To date, this facility continues to operate as a branch library.

Leased space is an additional operating cost to the Library and with the current fiscal challenges the Library should consider ways of mitigating this cost.

## 6.3 Current and Planned Level of Library Space Provision

In assessing the branch library system, there are clearly distinctions between the various branches in terms of size of facility. A tiered system for classifying the branch libraries can include up to four layers: central library, district or area libraries, community libraries and neighbourhood libraries. In Mississauga, there are essentially three types of libraries: (1) central library; (2) area/community branches (those over 10,000 square feet); and (3) community/neighbourhood branches (those under 10,000 square feet). The following table provides a breakdown of the library system in terms of branch sizes, circulation, holdings and staff.

Table 21: Facility Size, Collection Holdings, Circulation and Staff Complement

| Library Location | Size in Square Feet | Hours per Week | Collection Holdings | Circulation | Staff FTE (2008 data) |
|---|---|---|---|---|---|
| **Central Library** | 176,034 | 77 | 315,083 | 1,573,296 | 84.4 |
| **Branches Over 10,000 sq. ft.** | | | | | |
| Lorne Park | 11,995 | 67 | 52,009 | 271,267 | 11.6 |
| Mississauga Valley | 12,650 | 49 | 53,841 | 258,320 | 9.3 |
| South Common | 15,400 | 60 | 78,271 | 443,553 | 16.0 |
| Frank McKechnie | 15,950 | 67 | 80,833 | 630,535 | 18.1 |
| Meadowvale (leased) | 16,695 | 60 | 73,591 | 634,661 | 18.4 |
| Malton | 16,898 | 64 | 67,128 | 260,967 | 13.1 |
| Erin Meadows | 24,200 | 77 | 91,629 | 688,260 | 23.1 |
| Courtneypark | 29,000 | 77 | 113,440 | 601,632 | 21.5 |
| Burnhamthorpe | 31,500 | 67 | 75,271 | 578,582 | 17.1 |
| **Branches Under 10,000 sq. ft.** | | | | | |
| Cooksville | 5,500 | 45 | 31,805 | 247,854 | 7.4 |
| Woodlands | 5,500 | 49 | 56,520 | 247,926 | 9.1 |
| Sheridan (leased)[1] | 5,650 | 34 | 38,771 | 177,742 | 7.9 |
| Clarkson | 5,754 | 45 | 42,559 | 193,664 | 8.0 |
| Port Credit | 7,500 | 49 | 45,844 | 250,111 | 8.8 |
| Lakeview | 7,610 | 45 | 49,181 | 177,908 | 7.9 |
| Churchill Meadows | 9,300 | 70 | 62,608 | 464,287 | 14.6 |
| Streetsville | 9,332 | 49 | 41,982 | 229,404 | 8.9 |

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[1] Sheridan FTE reduced to 6.1 in 2009.

As population projections tend to drive facility requirements, the *1999 Future Directions for Library Services* projected a need for 401,739 square feet of library space by the year 2031 resulting in an overall space provision level of 0.54 square feet per capita (based on a projected population of 745,200 in 2031).

For the *2004 Future Directions for Library Services*, the City identified six (6) geographic Service Areas for the analysis of space requirements, in order to evaluate the needs of the residents of the City of Mississauga. These Service Areas are identified on the map, numbering from 1 to 6.

The library branches, (not including the Central Library which is in Area 5), located within each of the six Service Areas are as set out in *Table 22*.

**Map 3: Service Areas**
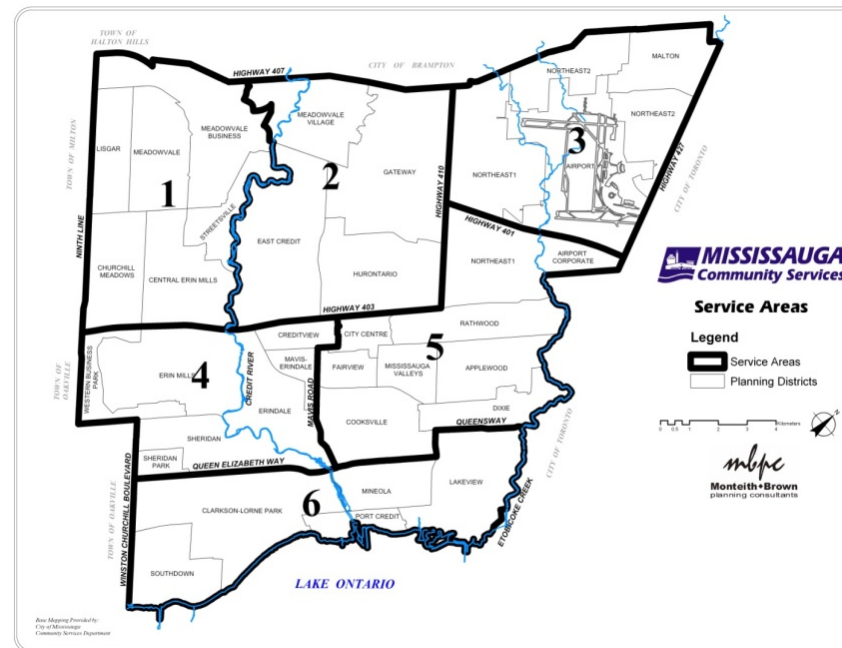
**Table 22: Facility Size and Population Served**

| Service Area | Branch Libraries | Library Space | Current Population (2009) | Long-Term Population (2031) | Current Space Per Capita (2009) | Long-Term Space Per Capita (2031) |
|---|---|---|---|---|---|---|
| 1 | Meadowvale | 16,695 | | | | |
| | Churchill Meadows | 9,300 | | | | |
| | Streetsville | 9,332 | | | | |
| | Erin Meadows | 24,200 | | | | |
| | **Total** | **59,527** | **159,000** | **189,376** | **0.34** | **0.31** |
| 2 | Frank McKechnie | 15,950 | | | | |
| | Courtneypark | 29,000 | | | | |
| | **Total** | **44,950** | **155,500** | **157,384** | **0.32** | **0.29** |
| 3 | Malton | 16,898 | | | | |
| | **Total** | **16,898** | **38,404** | **36,913** | **0.44** | **0.46** |
| 4 | South Common | 15,400 | | | | |
| | Woodlands | 5,500 | | | | |
| | Sheridan | 5,650 | | | | |
| | **Total** | **26,550** | **100,300** | **93,844** | **0.29** | **0.28** |
| 5 | Mississauga Valley | 12,650 | | | | |
| | Burnhamthorpe | 31,500 | | | | |
| | Cooksville | 5,500 | | | | |
| | **Total** | **49,650** | **189,800** | **241,910** | **0.25** | **0.21** |
| 6 | Clarkson | 5,754 | | | | |
| | Lorne Park | 11,995 | | | | |
| | Port Credit | 7,500 | | | | |
| | Lakeview | 7,610 | | | | |
| | **Total** | **32,859** | **84,700** | **91,540** | **0.39** | **0.36** |
| **1 - 6** | **All Branches** | **230,434** | **727,700** | **810,967** | **0.31** | **0.28** |

The data in the previous table shows that the per capita provision of branch library space in Mississauga is not evenly distributed among the six Service Areas. In fact, the current provision level ranges from 0.25 square feet per capita in Service Area 5 to 0.44 square feet per capita in Service Area 3. Overall, the 17 branch libraries in Mississauga provide a total of 0.35 square feet per capita.

Projecting the data forward to the year 2031, without changes to the existing branch library space being provided, the City's provision level would decrease from 0.35 to 0.28 square feet per capita. Unlike the other Service Areas, an overall population decrease in Service Area 3 will result in this area having an even higher provision level. Service Areas 4 and 5 would both fall further below the City average at 0.28 and 0.21 square feet per capita, respectively (although the Central Library is in Service Area 5). Service Area 6 (0.36 square feet per capita) would maintain a higher than average provision level, while Service Areas 1 and 2 would closest approximate the City average (0.31 and 0.29 square feet per capita respectively).

**The Mississauga Central Library**
The Central Library is located in Service Area 5 and consists of 176,034 square feet. No changes to the size of the Central Library are recommended. The current provision level for Central Library space is 0.24 square feet per capita. With an anticipated long-term (2031) population of 811,100 (rounded), it is projected that this standard will drop to 0.22 square feet per capita. Both the current and projected provision level of Central Library space is below the standard recommended within the *2004 Future Directions Plan for Library Services* of 0.26 to 0.30 square feet per capita. Residential intensification that has occurred and is expected to continue to occur has impacted meeting the recommended standard for central library space.

It is 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).

## 6.4 Projected Library Space Needs

**Citywide and Service Area Needs**
The Mississauga Library System has generally provided library space in the range of 0.5 to 0.6 square feet per capita. Based on the current supply of library space in Mississauga (406,468 square feet) and a current population estimated at 727,700, the present level of provision is approximately 0.58 square feet per capita. Actual provision standards have fluctuated as new facilities have been developed (e.g., Courtneypark and Cooksville Branches).

Although falling short of recommended provision standards, it is recommended that the City maintain the Central Library at its existing size of 176,034 square feet, recognizing a greater role that may be required at select branch locations.

The following table provides for branch library provision based on the projected **2031** population while maintaining a branch library provision level of 0.30 to 0.34 square feet per capita.

**Table 23: Branch Library Space Requirements, by Service Area**

| Branch Library Space Requirements (2031) | | | | |
|---|---|---|---|---|
| Service Area | 0.30 sq. ft. per capita | | 0.34 sq. ft. per capita | |
| | Required Space | Surplus (Deficit) | Required Space | Surplus (Deficit) |
| 1 | 56,813 | 2,714 | 64,388 | (4,861) |
| 2 | 47,215 | (2,265) | 53,511 | (8,561) |
| 3 | 11,074 | 5,824 | 12,550 | 4,348 |
| 4 | 28,153 | (1,603) | 31,907 | (5,357) |
| 5* | 72,573 | (22,923) | 82,249 | (32,599) |
| 6 | 27,462 | 5,397 | 31,124 | 1,735 |
| **Total** | **243,290** | **(12,856)** | **275,729** | **(45,294)** |

*Note: Central Library is located in Service Area 5 (but not included in branch calculations).

