



2014 future directions

Master Plan for Library Services
Final Report – May 2014

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2014 Future Directions for Library Services

FINAL REPORT
May 2014

Prepared for:
Community Services Department, City of Mississauga



Prepared by:



*in
association
with*



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Acknowledgements

Mississauga City Council

Hazel McCallion, Mayor
Jim Tovey, Ward 1
Patricia Mullin, Ward 2
Chris Fonseca, Ward 3
Frank Dale, Ward 4
Bonnie Crombie, Ward 5

Ron Starr, Ward 6
Nando Iannicca, Ward 7
Katie Mahoney, Ward 8
Pat Saito, Ward 9
Sue McFadden, Ward 10
George Carlson, Ward 11

Project Steering Committee

Howie Dayton, Director, Recreation
Patti Elliott-Spencer, Director Finance & Treasury
John McDougall, Chief, Fire & Emergency Services

Paul Mitcham, Commissioner, Community Services
Laura Piette, Director, Parks & Forestry
Rose Vespa, Director, Library

Project Core Team

Aleksandra Allen, Business Advisor, Business Planning
Dolores Bartl Hofmann, Team Leader, Corporate Communications
Derek Boyce, Previous Manager, Business Planning
Jim Cirello, Manager, Financial Services
Eric Lucic, Team Leader, Parks Planning

Betty Mansfield, Area Manager
Tracey Martino, Manager, Finance & Planning
Mark Ormond, Platoon Chief
Jodi Robillos, District Manager, Northwest District
Maurice Swaby, Business Advisor, Business Planning

Library Board Members

Brad Hutchinson, Chair
Val Otori, Vice Chair
Morris Beckford (previous)
Darrel Carvalho
Raj Chopra
Councillor Bonnie Crombie

Peter Ferreira
Harry Hastilow
Councillor Katie Mahoney
Antonio Maraschiello
Mary McPherson
Imtiaz Rangrez

Other Project Resource Staff

Susan Amring, Director, Economic Development
Susan Burt, Director, Culture
Donna Cardiff, Data Administrator
Sue Coles, Area Manager
Bob Eastman, Business Analyst, Library
Krista Franceschini, Acting Manager, Business Planning
Amanda French, Acting Mgr, Cooksville & Clarkson Libraries
Ingrid Keuper-Dalton, Manager, Community Development

Mai Lu, Acting Manager, Burnhamthorpe Library
Debbie MacDonald, Manager, Shared Services
Anne Murphy, Area Manager, Central Library
David Penteliuk, Manager, Burnhamthorpe Library
Ted Sharp, Manager, Collection Management
Shawn Slack, Director, IT
Tamara Stojakovic, Manager, South Common Library

Project Consultants

Monteith Brown Planning Consultants

Libraries in Transition

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Executive Summary

The 2014 Future Directions for Library Services provides an innovative, sustainable, and fiscally responsible framework to guide the City of Mississauga's provision of library facilities, programs, and services. The scope of this Plan (also referred to as the Library Master Plan) covers a five year period to the year 2019 with a longer term outlook to 2031.

After decades of slower change, technology has thrust libraries into a new era – one where they are balancing service delivery through traditional and virtual means. However, various studies and survey data from many libraries indicate that library usage remains strong and that virtual services and digital information are not a threat to traditional library services, but rather a complement. People now have more reasons to visit the Mississauga Library System than in the past!

Based on direction from the City of Mississauga, this Plan addresses four key areas of focus that are deemed to be the most significant priorities that the City will be working to address over the next five year period. These key areas of focus include:

1. Service Delivery Model
2. Facility Model
3. Collections Strategy
4. Electronic Strategy

The key areas of focus proposed for the 2014 Future Directions Plan for Library Services are highly interconnected – a Service Delivery Model in today's libraries will rely on a strong Electronic Strategy and Collections Strategy, supported by a robust Facility Model.

The strategies and models put forth in this Plan are subject to changes in the future due to new and dynamic areas of inter-relationship between information and technology. Nevertheless, responsive services and strong infrastructure cannot succeed without robust and relevant collections in all formats.

The research that has informed this Plan points to new and different roles for the Library and the spaces the Library offers, in part influenced by technology. In all consultation forums, the role of staff and their knowledge of new products and services created and delivered through technologies is front and centre. Not only will staff be expected to understand and work with a wide variety of technologies, they will be the public mediators of this new environment, working with people of all ages in understanding the new devices, technologies, and in accessing information regardless of devices or formats.

Mobile technologies and eResources are quickly advancing into the library arena. In five years' time, the collections within Mississauga's Libraries will include more digital formats, products, and services. In the future, as print collections account for less facility space, more open community space, partnerships, and innovative programs such as makerspaces will demand flexible, transformed facilities. "Doing things differently" will be the hallmark of library service in the future.

For example, in many library systems – and to some degree in Mississauga – books and printed material are gradually accounting for a smaller proportion of circulation, while eBooks are on the rise and DVDs are currently holding steady. Formats are in a constant state of flux, making this a challenging time for collection development. Compounding this is the fact that the onset of new technologies, such as tablets and mobile devices, has coincided with a period of fiscal restraint within many municipalities. This has challenged the ability of the Mississauga Library System to grow their electronic resources and digital collections while continuing to maintain their more traditional resources that remain very popular with a broad range of residents.

Building on some of these influences, this Future Directions Plan has recommended several strategies to guide and manage this transition, including (but not limited to):

- changes in staff qualifications to support the Library’s service delivery model;
- expanded engagement and marketing strategies;
- plans for facility renewal to create greater internal flexibility and collaborative spaces;
- expanded tools for collection development and de-selection;
- opportunities to enhance the user experience, including an enhanced web presence and online tools;
- tools and initiatives focused on creativity and maker/hacker mindsets;
- improved partnerships with a wide range of interests.

The following is a summary of the recommendations within this Plan. To help guide the recommendations, a goal and strategic direction statement has been identified for each area of focus.

Service Delivery Model

Goal: To enrich the user experience through our delivery of service.

Strategic Direction: Build internal capacities and external partnerships that reinforce our focus on exceptional customer service and our role as a vital civic institution.

Recommendations

1. Undertake an organizational review that includes the following:
 - a) Ensure that staff receives training in the use of mobile technologies, including tablets, eReaders, and similar devices.
 - b) Investigate retail models for customer service such as roving reference with tablets, improved displays, interactive training in the use of electronic devices and services, new facility design (e.g., Apple store model), etc.
 - c) Create specialist positions and teams throughout the system, such as an electronic/virtual services team and centralized selection team.
 - d) Create key secondments and/or task teams to lead the following:
 - immediate revision of the website
 - staff (and public) training specific to mobile technology devices
 - collection de-selection
 - collection management metrics (see Recommendation #11)
 - marketing metrics specific to user satisfaction (see Recommendation #11)

- e) Update and create new library job descriptions, as required.
2. Enhance customer intelligence to create effective marketing initiatives.
3. Conduct reviews of public hours to align with the Library's business planning process.



Facility Model

Goal: To inspire the community through our places and spaces.

Strategic Direction: Renew our commitment toward providing high quality public library spaces that are safe, welcoming, flexible, and that foster connections amongst residents of all ages, interests, and backgrounds.

Recommendations

4. Prioritize the provision of library spaces that are accessible, adaptable, and strengthen the role of the Mississauga Library System as a community hub.
5. Explore the feasibility of "Express Libraries" as a third-tier in the Library's facility model for areas of significant residential intensification and high resident traffic locations (e.g. transit locations).
6. Support a target of 0.46 square feet of library space per capita to meet current and future needs.
7. Begin planning for the replacement of the Cooksville Library, to be constructed post-2019.
8. Implement the Mississauga Central Library Feasibility Study.
9. Continue the facility revitalization project to ensure that Mississauga's Libraries remain accessible, modern, and responsive to changing needs.

Collections Strategy

Goal: To cultivate literacy and lifelong learning through our collections.

Strategic Direction: Strengthen the Library's multi-format collection to enhance responsiveness to Mississauga's diverse neighbourhoods and communities.

Recommendations

10. Accelerate the collection growth initiative by moving toward an annual funding level of \$4.25 per capita and a total collection size of 2.0 items per capita over the life of this Plan.
11. Acquire and utilize better metrics through the use of a centralized collection management service to manage all aspects of collections.
12. Continue the steady expansion of electronic products and services, as supported by user interest, trends, and funding availability.



Electronic Strategy

Goal: To stimulate discovery and creativity through our technologies.

Strategic Direction: Support meaningful innovations that improve convenience, open doors, and expand horizons.

Recommendations

13. Fast-track the development and implementation of a mobile strategy to enhance user access and service delivery.
14. Overhaul the Library's website.
15. Establish a makerspace pilot project and seek community and business partners to help deliver this and other technology-related services.

1.0 Introduction

1.1 Purpose of the 2014 Future Directions

This document represents the 2014 Future Directions for Library Services (also referred to as the Library Master Plan). The purpose of this Master Plan is to guide the City of Mississauga in the provision of library facilities, programs, and services over a five year period to the year 2019; a longer-term outlook (i.e. to the year 2031) is taken in certain instances to ensure that actions are appropriate for future generations. The goal of the Future Directions Plan is to develop an innovative and fiscally responsible plan that will guide the future direction of public library facilities, programs, and services.

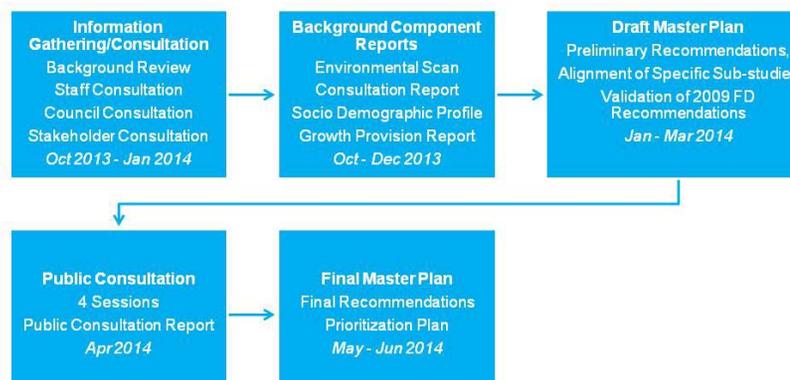
Since 1999, the City of Mississauga has prepared Future Directions master plans evaluating public library facilities and services. Prepared every five years, the 2014 Future Directions represents the fourth iteration of master planning for the City. This plan has been prepared concurrently with updates to Master Plans for Recreation, Parks & Forestry, and Fire & Emergency Services.



1.2 Methodology

The Master Plan’s methodology considers a number of key inputs based on research, consultation, and needs assessments.

Figure 1: Future Directions Project Methodology



The 2014 Future Directions for Library Services not only articulates Mississauga’s capital infrastructure requirements, but also places emphasis on *how* library services are provided compared to previous master plans. Based on direction from the City of Mississauga, service delivery assessments focus upon four key areas of focus that are deemed to be the most significant priorities that the City will be working to address over the five year period of this Future Directions Plan. These key areas of focus include:

1. Service Delivery Model
2. Facility Model
3. Collections Strategy
4. Electronic Strategy

Key research has already been conducted and details found in four background component reports, elements of which have been incorporated into this Plan (see Section 2):

- Environmental Scan
- Consultation Report
- Growth Provision Report
- Socio-Demographic Profile

This Plan is organized by key areas of focus – a goal and strategic direction statement has been identified for each – followed by an overview of the current state of affairs, progress made since the 2009 Future Directions Plan, consultation highlights, trends, and key indicators (see Section 3). Furthermore, recommendations and linkages to the City's Strategic Plan have been established for each key area of focus (see Section 4). Section 4 also identifies crossover themes, triggers or indicators that inform the proposed recommendations, and other library systems that have or are undertaking projects related to these recommendations.

1.3 About the Mississauga Library System

The Mississauga Public Library Board oversees the strategic direction of the Library, setting priorities as directed by the *Public Libraries Act*. Volunteer citizen and Council members meet ten times a year to plan and continually evaluate the Library's progress. The Board operates in an integrated way with the City of Mississauga through the Community Services Department.

The Mississauga Library System operates 18 facilities of varying sizes, including a large Central Library (see map on the following page). These facilities provide physical spaces where the Library's services, programs and collections can be used and accessed. For customers unable to come to the Library, arrangements can be made

for delivery through homebound services. The Library's website also provides access to its catalogue and an inventory of Library services and programs.

The Library's Shared Services team provides a range of services that support the Library and its customers including marketing and community development, web services and social media, business and financial planning, and library systems administration and support. In addition the acquisition, processing, cataloguing, and distribution of library materials are handled by this section.

The Library works closely with other divisions within the City's Community Services Department (Culture, Fire & Emergency Services, Recreation, Parks & Forestry, Environment), as well as a number of other City departments (Human Resources, Information Technology, Facilities and Property Management, Legal Services, Finance, Communications) that support the delivery of library services and ensure a thorough response to staff and public needs.

In today's complex society, no organization can succeed alone. The Library also reaches out to schools (school boards, private schools, post-secondary institutions, and daycares), to community agencies (multicultural groups, newcomer agencies, health agencies), and to businesses of all sizes (as sponsors, donors, partners). The development of partnerships is ongoing.

Map 1: Mississauga Library System Locations



1.4 Vision & Mission Statements

The Mississauga Public Library Board, community, and staff work together to determine what services are required and how they can best be delivered. A shared vision and mission provides a focused, coordinated approach to ensuring that the Library's goals are met.

Vision – Mississauga Library System

The Mississauga Library System provides life-long enrichment, education and empowerment.

Mission – Mississauga Library System

The Mississauga Library System exists to provide library services to meet the life-long informational, educational, cultural and recreational needs for all citizens.

The Library Board has also established an “Ends Policy” that describes the impact they are striving to have on the local community:

“The Mississauga Library System exists so that every resident can develop skills, acquire knowledge and information, improve the quality of his/her life and the life of the community, enjoy a welcoming, customer friendly environment in a 21st Century high-tech city, while receiving value for the cost.”