The information contained in the previous table provides a consistent theme of a branch library space deficit in Service Areas 2, 4 and 5 (and Area 1, to a lesser extent), while a surplus of branch library space is projected for Service Areas 3 and 6. Based on the minimum target of 0.30 square feet per capita, the most significant need is in Service Area 5, where there is a long-term deficit of 22,923 square feet. However, it should be recognized that the Mississauga Central Library is located within Service Area 5 and does provide a "branch" function to many residents of the area. Therefore, the deficit of "branch library space" within Service Area 5 should be considered less significant than the deficit number noted – perhaps in the order of half that amount.

Branch-Specific Needs

The Mississauga Library System historically has reviewed branch library service areas based on an analysis of "catchment areas" for each branch in relation to "traffic zone" population (current and projected). Although this level of analysis is not consistent with the City's Master Plan direction to evaluate needs based on the 6 Service Areas, it does provide another level of data that should be considered as part of the library space needs assessment, especially when examining space needs on a branch-by-branch basis. The catchment areas, when combined, generally approximate the Service Area boundaries.

The population statistics utilized for this analysis were for the 2031 period and are shown in the following table in relation to each branch library. Per capita branch library space provision is also shown, as are projected space needs based on the minimum recommended standard recommended in the *2004 Future Directions Plan* of 0.30 square feet per capita.

Based on a 0.30 square foot per capita provision level, the data in the following table reveals that an under-supply is most notable in Cooksville followed by Mississauga Valley and Churchill Meadows, while a significant over-supply of branch library space is most notable at Burnhamthorpe, Malton, Lorne Park, and Streetsville. Again, it is important to recognize that the Mississauga Central Library is located within Service Area 5 and does provide a "branch" function to many residents of the area, resulting in the deficit being perhaps over-stated to some degree.

Table 24: Branch Library Space Requirements, by Library (at the minimum of 0.30 sq. ft.

| Branch Library | Service Area | Population (2031) | Library Space Provided | 0.30 sq. ft. per capita (minimum) | |
|---|---|---|---|---|---|
| | | | | Library Space Required | Surplus (Deficit) |
| Burnhamthorpe | 5 | 65,638 | 31,500 | 19,691 | 11,809 |
| Churchill Meadows | 1 | 47,961 | 9,300 | 14,388 | (5,088) |
| Clarkson | 6 | 13,239 | 5,754 | 3,972 | 1,782 |
| Cooksville * | 5 | 107,852 | 5,500 | 32,355 | (26,855) |
| Courtneypark | 2 | 104,330 | 29,000 | 31,299 | (2,299) |
| Erin Meadows | 1 | 73,764 | 24,200 | 22,129 | 2,071 |
| Frank McKechnie | 2 | 53,054 | 15,950 | 15,916 | 34 |
| Lakeview | 6 | 21,006 | 7,610 | 6,302 | 1,308 |
| Lorne Park | 6 | 23,898 | 11,995 | 7,169 | 4,826 |
| Malton | 3 | 36,913 | 16,898 | 11,074 | 5,824 |
| Meadowvale | 1 | 47,618 | 16,695 | 14,285 | 2,410 |
| Mississauga Valley | 5 | 68,421 | 12,650 | 20,526 | (7,876) |
| Port Credit | 6 | 33,397 | 7,500 | 10,019 | (2,519) |
| Sheridan | 4 | 18,464 | 5,650 | 5,539 | 111 |
| South Common | 4 | 52,486 | 15,400 | 15,746 | (346) |
| Streetsville | 1 | 20,033 | 9,332 | 6,010 | 3,322 |
| Woodlands | 4 | 22,894 | 5,500 | 6,868 | (1,368) |
| Note: * the Mississauga Central Library is located within the Cooksville area and does serve a "branch" library function to many of the area's residents. | | | | | |

## 6.5 Geographic Distribution of Libraries

**Citywide Distribution**

A geographic analysis of the distribution of Mississauga's branch library has been undertaken based on a differential approach recognizing a "tiered branch system" with smaller branches (those under 10,000 square feet) having a service radius of 2-kilometres and larger branches (those over 10,000 square feet) having a greater service radius of 3-kilometres. The analysis included all branch libraries and recognition of the Central Library (which serves both a City-wide function and a local function).

The distribution of branch libraries on a citywide basis shows considerable overlapping of service areas in certain areas. Much, if not all, of the service area for the Sheridan Branch Library is also covered by the service areas associated with nearby branches, including Clarkson, Lorne Park and South Common. The service area of the Mississauga Valley Branch also overlaps considerably with the service area of the Central Library (when looking at the dual role of the Central Library as also providing branch level service).

The research conducted for the *2004 Future Directions for Library Services* also identified a "gap" area identified in the East Credit area (residents between the service radii of the Streetsville and the Frank McKechnie Branch Libraries). This area requires further consideration and perhaps a re-thinking of the associated branch library provision strategies.

**Service Area Distribution**

The Service Area analysis utilizes a similar approach, but examines each Service Area in greater detail.

*Service Area 1*

There are 4 branches within Service Area 1. The projected library needs for this area identified a small surplus of library space by 2031 (based on 0.30 square feet/capita). The construction of the Churchill Meadows Branch filled a significant gap, resulting in the area being well served from a distribution perspective, although the Churchill Meadows Branch is experiencing usage pressures on its current space due to the more youthful population profile of the area.

The Meadowvale Branch currently sits at 16,695 square feet. The Meadowvale Library is currently operating out of leased space; the direction in *2004 Future Directions for Library Services* was to assess its relocation to the Meadowvale Community Centre site in order to benefit from the synergies of multi-purpose facilities and to provide improved service to the northern portion of this Service Area.

*Service Area 2*

There are 2 branch libraries located within Service Area 2. As previously noted there remains a service gap in the East Credit area. This "gap" is influenced by the Central Library that is located to the southeast. However, given that the Streetsville Branch is located to the west of the Credit River and the Courtneypark Branch is located to the north of Highway 401, the gap may be more significant from an access perspective, which should be monitored.

There is merit to considering a small branch library potentially at the Rivergrove Community Centre to serve the high-density residential neighbourhood. However, it is recommended that the Library continue

**Map 4: Distribution of Libraries**



**Current and Projected Population**

| Service Areas | Current Population (2009) | Longer-Term Population (2031) |
|---|---|---|
| 1 | 173,025 | 189,376 |
| 2 | 141,464 | 157,384 |
| 3 | 38,404 | 36,913 |
| 4 | 90,272 | 93,884 |
| 5 | 200,180 | 241,910 |
| 6 | 84,528 | 91,540 |
| Total | 664,542 | 810,967 |

Sources: Hemson Consulting 2009 and Meredith Brown Planning Consultants 2009
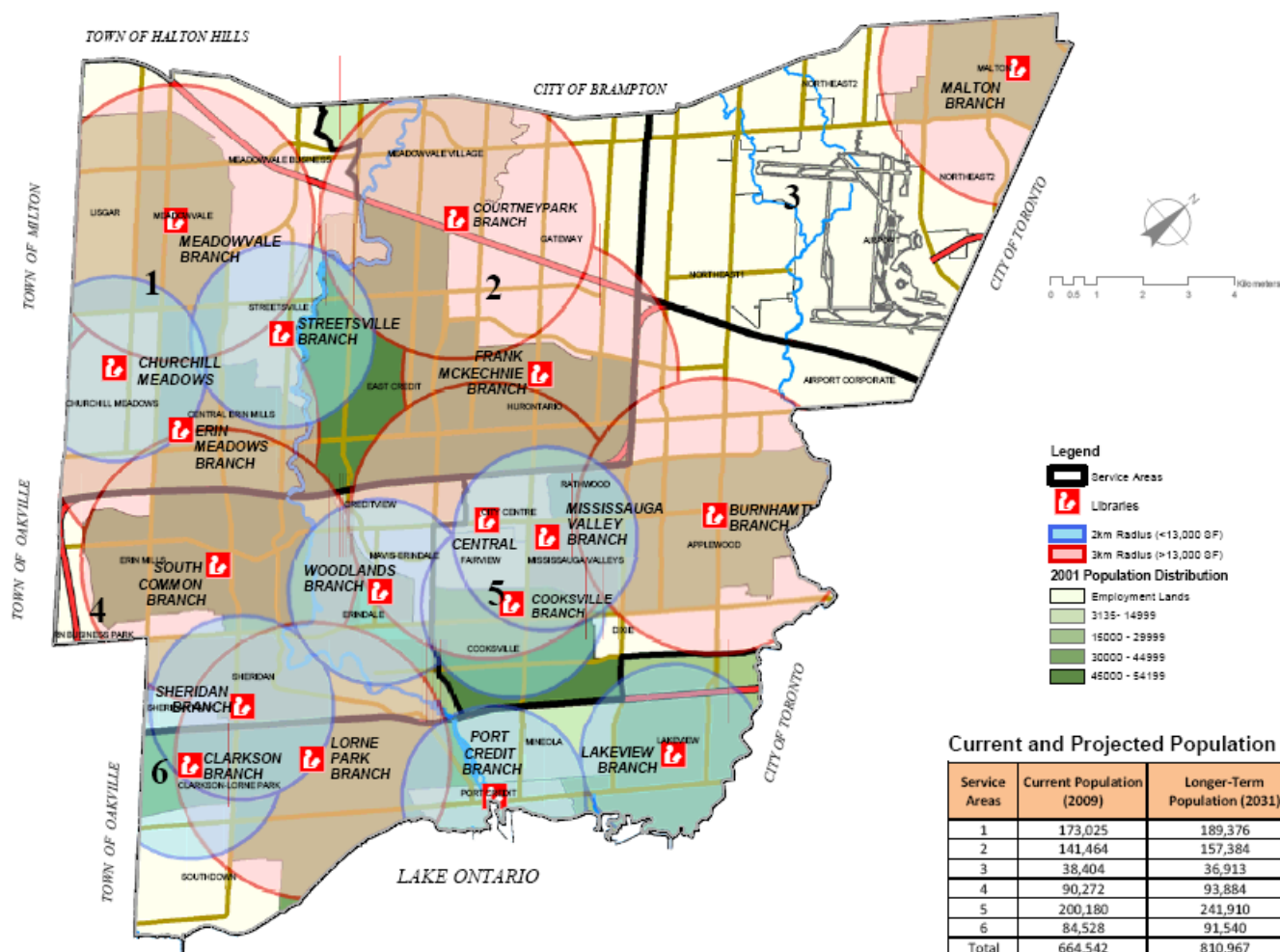
to monitor usage of surrounding branches, including the Courtneypark, Frank McKechnie, and Streetsville Branches as well as the Central Library by Service Area 2 residents, for a period of two to three years before making a decision to provide additional library space in the East Credit area.