1.5 Achievements over the Past Five Years

The 2009 Future Directions Master Plan for Library Services was approved in March 2010. The Master Plan:

- focused on the services provided by the Library System, with particular reference to the target communities of older adults, youth and newcomers;
- emphasized 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; and
- presented 45 recommendations for implementation between 2009 and 2014, within the context of a twenty-five year perspective.

The 2009 Future Directions Plan was ambitious. Of the 45 recommendations, 6 have been completed, 29 are in progress, and 10 have not yet been started (or are no longer relevant due to changing circumstances). The Mississauga Library System has accomplished a wide variety of milestones since 2009, including (but not limited to):

- new Integrated Library System (ILS) and catalogue
- RFID self-serve checkout (in progress)
- enhanced WiFi in all locations
- enhanced collections with a focus on children's materials, eBooks, eAudio, large print, multilingual, and junior DVDs
- subscription to Zinio digital magazine service
- additional public computers
- introduction of social media as a marketing tool
- implementation of a customer management program
- fostering dynamic opportunities for youth (e.g., Teen Advisory Groups, youth centre relocation to Central Library)

- cooperation with local schools (e.g., Grade 4 Read to Succeed program, robotics program, etc.)
- increased focus on providing electronic resources and support to customers (e.g., eBook support team)
- expansion of literacy through play initiatives
- introduction of Computer Buddies programming
- expansion of services to newcomers (e.g., partnership with Polycultural Immigrant & Community Services at the Sheridan Library, and expanded connections with other newcomer groups)
- renovation of Lakeview, Port Credit, Lorne Park, and Burnhamthorpe Libraries
- redevelopment of Woodlands Library (ongoing)
- planning for the relocation of the Meadowvale Library to the Meadowvale Community Centre
- completion of the Mississauga Central Library Feasibility Study

The Mississauga Library System continues to function as a vital component within the community. A Corporate Citizen Satisfaction Survey undertaken in 2012 found that 75% of residents are satisfied with library services in Mississauga. Library services that garnered the highest ratings were free Internet access, convenience of locations, customer service, and quality of books available.



2.0 Plan Foundation

2.1 Alignment with the Strategic Plan

Since 2009, the City’s Strategic Plan has shaped and directed decision-making for the City of Mississauga. The Strategic Plan is the result of an extensive public engagement process that began in 2007 and connected more than 100,000 people to a conversation about Mississauga’s future.

Mississauga’s Strategic Plan provides the basis for all actions undertaken by the City, and accordingly provides a framework within which Future Directions is prepared. The Strategic Plan consists of two parts: (1) the first contains the Vision and Strategic Pillars for Change where the City has determined that change must occur to deliver the Mississauga of the future; and (2) the Action Plan that includes the actions, indicators, targets and funding approaches for each of the Strategic Pillars.

Our Vision for the Future

Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River valley.
A place where people choose to be.

Figure 2: City of Mississauga Strategic Pillars for Change



Source: City of Mississauga Strategic Plan, 2009

It is the intent of the Future Directions Plan for Library Services to fulfill the directions, principles, strategic goals, and actions associated with these Strategic Pillars, to the greatest extent possible. Each Strategic Pillar has relevance to this Plan, with the strongest link to the delivery of public library facilities, programs, and services being the “Completing Our Neighbourhoods (Connect)” Strategic Pillar.

To underscore this point, the goals and actions of the City's Strategic Plan will be advanced in this Future Directions Plan through the following themes, at a minimum:

MOVE: Developing a Transit-Oriented City

- Encouraging the provision of library programs and facilities that are accessible by transit, foot, bicycle, and other modes of "active transportation."
- Using library facilities as hubs or destinations to connect to an "active transportation" network.

BELONG: Ensuring Youth, Older Adults & New Immigrants Thrive

- Providing library programs and facilities which are inclusive, affordable, and accessible.
- Continually remaining apprised of trends, preferences and needs of core program markets.
- Holistically delivering programs and spaces in an integrated manner by working with community partners, other agencies and levels of government, and other municipal departments, which draws expertise and resources from all involved.
- Involving and empowering target markets in the delivery of library services through appropriate consultation and/or employment opportunities.

CONNECT: Completing Our Neighbourhoods

- Using library programs and facilities to become destinations as a means to create "complete communities" through the delivery of neighbourhood-specific services, wherever possible.
- Programming public spaces for structured and unstructured activities.
- Maintaining facilities to a level that addresses community needs and stimulates community pride.
- Using library facilities to foster community safety and feelings of comfort and well-being.

PROSPER: Cultivating & Creating Innovative Business

- Supporting the local business community through programs, services, and collections.
- Providing high quality library services that retain and draw talented and skilled individuals to the City.
- Developing meaningful opportunities for collaboration and partnership with the community to deliver innovative services and facilities to residents.

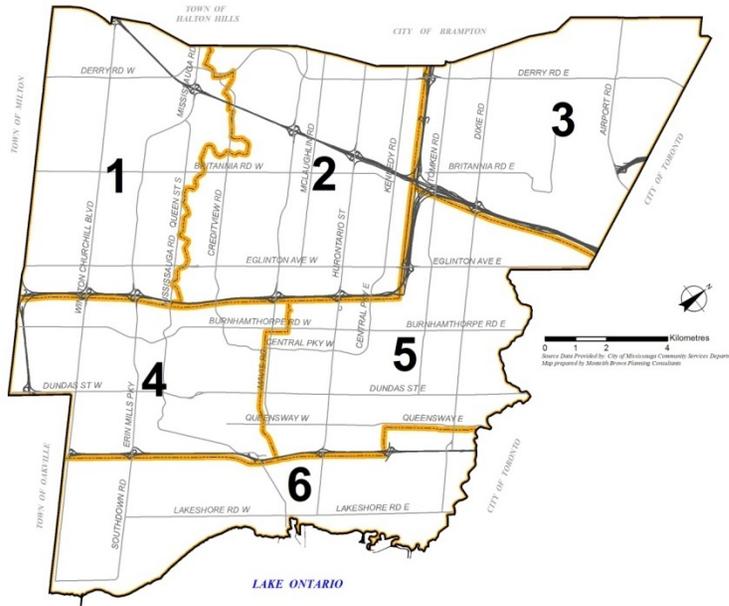
GREEN: Living Green

- Designing library facilities to respect the natural landscape and advance principles of environmental responsibility at both a local and global level.
- Creating awareness and education of environmental issues through programs, services, and collections.

2.2 Demographics

The demographic data presented in this section is largely based on Statistics Canada sources and forecasting work undertaken by the City of Mississauga. For the purposes of comparative analysis, the City's six Service Areas that were utilized in previous Future Directions Plans continue to be used.

Map 2: City of Mississauga Service Area Boundaries



City-wide Population Growth

According to the 2011 short-form Census, the population of the City of Mississauga was 713,443 persons. This represents an increase of 7% from the 2006 Census period and 16% from the 2001 Census period (excluding Census undercoverage). Service Area 1 experienced the most growth since the 2006 Census, increasing by 13%, while other Service Areas experienced growth of less than 10%. The population in Service Area 4 and 6 generally remained unchanged. Population change by Service Area between 2006 and 2011 and the projected population is shown in the following table.

Table 1: Five-Year Population Change & Current Population Estimate by Service Area

Service Area	Population Growth Rate (2006 – 2011)	Projected 2014 Population
1	13%	168,530
2	9%	163,300
3	3%	40,650
4	<1%	99,650
5	7%	192,740
6	2%	91,720
Citywide	7%	756,590

Source: Statistics Canada Census, 2011

Note: Projected population include Census net undercoverage

For 2014, the City of Mississauga estimates that the population will be 756,590 persons. Service Area 5 represents the largest Service Area, which is followed by Service Area 1 and 2. Service Area 3 represents the smallest number of residents given that the majority of lands in this area are made up of employment lands, including the Toronto Pearson International Airport.

Projected Population

Between 2014 and 2019, the City's population is forecasted to increase from 756,590 to 777,250 persons, representing an increase of nearly 3%, or 20,660 residents. The 2031 forecast calls for a population of 829,100, 10% more than at present (72,510 persons).

The following tables contain the population projections by Service Area followed by the population change over the life of the 2014 Future Directions Plan (to 2019) and longer-term (to 2031).

Table 2: Projected Population Growth, 2014-2019

Service Area	2014	2019	Growth (2014-2019)	
			#	%
1	168,530	173,560	5,030	3%
2	163,300	167,780	4,480	3%
3	40,650	40,550	-100	0%
4	99,650	100,000	350	0%
5	192,740	201,010	8,270	4%
6	91,720	94,350	2,630	3%
Citywide	756,590	777,250	20,660	3%

Table 3: Projected Population Growth, 2014-2031

Service Area	2014	2031	Growth (2014-2031)	
			#	%
1	168,530	180,310	11,780	7%
2	163,300	174,590	11,290	7%
3	40,650	40,770	120	0%
4	99,650	100,340	690	1%
5	192,740	231,900	39,160	20%
6	91,720	101,190	9,470	10%
Citywide	756,590	829,100	72,510	10%

Source: City of Mississauga, 2013

Note: Projections include Census net undercoverage

Intensification of Urban Areas

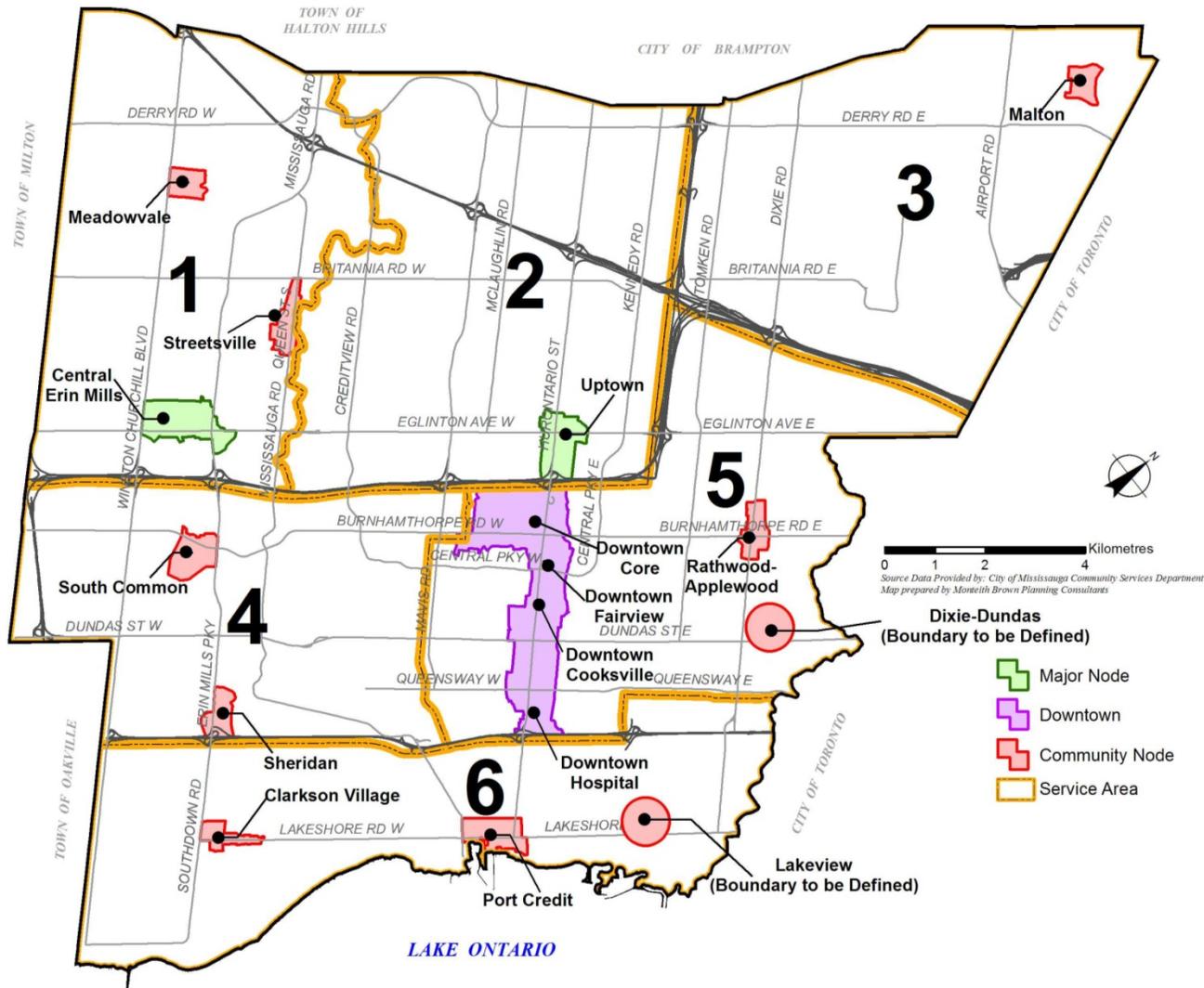
Across the Greater Toronto Area, there is a shifting focus from greenfield development to the intensification of urban centres and corridors, resulting in multi-unit, high rise dwellings and increased population density. In Mississauga, this is evident in a number of nodes and corridors as shown on the following map (source: Mississauga Official Plan, 2010).

Current population forecasts suggest that the most significant growth is likely to occur in the following areas of intensification:

- Over 7,800 more people are expected to live in Service Area 5's Downtown node over the next five years and upwards of 37,000 new residents are forecasted by 2031. This is by far the largest intensification node in Mississauga. Most of the growth (28,000 more people) is anticipated in the Downtown Core near Hurontario Street and Burnhamthorpe Road.
- The Uptown node in Service Area 2 is forecasted to add 1,700 residents by 2019 and 7,400 residents by 2031.
- The Central Erin Mills node in Service Area 1 is projected to add 850 residents by 2019 and 4,200 residents by 2031.
- The Lakeview node in Service Area 6 is expected to grow by just 180 residents by 2019 and 1,900 residents by 2031. However, it is anticipated that significant intensification will be experienced within this node based on outcomes of studies such as Inspiration Lakeview.

Not captured in the current population estimates are the Inspiration Lakeview and Inspiration Port Credit projects in Service Area 6, which are in the early stages of planning. The Library should monitor these projects to identify any potential library service needs. Additional consideration of these projects is contained later in this Plan.