*Service Area 3*

The Malton Branch Library serves Service Area 3. Although this branch provides more space on a per capita basis than other areas in the City, the cultural diversity, the location of the employment lands, the recognition that the branch library is a major community focal point, and the geographic isolation of the area from the remainder of the City (resulting from the airport), provide rationale to substantiate maintaining the current size of the branch to accommodate current and long-term library needs.

*Service Area 4*

Service Area 4 is served by three branches that are geographically well distributed (South Common, Woodlands and Sheridan). The projection of library space needs for this area, however, identified a relatively modest deficit of 1,603 square feet by the year 2031 (based on a minimum of 0.30 square feet/capita). A portion of the area is also within a 3-kilometre service radius of the Central Library, providing additional opportunity for the local residents.

The challenge in assessing branch library needs in Service Area 4 is the significant overlap of the Sheridan Branch with libraries in Service Area 6. Research is currently underway to evaluate the future of the Sheridan Branch Library and the 2009 *Future Directions for Library Services* has incorporated the new alternative service delivery model, an option suggested for the Sheridan Branch Library.

*Service Area 5*

Service Area 5 has three library branches (Mississauga Valley Branch, Burnhamthorpe Branch and Cooksville Branch). In addition, it is quite apparent that the Central Library, which is located within this area, provides community level service to the area's residents. However, the projected library space needs identified a deficit of branch library space within Service Area 5 in the order of 22,923 to 32,599 square feet by the year 2031, based on the 0.30 to 0.34 square feet/capita range). Significant intensification (resulting in a large influx of population growth in the area) indicates that additional library space is required to serve this area should the intensification projections come to fruition.

It is proposed that, if a community centre is built within 1.5 km of the current Cooksville Branch Library, a larger branch facility of 17,000 square feet to 22,000 square feet be built with the community centre, and the current library be closed.[1] If the proposed branch is located more than 1.5 km away, consideration should be given to maintaining the Cooksville Branch Library and reducing the size of the proposed new branch by approximately 5,500 square feet. The city should consider owning the new space as opposed to leasing as this will help to reduce operational costs over the long term.

---

[1] The projected branch library deficit in Service Area 5 is 22,923 to 32,599 square feet by the year 2031; however, the Central Library is nearby and serves a "branch" function for many local residents. As a result, this deficit has been discounted by half (to approximately 11,500 to 16,500 square feet). If the proposed branch is near the existing Cooksville Library, the 5,500 square feet at this location should be reallocated to the new branch, increasing its total size to 17,000 to 22,000 square feet.

Given the significant intensification within this area, it is further suggested that the City and the School Board work with developers to review possible land options in order to accommodate a new high school, community centre and a new branch library.

*Service Area 6*

The distribution of the four branch libraries within Service Area 6 shows a well-covered area with some, although relatively modest, overlapping service areas. One of the most significant issues relates to the discussion provided under Service Area 4 with respect to the Sheridan Branch. Quite clearly, this branch overlaps considerably with the service areas of other branches, most particularly Clarkson and Lorne Park.

It is also noteworthy that Service Area 6 has a surplus of branch library space projected to be in the order of 5,397 square feet by the year 2031 (based on 0.30 square feet/capita).

The *2004 Future Directions for Library Services* recommended that the potential to reduce the size of one or more of the following branches be investigated when they are redeveloped: Port Credit, Lakeview and/or Lorne Park. However, based on current projections and looking more closely at the Library's "catchment areas", Port Credit is no longer recommended for reduction in size and may, should reduction of the Lakeview and/or Lorne Park Branches occur, be appropriate for enlargement.

## 6.6 Service Level

The Mississauga Library System currently has an overall library space provision level of 0.56 square feet per capita that is expected to decrease to 0.50 square feet per capita by the year 2031 (if no changes are made to the supply). Although provision of a new branch library of 17,000 to 22,000 square feet in the vicinity of Hurontario and Dundas Streets will assist in offsetting the deficit of library space resulting from intensification, the size of the existing Central Library will challenge overall space provision in the City. This standard is expected to fluctuate over the coming years due to the following recommendations:

The current provision level for Central Library space is 0.24 square feet per capita. With an anticipated long-term (2031) population of 811,100 (rounded), it is projected that this standard will drop to 0.22 square feet per capita. It is recommended that the current size of the Central Library be maintained; a population-based provision standard for central library space is not recommended.

It is recommended that the Library System maintain a provision standard of 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 has been included in this calculation. However, the analysis and recommendations associated with "branch" library space provision and access has taken the Central Library's dual role into account. Based on this standard and a projected ultimate population of 811,100 people in the year 2031, an additional 12,856 to 45,294 square feet of library space will be required. The provision of a new branch in the Hurontario and Dundas Street area and the future of the Sheridan Branch will need to be considered in this context.

The Library Board established a Facilities' Standard of 0.6 square feet per capita for the System overall; for branches, 0.3square feet to 0.33 square feet per capita and for Central 0.24square feet to 0.26 square feet per capita. The following chart reveals the square footage per location and projected square footage per capita per location for 2031 population.

Currently half the branches meet the Standard of 0.3 square feet to 0.34 square feet per capita. The five (5) branches that do <u>not</u> meet the minimum standard in 2009 are:

- Churchill Meadows, Cooksville, Mississauga Valley, Port Credit, and Woodlands.

At 0.24 square feet per capita, the Central Library currently meets the Board's minimum standard of 0.24 to 0.26 square feet per capita.

Based on population projections for 2031, seven (7) branches will <u>not</u> meet the minimum standard. They are:

- Churchill Meadows, Cooksville, Courtneypark, Mississauga Valley, Port Credit, South Common, and Woodlands.

Central Library will fall slightly below the minimum standard at 0.22 square feet per capita by 2031.

**Table 25: Impact of Population Growth on Per Capita Provision of Branch Library Space**

| Facility Capacity Based on Population Projections | | | |
|---|---|---|---|
| **Catchment Area** | **2009 Size Square Feet** | **2009 Space per Capita** | **2031 Space per Capita** |
| **SERVICE AREA 1** | | | |
| Churchill Meadows | 9,300 | 0.19 | 0.19 |
| Erin Meadows | 24,200 | 0.41 | 0.33 |
| Meadowvale | 16,695 | 0.36 | 0.35 |
| Streetsville | 9,332 | 0.51 | 0.47 |
| **SERVICE AREA 2** | | | |
| Courtneypark | 29,000 | 0.31 | 0.28 |
| Frank McKechnie | 15,950 | 0.34 | 0.30 |
| **SERVICE AREA 3** | | | |
| Malton | 16,898 | 0.44 | 0.46 |
| **SERVICE AREA 4** | | | |
| Sheridan | 5,650 | 0.31 | 0.31 |
| South Common | 15,400 | 0.31 | 0.29 |
| Woodlands | 5,500 | 0.24 | 0.24 |
| **SERVICE AREA 5** | | | |
| Burnhamthorpe | 31,500 | 0.50 | 0.48 |
| Cooksville | 5,500 | 0.06 | 0.05 |
| Mississauga Valley | 12,650 | 0.22 | 0.18 |
| **SERVICE AREA 6** | | | |
| Clarkson | 5,754 | 0.42 | 0.43 |
| Lakeview | 7,610 | 0.41 | 0.36 |
| Lorne Park | 11,995 | 0.54 | 0.50 |
| Port Credit | 7,500 | 0.25 | 0.22 |
| **CENTRAL LIBRARY** | 176,034 | 0.24 | 0.22 |

*Grey shading denotes "LESS THAN" standard space per capita*

## 6.7 Accessibility

### 6.7.1 Legislative Overview

There are approximately 1.8 million Ontarians (15.5%) affected by the new accessibility legislation; this number is increasing as the population ages. In Mississauga this amounts to at least 116,000 persons based on 2006 Census population of 665,565 (excluding the net estimated 4% under-coverage).

Disabilities and conditions include physical (hearing, vision, deaf-blind, speech, mental health), learning, sensory (e.g. taste, smell, touch) and other conditions (cancer, diabetes, asthma) and temporary disabilities.

The purpose of the *Accessibility for Ontarians with Disabilities Act* (AODA) legislation is to achieve a fully accessible Ontario by 2025, to develop accessibility standards, and to enforce those standards. The *AODA* applies to the public, broader public and private sectors.

There are five standards to be developed and four of the five would directly apply to the Mississauga Library System. The five standards are:
- Customer Service
- Physical Environment
- Employment
- Information and Communication
- Transportation (not specific to the Library)

Municipalities (including public libraries) must comply by January 2010, with an accessible customer service policy, procedures and practices, staff training, a feedback method, alternate communication methods and notice of service disruption.

**What is required?**

Policy governing the provision of goods and services to people with disabilities:

- Use of assistive devices (policy)
- Service animals i.e. guide dogs (practice or procedure)
- Support person i.e. with the person with disability (practice for procedure)
- Documented process for notice of service disruption
- Training (policy document and contents of training)
  - On-going training needed for changes to policies and procedures and for new employees. Policy must describe training, summary of contents and details about training.

**Purposes of the Act**

One purpose of the Act is to set guidelines for how to interact with people with various disabilities. The staff training includes developing confidence for assisting people with disabilities and how to interact with them, including service animals. Staff then will understand what they are expected to do to meet various needs. They will be required to know the specific policies, procedures and assistive devices in the library. This will include the appropriate terminology and how to operate the various devices.

### 6.7.2 Accessibility in Mississauga

The City of Mississauga Accessibility Advisory Committee (AAC) was established to comply with the *Ontarians with Disabilities Act* (ODA) which came into effect on December 14, 2001. The new provincial act, the *Accessibility For Ontarians With Disabilities Act* (AODA), was made law in 2005; the City is continuing its work and following this legislation and the accessibility standards it sets relating to municipal government.

As part of the legislation, each year the committee, along with the City's Accessibility Coordinator and Accessibility Staff Working Group, develops an Accessibility Plan to identify barriers to persons with disabilities and the Municipality's plan for the removal of those barriers. The Committee includes representatives from the disability community and stakeholder community groups as well as two members of Council. A senior Library staff member serves on the committee.

The Committee has concentrated on several aspects of the legislative impact over the last few years and have annual accountability reports from each City department.

**Barriers** are defined as: "*Anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability*". Examples follow.

> **Physical Barriers -** no curb cuts at key intersections, or lack of adequate parking, or inaccessible main entrances
>
> **Architectural Barriers -** no elevators in a building of more than one floor
>
> **Information or Communication Barriers -** a publication that is not available in large print, or unavailability of TTY's (text telephones) in most public buildings, or unavailability of Sign Language Interpreters, or insufficient signage
>
> **Attitudinal Barriers -** assuming people with a disability can't perform a certain task when in fact they can

> **Technological Barriers -** traffic lights that change too quickly before a person with a disability has time to get through the intersection
>
> **Barriers Created by Policies or Practices -** not offering different ways to complete a test as part of job hiring

### 6.7.3 Accessibility at the Library

The Library has actively engaged the Accessibility Guidelines in both new construction as well as renovations. The Accessibility Guidelines were used in the construction of the Churchill Meadows and Courtneypark Branches.

Central Library has had an ongoing issue of a properly functioning elevator. When it does not function, individuals with physical disabilities need to rely on the use of a service elevator at the back of the Library.

All facilities need to have visual/flashing devices installed for people with hearing disabilities.

One of the key features for the Library's website will be easier accessibility, in accordance with the legislation and the City's guidelines. An e-module for customer service training is available to all library staff.

As Mississauga is a large growing community of newcomers, accessibility by virtue of language is an important issue to address. The Library keeps a list of staff with linguistic abilities for over 30 other languages. The publication of library brochures in 10 key languages has been funded.

Although services such as TTY were never used and were discontinued as a result, the Library needs to monitor the requirement for this service. For the time being, the Bell Relay Service is used to service customers with hearing disabilities. Equally, it is recommended that the Library explore the feasibility of the CNIB *VISUNET* service for these users.

## 6.8 Recommendations

These recommendations relate to the provision of facilities.

**Recommendation #10**
⇒ Plan for a new branch library (ideally in combination with new recreation facilities serving the same area) in the Hurontario-Dundas area to serve the projected population increases resulting from intensification expectations.

**Recommendation #11**
⇒ Limit and monitor any re-development plans for southern branches (Lakeview, Port Credit and Lorne Park) to improving functionality only, as this area has an oversupply in terms of library square footage. Review space requirements for the southern branches in the next Library Master Plan.

**Recommendation #12**
⇒ Monitor and evaluate, over a two to three year period, if there is a need for a new branch library to serve the East Credit gap area or for the expansion of the Courtneypark, Streetsville and/or Frank McKechnie Branch Libraries, taking into account the usage pattern from this area to each of the surrounding branch libraries and the Mississauga Central Library.

**Recommendation #13**
⇒ Relocate the Meadowvale Branch to the site of the Meadowvale Community Centre.

**Recommendation #14**
⇒ Monitor the changing roles of the Central Library in light of the revitalization of Civic Square, the implementation of the Coordinated Electronic Strategy, and the needs and demands of the branches.

**Recommendation #15**
⇒ Maintain the branch library space provision target of 0.30 to 0.34 square feet per capita.

**Recommendation #16**
⇒ Increase capital funds (Facilities Repair and Renovation Fund and Furniture and Equipment Fund) to keep all facilities attractive and fully functional, thereby enhancing the customer experience

**Recommendation #17**
⇒ Ensure elevators and building accesses at all locations function optimally for users and staff.

**Recommendation #18**
⇒ Enhance the website design in order to meet accessibility requirements set by legislation, building on current excellent progress of improving all types of accessibility to the Library and its resources.

**Recommendation #19**
⇒ Explore the feasibility of implementing the CNIB *VISUNET* service throughout the Library.

**Recommendation #20**

⇒  Develop a plan that is reviewed annually, to integrate the latest assistive technologies, equipment and furniture into the Mississauga Library System, based on the results of the survey of comparator libraries.

**Recommendation #21**

⇒  Work with the Planning, Development and Business Services Division of the City of Mississauga, prior to the next update of the Library Master Plan in 2014, to determine the best approach to assessing library space needs (i.e. re-evaluate the space per capita based on the 6 Service Areas and/or Branch Library Catchment Areas, and include branch usage as a partial measure of space need).

# Section 7: Collection Model

## 7.1 Collection Management at Mississauga

Until this year, the collection management and selection system was comprised of system-wide collection development committees, the use of some automatic release programs (ARPs) and decentralized selection. Like many libraries in times of restraint and increased demand, Mississauga has changed its model to a centralized model of collection management with a much heavier reliance on pre-selected materials done by a few, very experienced vendors. And targeted selection by experienced staff. The Library also uses targeted selection by experienced staff, and it adopted a pattern ordering system that helps to determine the correct numbers and locations for materials throughout the system.

Centralizing these processes tends to reduce unnecessary duplication of materials and reduces the number of staff applied to this time-intensive process. Time delays from ordering to receipt are also reduced thus improving customer satisfaction through faster turnaround times.

### 7.1.1 Collections as One

The migration in mindset from decentralized, "my branch only" collection development, to centralized collection development is difficult for staff. The concern is often that the Library will not fulfill local needs adequately. Libraries who now adopt the practice of centralized collection management now look at the system-wide collection as a Collection as One. If locally items are not available, they can be acquired from another part of the system within a day.

Using the power of the integrated library system and training the public effectively in browsing and placing holds increases the value of the library collection for all. The benefits of these processes need to be supplemented by effective and frequent interbranch delivery systems.

It is recommended that, as next steps, that the Library embarks on targeted publicity that advocates the principle of 'Collection as One'. It is also recommended that the Library consider interbranch delivery on Saturdays.

**Table 26: Collection Expenditures and Size**

| Mississauga Collections | | | | |
|---|---|---|---|---|
| Expenditures and Collection Size per Capita, 2005 to 2008 | | | | |
| | **2005** | **2006** | **2007** | **2008** |
| Population | 693,000 | 699,700 | 720,000 | 722,000 |
| Collection Expenditure | $2,241,116 | $2,395,186 | $2,390,593 | $2,391,000 |
| Per Capita | $3.23 | $3.42 | $3.32 | $3.31 |
| Collection Size | 1,538,663 | 1,488,285 | 1,420,030 | 1,370,768 |
| Per Capita | 2.22 | 2.13 | 1.97 | 1.90 |

### 7.1.2 Comparative Collection Size

The Mississauga Library System holds a collection of 1,370,368 items in 2008, serving a current population of 727,700. The collections include materials in other languages, regular and large size print books and magazines, multimedia materials and electronic resources.

Ontario standards for collection development recommend a municipal library this size holds 2 to 3 volumes per capita. The Mississauga collection size collection is currently at 1.9 volumes per capita, 0.3

volumes per capita below the Standard of 2.2 volumes, supported by the Library Board and the City. In 2004, the replacement rate for the collection was 7%. In 2008 - 2009, the replacement rate is now reported to be 8%.

### 7.1.3 Collection Budgets and Size

A comparison of material budgets and collection size for the years 2006 to 2008 show:

- although the collections budget increased between 2005 and 2006, the collection budget is flat-lined or decreasing from 2006 to 2009; the per capita allocation of the budget is slowly decreasing from $3.42 in 2006 to $3.31 in 2008;

- population is growing; from 2005 to 2008 the population has grown 4.2%; and,

- collection size is still decreasing; this can be attributed in part to collection de-selection practices that are important to keep the collections up to date. Also more materials are available through electronic resources.

It is recommended that the Library Board maintain sufficient funding for collections to keep pace with the City's population growth.

### 7.1.4 Collection Age

A snapshot of select collection categories show that Mississauga's collection is relatively up to date; 77% of non-fiction collections and 84% of fiction collections were published within the last fifteen years.

The average turnover rate, meaning the average number of times an item circulates, is an important performance indicator that demonstrates the effectiveness of a collection's ability to respond to users' need. *Table 26* shows Mississauga's median turnover rates within the Mississauga Library System as compared to large, medium and small libraries.

### 7.1.5 Comparator Indicators

In order to compare equitably between libraries similar to Mississauga, 2007 data taken from CULC statistics were used. The comparisons showed that of the 10 other large libraries Mississauga is often compared to, this Library:

- ranked lowest in collection funding per capita
- ranked lowest collection size per capita

Mississauga ranked fourth highest for materials used per capita of the six comparator libraries.

### 7.1.6 Collection Feedback from Public Surveys

Older adults were generally satisfied with the collections but have requested more of nearly everything. While fiction and non-fiction rank as the most important collections for this group, they note a lack of sufficient large print materials and would like to see more DVDS and CDs.