Map 3: Intensification Areas in Mississauga



Of note, current population forecasts for a number of intensification areas indicate stable to declining populations. The Streetsville, Port Credit, Clarkson Village, South Common, Rathwood-Applewood, and Dixie-Dundas nodes are each expected to add less than 900 residents by 2031. The Malton, Meadowvale, and Sheridan nodes are each expected to decline between 100 and 150 residents. These forecasts are likely to be refined through future planning exercises.

With population growth of about 10,500 attributable across the City's intensification nodes over the next five years, the impact of this form of development on Mississauga's public library facility and service requirements will be modest. Nevertheless, the City must be proactive in its decision-making with 52,700 new residents (of which 70% are attributed to the Downtown node) expected to be living in intensification nodes by the year 2031.¹



Population by Age Group

Between 2001 and 2011, the age structure of Mississauga has continued to evolve as the population of Mississauga ages. The figures on the following page show that the 35-54 year old age group makes up over one-third of the overall population and has increased steadily. The greatest proportional growth over this time period has been seen in the 55-64 age group, which makes up a large portion of the baby boom generation. All other age groups experienced modest growth, with the exception of those under the age of 10, which experienced a decline in population since 2001.

The 2011 short-form Census reports the median age of the population for Mississauga to be 38.5 years, which further suggests that the City is aging as the median age from the 2006 Census was 37.7 years. However, the median age in Ontario for 2011 was 40.4 years, indicating that Mississauga is slightly younger compared to the Province.

¹ Population estimates derived by applying 2013 Mississauga Projection Zone forecasts to intensification node boundaries established in the City of Mississauga Official Plan.

Figure 3: Population by Age Group, 2001 – 2011

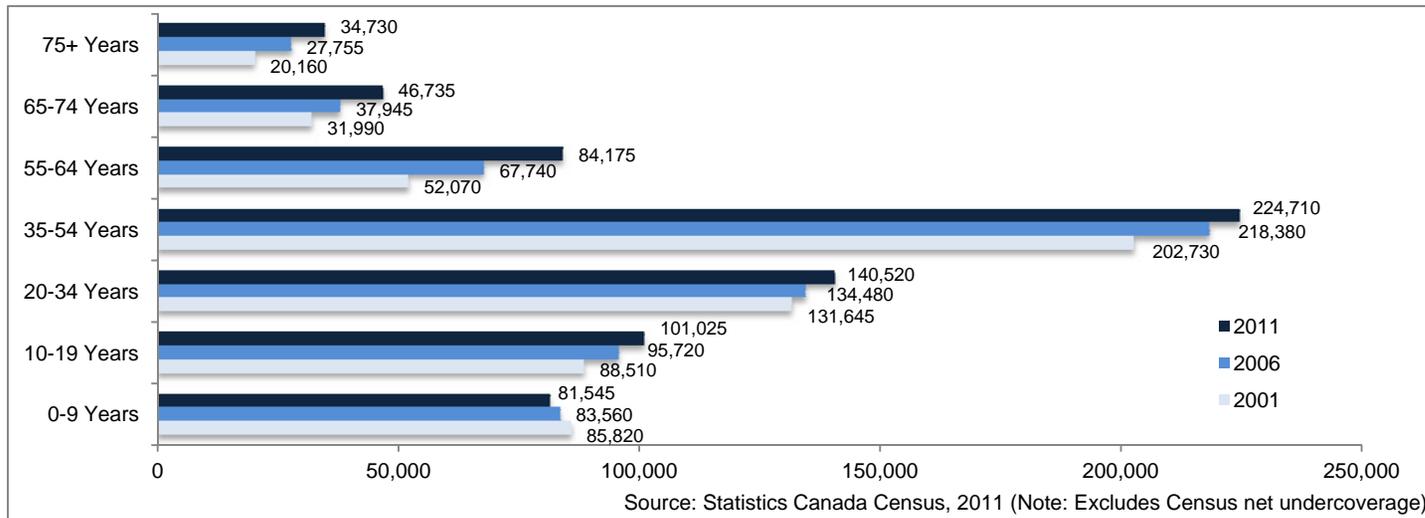
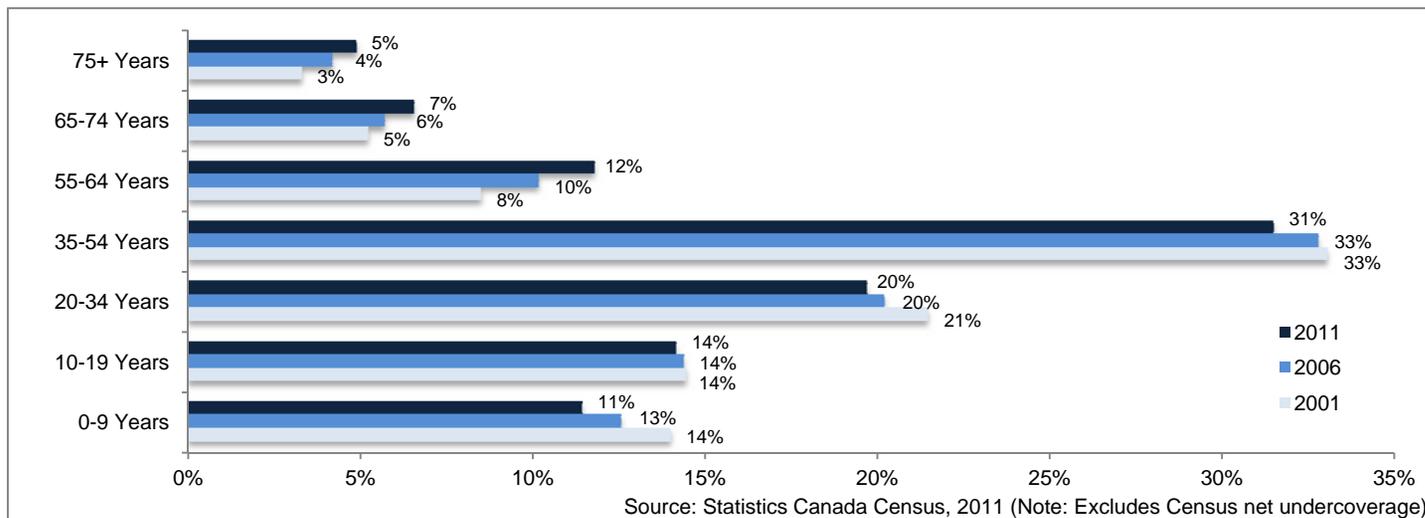


Figure 4: Proportion of Population, 2001 – 2011



Projected Changes to Age Cohort Proportions

The number of residents ages 65 and older is forecasted to grow substantially by 2031. As a proportion of the population, the 65-74 age group is expected to increase by 8%, while the 75+ age group is projected to increase by 6%; some modest growth is also anticipated in the 55-64 age group, largely by 2021. All other age groups (i.e., ages 54 and under) are expected to decline as a proportion of the City's population, with the most dramatic total population decline anticipated in the 10-19 age group. The figure below illustrates the changing proportion of Mississauga's population age cohorts.²

Table 4: Projected Proportion of Population by Age Cohort, 2011-2031

Age Cohort	Proportion of Population		
	2011	2021	2031
0-9	11%	10%	9%
10-19	13%	11%	10%
20-34	21%	20%	18%
35-54	32%	28%	26%
55-64	12%	15%	14%
65-74	6%	10%	14%
75+	4%	6%	10%
Citywide	100%	100%	100%

Source: City of Mississauga, 2009

Note: Includes Census net undercoverage

² Population projections by age cohort were prepared by the City to assist with identifying where specific age groups were growing. Of note, these age cohort projections were developed in 2009 by five year Census periods and updated age cohort projections will be released in April 2014 at which time further analysis may be undertaken by City Staff.