Youth indicated that they generally find the information they need. Teens would like to see more CDs, DVDS, graphic novels and complete series. They do expect the Library to improve its technology offerings, both content and vehicles.

While community newcomers generally believe that the Library serves the multicultural community well, 72% of respondents report that they do not find sufficient materials in their language of choice, in all formats. 48% ranked adult fiction in their language of choice is essential but more importantly, 78% of survey respondents believe DVDs and children's materials in their language of choice is essential

All groups recognized that the Internet and access to those resources are absolutely critical now and in the future.

| Median Turnover Rate for Collections | | | | |
|---|---|---|---|---|
| **Type** | **Mississauga Library System Median** | **Large Libraries** | **Medium Libraries** | **Small Libraries** |
| Adult Books | 4.16 | 5.20 | 4.0 | 3.30 |
| Children's Books | 4.41 | 6.30 | 3.9 | 3.10 |
| Audio Visual | 15.83 | 18.80 | 14.3 | 14.40 |
| Other | 4.7 | 5.10 | 4.60 | 4.40 |

## 7.2 Collections Framework

The issues facing collections were raised with staff and the public. Staff and the public were asked to identify issues relating to collections, and their expectations of the Library in collection building. Overlaying this information is research from library literature, best practices and Mississauga current collection statement. The following is a framework for the Library's consideration in collection management now and in the future.

All library collections need the unqualified and non-compromised support of their primary funding sources in order to be completely responsive to the taxpayers they serve. Libraries face constraints previously unheard of, including flat-lined budgets that need to stretch

to purchase many more media and languages than ever before. Successful marketing by publishers and the 'Oprah phenomenon' has given rise to the tremendous popularity of bestsellers and leisure reading—multiple purchasing of these titles cannot keep up with demand. Libraries are further challenged to improve turnaround time to get these items shelf ready for easy and quick access.

The practice of extensive duplicate purchasing to ensure every individual branch collection can meet heavy demand is now being replaced with the philosophy of the 'Collection as One'. It is only through the power of technology and interbranch items transfers that libraries can avoid unnecessary duplication by readily calling in copies of an item from other locations. Branches can now depend on the power and comprehensiveness of the library collections system-wide. Popular and bestseller collections will always require some duplicate purchasing; however, vendors do offer the options of leased collections that rapidly fill demand while liberating space within the branch library when multiple copies are no longer required.

At the same time, libraries need a realistic picture of what their collections are and should be specific to users' interests. While many libraries choose not to carry textbooks due to high costs and volume, demand for these in certain disadvantaged communities may be great. For example, the newcomer survey identified a need for some textbooks from individuals who are studying to upgrade their education.

Libraries are now challenged to move from collecting highly academic collections that at one time served the interests of a few, to directing their purchasing towards more popular collections in all formats and languages. Many public libraries are mining the resources of the Internet and electronic resources, not just to expand existing collections but to replace expensive, multi-copy reference collections.

More libraries are reducing non-fiction purchasing while applying their skills to linking key resources on the Internet their library catalogues.

Concurrently, collection development practices in public libraries have evolved significantly in recent years. Decentralized collection selection at the individual branch and department level is moving more towards centralized collection management practices. The benefits of centralizing are increased coordination in managing collections, and the re-deployment of staff time to front line customer service duties.

More libraries are relying on the improved skills and offerings of vendors to guarantee required items arrive into the collection more quickly and shelf ready. While library staff expertise is always in demand, many collections can be acquired and prepared through these vendor partnerships, moving acquisitions' departments more into a business mode, managing budgets and resources more acutely through better performance management systems.

Committees of designated library staff can then turn their attention to developing selection guidelines, vendor profile development and tracking, and some specific collection development, as needed. The results aspect of collection management, namely monitoring the effectiveness of existing collections including constant, judicious weeding to ensure collections stay fresh, in good condition and most of all, responsive to user demand, now takes priority.

Successful libraries are also employing more attractive ways to merchandize their collections through displays like *Raves and Faves.* Publishers applaud libraries that design their websites to promote current and older collections alike. Robust integrated library systems, that allow such new products as 'Dear Reader' to be integrated with the catalogue, customize the book seeking process for the user.

Users that have become comfortable with the Chapters experience also expect their libraries to provide them with clean and glossy items, not the worn, older and sometimes-grubby items they may see on their library shelves.

Hand in hand with Chapters and similar stores is the online bookstore that offers the latest titles with quick delivery for potential purchasers. Libraries enjoy an advantage over vendors such as Amazon, in that they contain and offer much more information, including older titles that users want. What libraries need to do, however, is ensure the user has ready and seamless access to all formats, can readily determine the status of an item and can be assured access and delivery in a very reasonable time. When searching databases, the user needs to be able to link to catalogue through keyword searching to readers' advisory links—a true federated, comprehensive search of the Library website and beyond. Customers demand and expect interoperability and options on the website and want to create their own space.

The integrated library system, and in particular the catalogue module, needs search functions to be as intuitive as possible and to provide as accurate a picture of collection status (e.g. upcoming arrivals, holds, on order).

## 7.3 Recommendations

Given the fiscal challenges, growing population, use of library collections, and changing technologies for reference materials, these recommendations are presented relating to collections.

**Recommendation #22**

⇒ Adopt and promote the philosophy of 'Collection as One', including the regular rotation of collections throughout the system.

**Recommendation #23**

⇒ Centralize materials' selection and de-selection for whole system.

**Recommendation #24**

⇒ Ensure that collection funding keeps pace with the growth of the community.

**Recommendation #25**

⇒ Improve and promote the online catalogue.

**Recommendation #26**

⇒ Migrate print newspaper and select periodical subscriptions to electronic equivalents where feasible and appropriate. Study print on-demand newspaper service.

**Recommendation #27**

⇒ Install specific, targeted collections in branches of demonstrated need, determined by demographic profiles, e.g. youth collections and services in high youth population areas.

**Recommendation #28**

⇒ Install focussed collections in alternative community spaces, e.g. Sheridan; reduce traditional collections and refocus development on multilingual preschool/school dual language kits, electronic resources, bookmarked newspapers and multicultural sites, DVDs, CDs and TOEFL (English as a foreign language) collections.

**Recommendation #29**

⇒ Continue to migrate from print to electronic versions of materials through the Coordinated Electronic Strategy.

**Recommendation #30**

⇒ Adopt a planned Collection de-selection program, subject to the Collection Committee guidelines, to ameliorate the need for additional facility space.

**Recommendation #31**

⇒ Develop a draft policy and guidelines for collecting and accessing multilingual collections, in the 10 key languages.

**Recommendation #32**

⇒ Initially focus multilingual collection development on preschool (dual language kits) and school age multilingual materials and electronic resources. Bookmark newspapers and multicultural websites and provide DVDs, CDs and TOEFL collections at select locations in the City's 10 key languages.

**Recommendation #33**

⇒ Embark on a pilot project for "print on demand" textbooks for one year at the Mississauga Central Library.

# Section 8: Partnerships

## 8.1 Private Sector Partnerships

Private sector sponsorship of public libraries is widespread and effective; it is recommended that this be pursued for the Coordination of Electronic Services and development of the E-Branch. In addition to funding support for public library capital projects and library programs and services, the corporate marketing support enables widespread recognition. Some current examples of sponsorship of public libraries take the form of:

- Financial sponsorship, where sponsors will provide the public library with cash resources to meet a stated aim.

- In-kind sponsorship, such as the direct provision of equipment or resources or access to private sector staff.

- Ontario public library buildings have benefited from donation of land and also the capital funding support for the library, e.g. The Blue Mountains Public Library. The majority of new public library buildings benefit from community donors, including the private sector.

- Sponsorship of the library card itself. e.g. Bank-North Bay.

- Materials and services e.g. Microsoft Canada for Toronto Public Library and Ottawa Public Library; Toronto Star Research Facility at Toronto Public Reference Library.

- Programs e.g. TD Bank for Summer Reading Program at all Canadian libraries.

- Specific capital projects and rooms to support programs and services e.g. CHUM Media Literacy Centre at London Public Library.

The development of the Coordinated Electronic Strategy, culminating in the E-Branch, will necessitate working with many partners including the private sector. Mississauga is fortunate in having a variety of information and communication technology and digital media companies. The recommendation includes direct participation on the working group developing the E-Branch.

## 8.2 Community Agencies and Other Levels of Government

The City of Mississauga works with many community groups and organizations in assisting newcomer and some disadvantaged communities. In reviewing a new service model for the Sheridan Branch Library, the Consultants discussed options for cooperation and partnership in helping the Library make a transition to become a more relevant service to its immediate community. Some examples current and potential partnerships and collaborations are the CIC/Polycultural, United Way, Local Health Integration Network (LHIN) and Community Care Access Centre (CCAC), the Dixie Bloor Centre, as well as the Region of Peel.

These agencies can be critical in providing advice, resources and expertise in developing this new alternative community library model for Mississauga.

## 8.3 Schools and Retired Teachers of Ontario

The Mississauga Library System enjoys an excellent relationship with both School Boards in the area. The Library shares and will continue to share facilities and programs with schools throughout the City.

In developing a new, alternative community library model, the Library looks to schools and their Boards to work even more collegially to assist newcomer students and their families in areas such as Sheridan Mall. This Master Plan proposes the creation of homework centres in select areas of the library system and would seek to find areas of cooperation in accessing school resources and expertise in defining a seamless homework centre model.

Hand in hand with these centres, this Master Plan proposes the involvement of teachers on a voluntary basis and teachers from groups such as the Retired Teachers of Ontario to offer homework assistance and mentoring services on a regular, scheduled basis within these homework centres.

## 8.4 Recreation and Parks Division

Reporting to the same Commissioner, the Library shares an excellent ongoing relationship with the Recreation and Parks Division. Recreation and Parks and the Library also share facilities throughout the City and offer a full range of programs. Although many of these programs are, by necessity, fee based, many community members are unable to pay fees and are quite vocal on this point. This is more evident of late with the economic challenges facing many.

It is proposed that Recreation and Parks Division and the Library explore better and more effective ways to blend programming

opportunities for the community and to maximize their respective resources. It is important for these groups to discuss the kinds of programs each offers and to develop guidelines to ensure that duplication is avoided and that the programs offered align specifically with the mandate of the individual department/division. For instance, Recreation and Parks offers computer instruction programs. Some other cities' libraries offer similar courses.

## 8.5 Friends of the Library

The Friends of the Library groups are well positioned to assist the Library in funding collections within the ten identified languages for young children and caregivers.

## 8.6 Culture Division

The City of Mississauga created the Culture Division in 2009 to foster growth and sustainability of the sector. Before the Culture Division Mississauga had the Office of Arts and Culture which through its policy and programming initiatives, played (and now through the Culture Division will play) an integral and strategic role in the growth of the City for the 21st Century.

Public libraries have been providing arts and cultural support for more than 200 years in Ontario and have been an integral component of community culture development. Libraries provide space for public performances for music and all cultural and artistic disciplines, space for display of art, providing basic instruction to children and adults alike and encouraging the love of culture and art for all residents of Mississauga at a free or affordable cost. In addition, the public library is a public forum for local and national writers and poets to reach the residents of Mississauga.

The Library also provides support materials for all ages in print and electronic format on all cultural and artistic disciplines from around the world. The Ministry of Culture provides support to the Mississauga Library System for integration and development of the community cultural sector.

The *2009 Culture Plan* for Mississauga provides increased opportunities for both the City and the Library to stimulate the quality of life and to support economic development of a strong arts and cultural community.

With the Culture Division being within the Community Services Department, there is an excellent opportunity for the culture Division and the Library to align their programs and services where applicable.

## 8.7 Recommendations

These recommendations relate to a wide range of community partnerships that will enhance the Library's agenda and its stature in the community.

**Recommendation #34**
⇒ Explore private sector partnerships, including those with information technology companies, to assist the Library in building and delivering its e-strategies.

**Recommendation #35**
⇒ Partner with other community organizations and other levels of government to better serve and support the needs of newcomers.

**Recommendation #36**
⇒ Enlist the assistance of schools and the Retired Teachers of Ontario to support students in homework centres, at locations with a higher percentage of youth.

**Recommendation #37**
⇒ Explore, with the Community Services Recreation and Parks and Culture divisions, better and more effective ways to blend programming opportunities for the community and to eliminate duplication.

*Children gather at the Library*

## Section 9: Library Promotion, Awareness and Marketing

The Mississauga Library System has adopted various ways to publicize and promote its products and services and to create awareness, through print media and through creative partnerships with local papers and the Friends group. One effective device is the regular publication of the Library newsletter that carries the photographs of local, known "celebrities", a technique used initially by the American Library Association and incorporated into other large library campaigns. System-wide and the branches independently produce individual pieces of publicity to inform and attract users. As well, the Library is visible in the community throughout its participation at local and city events.

### 9.1 Raising the Library's Profile

The Library has a recognizable brand that other organizations could well envy. It is suggested that the Library centralize and closely manage the production, content and style of all media and publicity pieces in order to ensure effective message delivery.

At present most of the publicity and awareness resides in the print environment. It may be time to adopt new strategies and develop a marketing plan that is unusual and takes advantage of new markets, media and vehicles. For instance, the large newcomer community is a key market that the Library can tap, through outreach to newcomer community organizations. More work can be done to attract older adults of all age ranges, as this demographic group grows in size.

The most important vehicle that the Library needs to explore and exploit is the Library's electronic platform and the Internet. Publishers are recognizing the value of using these devices to promote new and previously enjoyed collections. The electronic arena is an immediate and effective way of attracting and informing users of everything, 24/7, and will become more important as the Library migrates more towards self-service options. While it is understood that many of these vehicles cannot be used until the new library integrated catalogue system (ILS) is in place, it is critical to begin planning and preparing ways that the new ILS can be used to promote and reach or improve outreach to current and new markets.

The user surveys in all groups reported some lack of awareness of many of the new services and programs already offered by the Library. There are many reasons for this; however, one of the key findings has been the need to upgrade the website to reflect the expanding number of e-services and materials now available to all ages.

The website is and should be one of the primary means to reach the majority of Library users. Combined with many of the social networking tools that the Library and the City are examining, there will be increased opportunities to present library services and programs to users, via the web. Furthermore, promotion must be pervasive in everything that the Library provides for and presents to city residents, in terms of services and communications. The increased awareness and feedback from residents then enables the Library to constantly adapt and upgrade the services and programs.

The various recommendations throughout the Master Plan stress the need for marketing and increased awareness, including the following areas.

In support of the City **Green Pillar**, many Library programs can include marketing/promotion components by illustrating the Library's green initiatives.

The increased e-services to the ten (10) multilingual groups include provision for specific language deliverables in the ten (10) key languages.

Using the website to address the specific needs of newcomers in partnership with the Region and other community partners will reach many who are searching for City services for the first time.

The integration of e-services and staff training development will enable all staff to market Library services and programs.

Partnerships provide access to increased marketing opportunities for the library and reaching specific groups with the assistance of those partners and in effect enabling cost-efficiencies for a marketing budget.

Marketing and awareness can be delivered in person in many instances far more effectively than traditional advertising. Two specific examples are the Teen Advisory Groups (TAGs) and Friends of the Library. Both groups provide invaluable opportunities to market library services and programs to hard-to-reach groups.

The large number of members of the Library 'Friends' group provides valuable opportunities to interact with a wider demographic in the City. The various fund-raising events by the Friends reach many City residents who might not use the Library but are willing to support its development.

In addition to the funding support for both capital and programs and services, corporate marketing support enables widespread recognition. One classic example is TD Bank's support over many years for the National Summer Reading Program, in which Mississauga participates.

## 9.2 Recommendations

The recommendations relate to promotion, awareness and marketing.

**Recommendation #38**
⇒ Ensure that all Library marketing and promotion materials issued to the public have a common look and feel, to promote 'brand' awareness.

**Recommendation #39**
⇒ Maximize use of the Library's electronic platform, its website, to promote programs and services, and to reach various segments of the community.

**Recommendation #40**
⇒ Engage partnerships in the community and private sector to leverage the Library's awareness and promotion, such as private sector sponsored screen savers and library cards.

# Section 10: Staffing

## 10.1 Current Staffing Structure

Mississauga Library System's staff complement at January 1, 2009 stood at 305.5. The overall organizational structure has these components:

- 1 Central Library under the direction of an area manager;
- 2 branch service groups, under the direction of an area manager;
- 1 corporate services group, under the direction of an area manager;
- 17 branch managers, some of whom manage two branches; and,
- No staff currently has specific system responsibility for the targeted communities.

## 10.2 Succession Planning & Sustainability

Succession planning encompasses policies and practices that facilitate organizational development and sustainability. It speaks to building capacity for the future through planning today. It enables an organization to move forward through changes such as retirements and new leadership. It ensures that effective knowledge transfer of organizational practices takes place and that new leaders are prepared. Succession plans may include both short- and long term components.[1]

For Mississauga Library, like many organizations, its workforce is aging, as the 'baby-boomer' group prepares to retire, it can expect to see considerable turnover in its staff.

**Table 28: Mississauga Library Staff Age Breakdown**

| Staff Age | % of total staff |
|---|---|
| 20 to 29 years | 7 % |
| 30 to 39 years | 14 % |
| 40 to 49 years | 28 % |
| 50 to 59 years | 35 % |
| 60 years and older | 16 % |

The aging of the Library workforce is of more concern in that 43% (10 staff) of managers at Central and Branches are over 50 years of age, and a further 30% (7 staff) are over age 60. Forty percent of senior librarians, the group from which it could be expected that the next group of managers will emanate, are also over 50 years. As well, this mature demographic extends into the library assistant groups, the very staff that carry out day-to-day operations of the Library and often are its 'public' face.

Therefore, the Library needs to ensure that it is preparing itself for the anticipated retirements over the next ten (10) years, and to build organizational strength and capacity at all levels as the Library changes and evolves. These types of programs could be considered to build future leadership for the future and to develop staff as a whole. Anticipated retirements and use of attrition opportunities will

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[1] *Succession Planning and Sustainability in non-profit organizations.* Available at: http://epic.cuir.uwm.edu/NONPROFIT/transitions/DFWSuccession2.pdf.

enable the Library to achieve staffing efficiencies and to respond to the service delivery model.

- Rotation of managers, senior librarians, and librarians among branches on a regular basis (e.g. every 5 years), to build system depth and breath of knowledge, and to provide fresh perspectives to the individual communities the libraries serve.

- Job shadowing and rotational opportunities for library assistant staff.

- A vigorous training program, to build skill depth and breadth, that encourages staff to learn about and assume leadership in new service areas, and that in particular addresses services to these areas:
  - Newcomers
  - Youth
  - Older adults
  - Accessibility
  - New technologies

## 10.3 Library Trends, Training and Staffing

The Mississauga Library System has emerged from an expansion phase in which it enjoyed the budgets to build branches and to staff and resource them. However, the Library is now moving into a consolidation phase in which it will need to create capacity within its current envelope and re-align to accommodate future growth patterns.

Concurrently, trends and best practices for public library suggest that a re-tooling of a library's organizational structure will be required to address the needs of new technologies, new communities and new priorities.

Traditional public library reference services, based in the past on large collections of printed reference materials and periodical collections, are changing profoundly. Librarians and their users rely heavily on the Internet and on mediated electronic databases of periodical articles for information of all types. Library staff more often may be finding themselves teaching users how to use the computers, the Internet and databases, rather than answering specific questions.

The change in type and composition of service on the front lines strongly underscores the need for on-going and extensive training for staff as they evolve to this changed role. The training includes enhancing skills in change management, teaching skills, and information technology. And in order to confidently serve diverse groups of older adults, teens and newcomers, training in diversity and customer service becomes even more important for front-line staff.