Language & Immigration

According to the 2011 Census, 63% of Mississauga residents primarily speak English at home, a decrease of 2% from the previous Census. 27% of residents list a non-official language (e.g., other than English and French). Nearly 10% reported that one or both official languages and a non-official language were most spoken at home, doubling the figure reported in 2006.

The top five unofficial languages spoken across the City in 2011 were Urdu (3%), Polish (2%), Punjabi (2%), Arabic (2%) and Chinese (1%). The top five unofficial languages by Service Area were:

Table 5: Top 5 Unofficial Languages Spoken by Service Area, 2011

Service Area	Top Five Unofficial Languages Spoken
1	Urdu (4%), Arabic (2%), Chinese (2%), Mandarin (2%), Polish (2%)
2	Urdu (4%), Punjabi (3%), Cantonese (3%), Chinese (2%), Arabic (2%)
3	Punjabi (17%), Urdu (4%), Italian (2%), Gujarati (2%), Hindi (2%)
4	Urdu (3%), Polish (3%), Mandarin (2%), Chinese (2%), Arabic (1%)
5	Polish (4%), Urdu (3%), Arabic (3%), Spanish (2%), Tagalog (2%)
6	Polish (3%), Portuguese (1%), Spanish (1%), Russian (1%), Italian (1%)
Citywide	Urdu (3%), Polish (2%), Punjabi (2%), Arabic (2%), Chinese (1%)

Source: Statistics Canada Census, 2011

On a Citywide basis, the National Household Survey (NHS)³ revealed that a majority of the population is made up of immigrants (53%). Recent immigrants (between 2001 and 2011) represent 35% of the total foreign-born population. The overall proportion of immigrants and immigration levels since 2001 in each Service Area are summarized in the following table.

Table 6: Proportion of Immigrants by Service Area, 2001 – 2011

Service Area	Foreign-Born Population, 2011 (%)	Proportion of Foreign-Born Population that immigrated between 2001 – 2011
1	50%	36%
2	61%	34%
3	61%	42%
4	47%	30%
5	59%	38%
6	33%	23%
Citywide	53%	35%

Source: Statistics Canada NHS, 2011

Looking at specific areas, Service Area 2 and 3 share the largest proportion of immigrants (61%), followed closely by Service Area 5 (59%). Service Area 3 has the largest proportion of recent immigrants since 2001 (42% of the foreign-born population). Service Area 6 has both the smallest proportion of immigrants (33%) and recent immigrants (23% of the foreign-born population).

³ The National Household Survey was a voluntary, self-administered survey conducted for the first time in 2011 as a replacement for the long Census questionnaire. Due to the survey methodology, the City of Mississauga has a non-response rate of 24.8%, which may affect data quality.

Household Income & Size

The NHS reported that Mississauga’s average income for private households was \$95,052, higher than the Provincial median of \$85,772. Aligning with trends observed in the previous Plan, the following table illustrates a variation in household across the six Service Areas. There are also variations within each Service Area; for example, priority neighbourhoods in some service areas may have lower than average income levels.

Table 7: Average Private Household Income by Service Area, 2010

Service Area	Average Income	Service Area	Average Income
1	\$102,849	4	\$101,841
2	\$93,863	5	\$72,111
3	\$65,630	6	\$115,819
		Citywide	\$95,052

Source: Statistics Canada Census, 2011

Statistics Canada reports that 14% of the population is identified as low income (based on the after-tax low-income measure). More specifically, 18% of those under the age of 17, 13% of the population between the ages of 18 and 64, and 8% of those over the age of 65 are considered low income. The table below summarizes the proportion of the citywide population and by age group that are considered low income.

Service Area 3 and 5 have the highest proportion of low-income residents (19% and 18%, respectively) with one-quarter of residents under the age of 17 considered low-income in each Service Area. Generally speaking, across all Service Areas, the greatest proportions of low-income residents are persons under the age of 17. Residents over the age of 65 largely have the lowest levels of low-income.

Service Area 1 has the lowest levels of low-income residents by total population and age group.

Table 8: Low Income Population by Service Area, 2010

Service Area	Proportion of Low Income (Total Pop.)	Proportion of Low Income (Age 0-17)	Proportion of Low Income (Age 18-64)	Proportion of Low Income (Age 65+)
1	10%	12%	10%	6%
2	12%	16%	11%	6%
3	19%	24%	18%	12%
4	13%	18%	12%	5%
5	18%	25%	17%	11%
6	11%	14%	12%	6%
Citywide	14%	18%	13%	8%

Source: Statistics Canada NHS, 2011

In 2011, Statistics Canada reported that 89% of the population is part of a Census family. 6% identified living alone, while 3% reported living with relatives, and 2% living with non-relatives. Mississauga's average household size for 2011 was 3.2 persons per Census family. The NHS indicates that lone-parent families constituted 14.5% of Mississauga's economic families, similar to the Regional and Provincial averages.

Education

Among those 25 to 64 years old, the NHS reports that 71% of the population hold a postsecondary certificate, diploma or degree compared to 65% across the Province. 21% of Mississauga's population ages 25 to 64 hold a high school diploma or equivalent, slightly lower than the Province (24%). The remaining population (8%) do not hold a certificate, diploma, or degree.

2.3 Consultation

Staff and stakeholder engagement and input are critical to creating an effective plan that is both responsive to current needs and forward-looking. Through a targeted engagement strategy, the 2014 Future Directions Plan for Library Services involved municipal and stakeholder representatives who provided insights aimed at shaping the needs assessments and recommendations. Initial efforts focused on gaining input from Library staff, municipal officials, and community stakeholders. Subsequent efforts engaged the broader public to test the Draft Future Directions Plan.

The following table summarizes the outreach and engagement activities related to the 2014 Future Directions process.

Table 9: Internal and External Consultation Process

Fact Finding – Community Stakeholders (2013)	
Extended Library Leadership Team Workshop	October 23, 2013
Library Staff Symposium	November 14, 2013
Mississauga Public Library Board	November 20, 2013
Customer Focus Group	November 27, 2013
Key Informant Interviews	October 29, November 1 and 20, 2013
City Councillor Interviews	October 28, November 19 and 21, 2013 and January 8, 2014
Testing & Refining (2014)	
Presentation to City Leadership Team	Spring 2014
Public Information Sessions	April 29 & 30 and May 1 & 6, 2014
Presentation to General Committee	June 4, 2014

A number of common themes emerged from the various consultation events; in most cases, there was significant consistency from one consultation to the next. The findings from the consultation stage are identified in Section 3 of this report and comments from the public engagement program can be found in [Appendix A](#).