However, at the same time, the actual reference questions submitted by the public may well be the more complex ones that do not lend themselves to quick response, demanding more staff time and expertise to respond to them than more standard requests. Librarians' roles become that of teacher, coach, and responder to more complex queries.

For example, in Mississauga, the change is demonstrated at Central Library by Count Week[1] statistics for standard reference transactions over the last three years, which saw a 35% decrease from 3228 transactions in 2006 to 2095 transactions per week in 2008. This creates staff capacity to be applied to new initiatives such as the Coordinated Electronic Strategy.

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[1] Count Week statistics are used as the basis for provincial government grants to Ontario's public libraries and to provide comparative data for organizations such as Canadian Urban Libraries Council (CULC).

This Plan is proposing the establishment of a Coordinated Electronic Strategy leading to an E-Branch, that would bring together the entire suite of electronically and technologically based services that the Mississauga Library System offers. This is a model that many libraries use to provide centralized management of and expertise for these key resources. It is an essential building block for this plan as it addresses library trends and best practices, and reflects the reality of 21st century information gathering, social networking and communications.

## 10.4 Staff Re-alignment

It is clearly understood that the Library will need to create capacity to meet its budget envelope in the future, and to enable it to be responsive to emerging technologies and public service demands. This relates to staffing and service hours, simply because that is the largest portion of the Library budget. How can capacity be created? Following are potential areas for consideration.

- Create a district library system model, in which one branch in each area is the 'lead' branch.

    o Assign managers to oversee 2-4 branches, depending on size of branches.
    o Branch managers would not have desk duty, evening or weekend hours scheduled.

- Review current branch hours and reduce service points in no/negative growth areas.

    o Create a formula that relates branch hours to population trends within each of the 6 municipal service areas to ensure 'equality' across the system.

    o Review and balance Sunday locations, ensuring that one branch is open in each service area.
    o Choose two close days (Monday or Friday).

- Review the roles of senior librarians and Central Library librarians as they relate to the Coordinated Electronic Strategy, changing reference service and the implementation of a district library model.

- Create three librarian community specialist positions to implement system-wide strategies and programs relating to older adults, teens, and newcomers and to developing partnerships. The Community Specialists potentially would be drawn from the Senior Librarians' group.

## 10.5 Recommendations

These staffing recommendations will enable the Mississauga Library System to provide appropriate support for the targeted communities, to respond to changes in population and budgets, and to innovate through the Coordinated Electronic Strategy, leading to the E-Branch.

**Recommendation #41**
⇒ Prepare and implement a succession plan.

**Recommendation #42**
⇒ Create three librarian coordinator positions to lead and implement library system-wide strategies and programs relating to older adults, youth, and newcomers and developing partnerships; and to liaise with other City community development initiatives.

**Recommendation #43**

⇒ Review current branch hours and correlate hours of service to population trends, usage, facilities' design, location and available public transportation.

**Recommendation #44**

⇒ Adjust system-wide reference services and staff skills and training through the Coordinated Electronic Strategy.

**Recommendation #45**

⇒ Implement a system of regular rotation of managers among branches and Central, e.g. every 5 years, to build capacity and depth in the management and professional groups. Investigate and move towards a similar rotation system among senior librarians and librarians.

## Section 11: Recommendations and City's Strategic Plan

The City of Mississauga recently approved its *Strategic Plan, Our New Mississauga that* will guide the City for the future. The Plan is built on five (5) pillars, four (4) of which particularly relate directly to the Library. The proposed Library Master Plan addresses the themes, as follows.

### Pillar 1: Move – developing a transit-oriented city

Most Library branches are located on or close to existing or proposed transit routes, providing citizens access to the public library system.

### Pillar 2: Belong – ensuring youth, older adults and new immigrants thrive

**Recommendations**
⇒ Adopt new Service statements reflecting the current socio-demographic priorities e.g. Older Adults, Youth and Newcomers.

⇒ Build capacity through technology by:

• initiation of a Coordinated Electronic Strategy with the latest technology services attractive to the community;
• replacement of the Library's Integrated Library System;
• adoption of RFID and self services;
• Support to newcomers' website in partnership with other agencies; and,
• transition to more e-based collections versus print collections.

⇒ Transform the Sheridan Branch Library to the new alternative community branch model.

⇒ Participate in developing a website specifically designed to address the information needs for community newcomers in partnership with the City, the Region and other community partners.

Libraries in North America have tracked demographic patterns and have identified that the key cohorts in most cities are youth, older adults and newcomers.

*Future Directions Master Plan for Library Services 2009* addresses the need to direct resources and attention to these groups. Key online surveys discovered the most important elements of future library service. The Consultants took that survey information, added the expertise of staff along with independent research, and created detailed Library Service Statements specific to these communities.

One of the most prevailing themes was the need for a top notch, responsive technology infrastructure and related services. This Master Plan focuses most of its attention on the need to upgrade and roll out the best technology infrastructure, products and services possible, leading to the launch of an E-Branch.

The population dynamics of this community raises the profile of information needs, in particular to the newcomer community. This Master Plan suggest a new community library model for libraries like Sheridan Branch, where other community agency resources are integrated with targeted, community specific library resources to provide the best range of information for this community.

The development of a proposed website specific to meeting newcomers' needs is a partnership of community agencies, city and regional resources and the library connected through the power of technology.

## Pillar 3: Connect – completing our neighbourhoods

### Recommendations

⇒ Reframe the Library Services Delivery Model, philosophy and guiding principles, by exploring and incorporating new delivery models for the future Mississauga Library System, including an alternative community branch model and a Coordinated Electronic Strategy leading to the launch of an E-Branch.

⇒ Initiate the Coordinated Electronic Strategy resulting in an E-Branch, as a priority.

⇒ Build capacity through technology by:

- development of the Coordinated Electronic Strategy, focussed on the latest information technology services attractive to the community;
- replacement of the Library's Integrated Library System;
- adoption of RFID and self services;
- creation of a newcomers website in partnership; and
- transition to more e-based collections versus print.

⇒ Plan a new Hurontario-Dundas Branch Library in a shared facility with the proposed Community Centre.

⇒ Plan for relocation Meadowvale Branch Library to the site of the Meadowvale Community Centre.

⇒ Monitor and review the future role of the Central Library as it relates to the new service delivery model and to the City Centre precinct development initiatives.

⇒ Monitor and evaluate, over a two (2) to three (3) year period, if there is a need for a new branch library to serve the East Credit gap area or for the expansion of the Courtneypark, Streetsville and/or Frank McKechnie Branch Libraries, taking into account the usage pattern from this area to each of the surrounding branch libraries and the Mississauga Central Library.

Two features of successful communities like Mississauga are overall growth and new demographic dynamics. The challenge for Mississauga is its ability to meet overall, citywide needs while responding effectively to the neighbourhood level for the services its citizens' demand within the resources available. While doing more with less has been the mantra, doing different in order to build capacity is the direction proposed in this Master Plan.

It is proposed that the Library adopt a modified service delivery model, one where existing resources are reassigned based on population and usage trends at the City Service Area level, then within the City itself. This model also suggests the development of an alternative community library model that depends on other community agency partnerships to provide information unique to certain communities.

As a matter of priority the Library will need to build and implement a technology-driven strategy that looks to create and deliver more products and services to all locations over a high speed, responsive backbone. It includes upgrading the Library's Integrated Library System, the development of its own web presence, the adoption of

various self serve products and services, and new workstations and peripheral equipment throughout the Library.

The role of the Central Library in Mississauga is currently under discussion. There is a plan to incorporate a small "community-level" branch presence within the Library. It is also suggested in this Master Plan that the Coordinated Electronic Strategy emanate from and be managed through the Central Library. As the resultant E-Branch unfolds and the community becomes more self sufficient in accessing and researching information, it is recommended that the role of the Central Library and its specialized collections and staffing, and its relation to the City Centre development initiatives, the E-Branch and the impact of these changes on branches be monitored and reviewed.

## Pillar 4: Prosper – cultivating creative and innovative businesses

**Recommendations**

⇒ Build capacity through technology by:

- development of a Coordinated Electronic Strategy with the latest technology services attractive to the community;
- replacement of the Library's Integrated Library System;
- adoption of RFID and self services;
- creation of a newcomers website in partnership; and,
- transition to more e-based collections versus print

⇒ Develop new and build on existing partnerships with private sector, government, city and community agencies to leverage current library service successes.

By advancing education, recreation, arts and culture through literacy and life long learning, the Library helps the community prosper in many ways. Developing a strong and seamless technology infrastructure is in high demand by the community at large. However, a strong technology network will encourage businesses of all kinds to explore and build on the rich resources the Library and staff have or can access, in a timely and dependable fashion.

Mississauga cannot achieve these goals on its own. Making significant infrastructure changes will rely on dynamic and strategic partnerships, as proposed in this Master Plan.

Equally the development of a new alternative community library model cannot be achieved independent of the assistance of critical partners who represent the areas of need in that community. This Master Plan offers a creative and important collaboration of community-wide resources.

## Pillar 5: Green - living green

**Recommendations**

⇒ Build capacity through technology by:

- development of the Coordinated Electronic Strategy with the latest technology services attractive to the community, and focussing on paperless resources;
- replacement of the Library's Integrated Library System;
- adoption of RFID and self services;
- creation of a newcomers website in partnership; and,
- transition to more e-based collections versus print format.

⇒ Ensure all Library facilities adopt and implement energy efficient practices consistent with the City's **Green Pillar**.

Many cities and organizations have adopted a more paperless way to deliver information. As paper constitutes the main part of its resources, the Library was more challenged in becoming paperless until the advent of the Internet and electronic databases. Libraries are evolving their practices and mindset to accessing, acquiring and/or book-marking paperless resources. This Master Plan advocates a more active approach towards a virtual library, in part for environmental reasons but also for cost containment realities. Access to one electronic source will reduce the need to purchase duplicates paper copies for the system, thus saving facilities space and costs.

This Master Plan proposes building new and expanding facilities within the lifetime of this project. The City and Library have actively incorporated Accessibility practices. Many libraries in North America have also adopted LEED® standards in their development. It is proposed that any new facility for Mississauga Library System be LEED® designed and built.

## Appendix A: Public Comments

The *2009 Future Directions for Library Services Draft Interim Report* was circulated between September 30 and November 12, 2009 for public comment regarding the draft recommendations. In addition to the draft report being made available online and at all Community Centres and Libraries, a total of ten (10) public information sessions were held at locations across the City to inform residents about the recommendations and to provide an opportunity for  resident input. Residents were also given the opportunity to provide comments through email, fax, telephone or by completing and returning the public feedback form. A summary of resident feedback is outlined in *Table # 29 below*. The feedback is organized by the key areas addressed within the Master Plan.

**Library Services and Library Delivery Model**
This strategic direction supports a number of themes including the use and importance of technology in product development and delivery, the creation of non-traditional library facility and services, services in general, and the development of a district type library system based ideally on the Future Directions geographic service areas in the City.

The public sessions supported the non-traditional concept of a new Sheridan Branch Library and saw the possibility of developing other non- traditional branch libraries in the future.

Technology in all aspects is critical in the future of the library system. Respondents see the value in access to more online resources, an improved website, availability of more products and services, improved equipment throughout the system and increased bandwidth. They requested more free workshops for the

use of all new products and services; in particular older adults are requesting more, free computer training. They also would like to see a balance of people-based services and services supported through technology.

There was general support for additional hours for library operations. Many would like more libraries open Sundays.

**Facilities**
Residents are very pleased with their current facilities. Many residents were pleased with the overall concept of building libraries in partnership with other facilities. The public responded positively to the creation of a new library in the Hurontario – Dundas area, possibly in concert with a new community centre. Shared facilities in schools such as Churchill Meadows are also popular.

Current renovations that are occurring in Port Credit and other locations, supported through federal infrastructure stimulus funds, are welcome.

The Library as a destination is a theme that appears often in this Master Plan. The public like the comfort of their libraries, would like to see more quiet areas within their libraries and would welcome a café, like one sees in bookstores such as Chapters.

**Collections**

Residents love their library collections but are vocal about the need for more funding and more collections. Some are concerned about the poor condition of materials; others are concerned about the low funding level (per capita) provided for collections.

The public are pleased with the inclusion of multimedia and electronic resources but want more. The lack of multilingual materials is a comment frequently seen in survey results and heard at the public sessions.

**Partnerships**

Partnerships are encouraged by most of the public. Specific partnerships suggested include building a reciprocal relationship with institutions of higher learning.

Residents suggested that partnerships should be sustainable. Some see the library building and providing core services only. On the other hand, the proposed concept for Sheridan Branch Library interested other residents who see the possibilities of non traditional libraries in other areas of Mississauga.

Comments identified in the table below *(Table # 29)* were received from residents during the public feedback period through: public information sessions, emails, telephone inquiries and feedback forms.

Public comments focused on alternative service delivery mechanisms including technology and partnerships, services, facilities and collections. Many of these relate to other themes such as intensification, facilities, changing demographics and capital investment and are, therefore, repeated in all relevant categories.

**Table #29: Public Comments – Detailed**

| Public Comments | Future Directions Master Plan Response |
|---|---|
| **INTENSIFICATION** | |
| **Facilities** Support for new Library Branch in the Hurontario/Dundas area. | Recommendations # 3 and 10 |
| New branch library, in the Hurontario/Dundas area, should epitomize the coordinated e-strategy with the full range of e-services. | Recommendations # 1, 4 and14 |
| Consider impact of Civic Centre Redevelopment, during construction, on the Central Library, in particular usage and once completed. | Recommendation # 10; also Section 6.5 |
| Support for one-stop shop having both the library and the community centre at one location. | Recommendation #10; also Section 6.5 |
| **CHANGING DEMOGRAPHICS** | |
| Library should explore the CNIB VISUNET program of scanning books and how the Library could tap into this resource. | Recommendation #19 |
| Need more diverse collections to support newcomers. | Recommendations # 28, 31 and 32 |
| General satisfaction with Churchill Meadows Library in that it is relatively small and welcoming, more attractive to parents with small kids. However, as the demographic characteristics changes in the next 5-10 years, consideration should be given to a regional larger library, which might better serve teens and young adults. | Recommendations # 1, 4 and 12 |
| **CAPITAL INVESTMENT** | |
| **Collections** Not enough multilingual materials in our libraries. | Recommendations # 31 and 32 |
| Improvements needed in per capita spending for collections. | Recommendation # 24; also Section 3.4 |
| An urge for the City to invest in library capital projects now because costs will only go up. | Recommendations # 1, 3 and 29 |
| **Technology** Need more up-to-date technology. | Recommendations # 1, 3 and 29 |
| Library should provide a more user-friendly website for residents to make comments and suggestions. | Recommendation # 18 |

| Public Comments | Future Directions Master Plan Response |
|---|---|
| Enhance services with a portal to an e-branch, outside the structures of the city website platform, using teams of librarians to generate content and provide virtual reference; use of Web 2.0 social communication tools. | Recommendations #1, 3 and 29; also Section 5.1.5 |
| **ALTERNATE AND EFFECTIVE SERVICE DELIVERY** | |
| **New Library Services and Delivery Model** **… through Technology:** Computer literacy is important and more should be done. | Recommendations # 1 and 3 |
| Virtual library should complement (not replace) the community hub/alternative community model. | Recommendations # 1,3 and 4; also Section 5.1.5 |
| If legislation allows the Library should consider a mechanism to be put in place for libraries' users to be able to view their own individual past library records, general view that there might be privacy issues with this suggestion. | Recommendation # 3 |
| Supportive of the ability to reserve books online. | Recommendation # 3 |
| Online search function should be more intuitive, too many 'clicks' currently. | Recommendations # 3 and 18 |
| Interest in online opportunities such as availability of online resources and books. | Recommendation # 3 |
| Suggestion that any new branch library, such as that being considered for the Hurontario/Dundas area, should epitomize the coordinated e - strategy with the full range of E-services. | Recommendation # 3 |
| **… through Services:** Core functions of the library in relation to social services and education (e.g. homework clubs). | Recommendation # 42 |
| Support for more in-depth free computer training for seniors. | Recommendation # 42 |
| Support for more Library activities for older adults and specialized interest groups. | Recommendation # 42, specific strategies and services to be developed by the proposed co-ordinators. |
| Consider best practices for Library services to "shut-ins". | Recommendation # 42 |
| Library staff are courteous and helpful. Special requests for addition of material are approved quickly however the actual acquisition of the books or CD's from the supplier takes much too long. | Recommendation # 23 |
| **… through an Alternative Services Delivery Model:** Residents wanted assurance that the Sheridan Branch Library remains open not just for traditional library functions, but for socio-economic reasons as well. There was also general interest expressed about the next steps regarding the Sheridan Branch Library and the proposed alternative community | Recommendations # 1 and 5; also Section 5.3 |

| Public Comments | Future Directions Master Plan Response |
|---|---|
| model and also whether or not this model can be replicated throughout the city where necessary. | |
| Maintain Sunday opening for Meadowvale Library. Residents suggested the Library operate 1 hour less each day Monday to Friday and use these 5 hours to open on Sunday. | Recommendations # 1 and 4 |
| **...through Partnerships:**<br>Queries about how the School Board will partner in the alternative community branch model being proposed for Sheridan Branch Library. | Recommendation # 5;also Section 5.3 |
| Library should actively pursue partnership opportunities with learning institutions in Mississauga. | Recommendation # 35 |
| Library should also actively explore partnerships with private industry to share their libraries/ or make available their enormous resources, especially information technology companies and companies with which the Library does business. | Recommendations # 34 and 35 |
| In addition to the Library focusing on its core functions, the Library should consider where appropriate partnerships with schools, community organizations and other levels of government in the delivery of services. | Recommendations # 1, 5 and 35; also Section 5.3. Master Plan supports partnerships that residents are requesting e.g. Sheridan. |
| Residents suggested that partnerships should be sustainable not just for the Library but for Community Services in general. | Recommendation # 5; also Section 5.3 |
| **… through Facilities:**<br>Residents hope that relocation plans for Meadowvale Library will consider accessibility needs, proximity to public transportation and adequate space for the library. | Recommendation # 13 |
| Residents supported the idea of a one-stop shop having both the library and the community centre at one location such as the Mississauga Valley Library. | Recommendation # 10; also Section 6.5 |
| The Library should consider well managed coffee bars inside the branch libraries - could be a meeting place. | Section 2.6.8 |
| Support for libraries joined to schools, good use of resources and youths have a meeting place. | Section 2.6.8 |
| Residents suggested that a new branch Library (to replace the existing branch library) in the Hurontario/Dundas area should be within 1.5km of the existing Cooksville branch, so as not to lose users. | Recommendation # 10; also Section 6.5 |
| **... through Collections:**<br>Concerns about the condition of collections. | Recommendation # 24 |
| Not enough multilingual materials in our libraries and consideration should be given to the referencing of audio books. The Library should provide more diverse collections to support newcomers. | Recommendations # 28, 31 and 32 |

| Public Comments | Future Directions Master Plan Response |
|---|---|
| Idea raised for Reference services with a collection in closed stacks and not loaned? (a.k.a. Metro Reference Library in Toronto) | Recommendations # 1 and 14 |
| Support for access to online journals and e-databases. | Recommendation # 3 |
| Collections / Acquisition Policy needs to be reviewed in terms of supplier performance/delivery times, emphasis on youth collections and gaps in seniors' collections. | Recommendations # 23 and 24. A follow up study of collections and processes has been suggested. |
| Suggestion that the library buy fewer print encyclopaedias given that they are now available online. | Recommendations # 26 and 29 |
| Support for continuation of the work of digitization of special collections in local history. | Recommendation # 3 |