2.4 Background Studies

To meet the demands of its diversifying population, Mississauga has proactively undertaken a number of studies to plan for, and keep up with local needs. Information and corporate objectives contained in these documents (listed below) has been used to provide baseline content for the Future Directions Plan. Together, these documents will be utilized in conjunction with this Plan to guide planning and decision-making in Mississauga for the next five years.

Key background documents include:

- Mississauga Strategic Plan and Progress Reports
- Mississauga Library Annual Business Plans
- Mississauga Central Library Feasibility Study
- Mississauga Accessibility Design Handbook
- Mississauga Communications Master Plan
- Mississauga Culture Master Plan
- Mississauga Economic Development Plan
- Mississauga Downtown 21 Master Plan
- Mississauga Living Green Master Plan
- Mississauga Older Adult Plan
- Mississauga Youth Plan
- Mississauga Citizen Satisfaction Survey Results
- Peel Child and Youth Initiative (various studies)

2.5 Comparator Statistics

A cross section of Canadian Urban Libraries Council (CULC) libraries was selected for the years 2007 and 2011 to compare Mississauga Library System's performance, including services, revenues and expenditures, collections, and facilities⁴. These libraries were chosen for comparison because of similarities in size, population characteristics, and/or service models; some Ontario libraries were chosen for their proximity to Mississauga. To account for different service populations, per capita comparisons are relied upon. The comparator libraries included the following:

Ontario Libraries:

- Brampton
- Hamilton
- London
- Markham
- Ottawa
- Toronto
- Vaughan

Other CULC Libraries:

- Calgary
- Edmonton
- Halifax
- Vancouver
- Winnipeg

Detailed data tables can be found in [Appendix B](#).

Revenues

Total revenue (from government funding, library generated revenue, donations, and other sources) to the Mississauga Library System increased from approximately \$32 per capita in 2007 to \$35 per capita in 2011. Average revenues of the comparator group increased from \$45 to \$50 per capita during this timeframe.

⁴ 2012 data for CULC libraries is not yet available

Service

Annual Hours

Most libraries experienced little change in annual hours over the last few years. CULC statistics for 2011 and 2012 show that opening hours have remained the same in Mississauga and that the Library's hours per capita (0.07 hours/capita) fall within the middle of the comparator group (average of 0.08 hours/capita).

In-person Visits

In 2011, Mississauga per capita visit rate (6.44 visits/capita) was very similar to the average (6.34 visits/capita). In-person visits to Mississauga's libraries decreased by 5% in 2012.

Program Attendance

Mississauga made some concerted efforts here over the last few years and it has paid off. In 2007, the Library ran over 3,300 programs, increasing these to over 5,000 in 2011. Mississauga enjoyed a 56% increase in attendance in programs between 2007 and 2011 (and continued to rise in 2012), but the Library's overall attendance rate (0.16/capita) remains lower than many libraries in this group (0.27/capita average).

Collections

The collection is the most critical of all Library assets and its funding and overall performance show areas for some concern.

Of particular note is that the Mississauga Library System has the lowest per capita material expenditure in 2011 (\$3.26/capita) compared to other libraries in this group (\$6.11/capita average). The Library's per capita collections budget declined by 2% between 2007 and 2011; during this time the median increase in the comparator

systems was 9%. In 2012, Mississauga Library System's per capita materials budget increased by 1%.

Collection size is also important and Mississauga's per capita collection size (1.80 items/capita) is the second lowest of the comparator group (average of 2.85 items/capita). Mississauga's collections were reduced by 3% from 2011 to 2012. Like most libraries in this group, there appears to be more work on weeding collections as part of the implementation process of RFID, but slow growth in collection size may be the result of reduced acquisitions.

Collection performance shows that Mississauga has dropped slightly in circulation per capita between 2007 and 2011 (to 10.47/capita) and now ranks third from the bottom in the comparator group (average of 12.75/capita). Mississauga is one of three in this group to experience a slight decline in per capita circulation over this time period. It is very likely that circulation is being negatively affected by the under-sized nature of the Mississauga Library System's collection.

Turnover rate or the number of times an item circulates on average is a very good indicator for libraries to calculate the effectiveness of their collection building efforts. Overall, Mississauga has a strong turnover rate (5.8 loans/item), falling in the middle of the group (average of 4.5 loans/item). None of the comparator libraries experienced a decrease in their turnover rates during this timeframe.

2.6 Trends & Promising Practices

The following is a summary of broad trends and promising practices in the public library sector, organized by the Plan's four key areas of focus. A list of research sources can be found in [Appendix C](#).

Service Delivery Model

The Importance of Libraries

The rapid pace of technological change dominates the discussion around the future of public libraries, but equally important are societal trends emphasizing creativity, experience, collaboration, community connectivity, and lifelong learning. Despite the uncertainty about the precise services and formats that the library of the future will provide, the key principles of accessibility, flexibility, and universality will remain.

"The only thing you absolutely have to know is the location of the library"

- Albert Einstein

There is excitement surrounding the many opportunities presented to today's public libraries. The movement from consumption (i.e., passive observation) to creation and collaboration (e.g., active participation) is a leading philosophy that many libraries are trying to promote and nurture. This trend fits well with younger generations and those that may be artistically-inclined and one that is becoming more prevalent in Northern Europe at the present time. As is discussed later, this convergence of information, creativity, and technology are leading to the emergence of new public experiences, many of which are currently being explored through the Mississauga Central Library Feasibility Study and other staff initiatives.

Furthermore, during this latest economic downturn, libraries have become more valuable to their communities. A recent study⁵ estimates that the Toronto Public Library creates over \$1 billion in total economic impact and that for every dollar invested in the public library, local residents receive \$5.63 in direct and indirect benefits. For those who use library services, the total direct benefit is as much as \$502 per library member. These figures indicate a very strong return on investment for library service.

"We now realize that knowledge and creativity add economic value. We understand that future jobs will place less value on a strong back and more value on a strong mind. Libraries give us the chance to maintain a literate, creative society."

- Ken Roberts. [Facing The Future – A Vision Document for British Columbia's Public Libraries](#). 2012.

Communities call upon their libraries to provide access to information in whatever format best suits the information and the users' needs. They rely on Library staff to guide them in both their search for relevant information and in the use of new technologies. As mediators, staff provide that personal touch that links information, formats, and devices with users of all ages and abilities.

The Mississauga Library System enjoys a close and trusting relationship with its community. With the emergence of many and different technologies, the community depends on the Library to assist them in learning about these new devices and new information

⁵ Martin Prosperity Institute. [So Much More: The Economic Impact of the Toronto Public Library on the City of Toronto](#). December 2013.

formats. In the area of information exchange, the Mississauga Library System's implementation of new technologies of interest to the community has been gradual. Library staff have received training as technological changes have occurred. With the fast pace of change, more and ongoing training is required to ensure staff achieve an ideal comfort level in working with new devices. As discussed in Sections 3 and 4, concerted efforts to transition the Library's knowledgeable workforce into this new working environment is critical.

The range of potential library "competitors" is widening as new technologies are introduced, making it all the more critical for libraries to be strategic when it comes to their service mix, target markets, and competitive advantages. Historically, students, young families, well educated seniors, and people for whom English is a second language have been some of the Library's core users. These will remain key markets for libraries and the next few years will provide an excellent opportunity for some libraries to reinforce their value to their community. Where there was once considerable trepidation around the rise of technology within the library sector, there is now optimism for the future. One competitive advantage that public libraries continue to hold is the human touch.

Usage

Public libraries are as relevant as ever and continue to be highly valued by people of all ages, partially because of their ability to respond to rapid changes in technology and information sharing. Borrowing, browsing, getting information, and reading/studying continue to be the main reasons for visiting the library.

"My guess is (it will be) about 300 years until computers are as good as, say, your local reference library"

- Craig Silverstein, Director, Technology, Google.com

Various studies and survey data indicate that circulation and library usage are on the rise across Ontario, although this has not been the case in Mississauga. Research suggests that virtual services and digital information are not a threat to traditional library services, but rather a complement – people now have more reasons to visit a public library than in the past!

"The number of items circulated per capita had also increased a substantial 16% over the past decade, while per capita in-person visits have remained stable."

- Canadian Urban Libraries Council. [An Analysis of Public Library Trends](#), 2011.

Across Ontario, an increase in circulation can be traced to more efficient circulation practices, a growing emphasis on popular materials, eBooks, demographic shifts, and new partnerships. People also want more hours (circulation is partially linked to open hours), more content, more computers, and more books. The availability of online resources means that customers can access material at their local library or from home, which has broadened the library's reach. Expediency and convenience are key, particularly amongst the technologically savvy younger generations that are less willing to tolerate delays when seeking information.

The growth of personal devices and self-service technologies has had a negative impact on the usage of traditional services such as reference and reader's advisory. A recent customer survey in the Winnipeg Public Library reported a decline in the usage of the services. The reasons most often cited by customers were access to other services and sources (e.g., friends, bookstores, other media, etc.) and immediate and convenient access to information via

personal devices. Lack of product and service awareness for library offerings also accounted for a decline in usage of these services.

Younger generations remain very active users of public libraries, despite the many multi-media options accessible to them. Recent research⁶ indicates that: “Americans under age 30 are just as likely as older adults to visit the library, and once there they borrow print books and browse the shelves at similar rates... Younger patrons are also significantly more likely than those ages 30 and older to use the library as a study or ‘hang out’ space.”



Programming

Public libraries have a tradition of providing quality programming that enhances their collections and services and supports lifelong

⁶ Kathryn Zickuhr, Lee Rainie and Kristen Purcell. Younger Americans' Library Habits and Expectations. Pew Research Center. 2013.

learning. Programs are essential to libraries – they animate library resources and introduce people to all that the library has to offer.

Part of the appeal of library programming is its affordability and ability to reach a wide range of ages and abilities. Most introductory offerings tend to be offered at no to low cost, but there is an increasing trend to seek recovery of direct costs from programs that offer value-added or more advanced curriculums. Care must be taken to ensure that programming retains a literacy component consistent with the library’s mandate and that, where applicable, it is complementary with municipal cultural and recreational programming. One way to assess the level and cost of programs is to consider the qualifications of the instructor.

Programs must evolve to match the changing interests of our society, with a core focus on literacy and lifelong learning. When designing programs for children and youth, there is growing evidence that the younger generation thinks visually and learns through play. A report from the Southern Ontario Library Service in 2011 noted that “Computerized games have been identified as having a unique ability to engage learners’ attention. It is expected that schools will use game-based learning increasingly.” Some programs that have seen recent success are those relating to informational and digital literacy and access to (and use of) resources. Actively involving residents in designing and delivering programs may assist in creating community-responsive opportunities that leverage local resources.

Most public libraries are enjoying a high demand and interest in courses and assistance in the use of all electronic devices, from mouse use to eReader instruction to the latest handheld device. As well, experiences working with various libraries indicate that people of all ages require much more assistance in the use of the myriad of software, for everything from how to use email to complicated document creation with embedded graphics and audio clips. The

sheer range of products and services challenge library staff and their resources.

Accordingly, some libraries are creating online public resources for the use and troubleshooting of various devices, troubleshooting sheets, digital “demonstration labs”, and a full range of programs. Some Canadian libraries and most CULC libraries are implementing a variety of programs to aid the public. For a more personal intervention, Clarington Public Library negotiated a partnership with a local community agency which sent tech savvy people to the Library for hands-on troubleshooting sessions. Through this partnership, the agency was able to raise its community profile while assisting the library in offering a valuable and important service. This Library also provides iLearn and iPad courses at various locations.

Staffing

Library automation, self-service options, the Internet, and other technologies are changing the roles of many library staff and also impacting space needs. For example, more people are now doing research on their own and fewer people are seeking information assistance from reference librarians; this trend is likely to continue as the generation of digital “natives” matures. In some systems, staff have been “unchained” from the reference and circulation desk through such services as roving reference and can now work more flexibly to support users where they need help. The amount of back-of-house space is also declining as library staff roles evolve, automation takes hold, and support services are delivered through commercial services. Opportunities to rework staff spaces are being examined through the Mississauga Central Library Feasibility Study.

As identified in [Confronting the Future](#) (Levien, 2011):

“As library-accessible materials increasingly fall within the digital media world, the necessary competencies of librarians must follow suit...they will both be highly competent with digital media and tools and have a richer and more nuanced understanding of their users.”

In some cases, re-training may be required to support the advancement of staff, particularly in areas of technology and community engagement. In general, today’s library staff teams are more efficient, but they also deal with more complex issues that require enhanced qualifications and specializations. There is growing public demand for staff with “value-added” skills.

Rates of impending retirements of library staff also place pressure on library management to make rapid changes in human resource practices. In Ontario, many public libraries report that within the next five to ten years a large percentage of staff will be eligible for retirement. Many libraries now face gaps in talent to undertake new kinds of work and have fewer middle managers to lead this new workforce. Fortunately, younger staff’s ease in using technologies offers opportunities for most libraries. However their skills are in high demand by many other fields – competition is keen and libraries need to work harder at retaining these people and their ready-made skill sets.

Technology skills are not the only important tools required in the future of public libraries. Marketing and outreach into the community has become a major trend for libraries. Special training and skill sets are required to deliver outreach services. Edmonton Public Library and Pickering Public Library, for instance, have developed new positions called “community services” librarians. In Pickering,

recruitment for the position was not restricted to individuals with a professional library degree. Instead a combination of a social work background and marketing skills are incorporated into these kinds of positions. Libraries in San Francisco and other larger urban cities have included social workers in their workforce, working with the homeless and disenfranchised and those with mental illnesses who are frequent users of the library.

Most libraries offer training opportunities for staff, which become an important objective in the development of multi-year strategic plans. Social media applications offer a cost-effective opportunity for staff training and development. Podcasts for library programs and services are available to staff at times convenient to them. This option has obvious advantages over a formal seminar, conference, or weekly regular timeslot due to their flexibility and cost effectiveness.

Building on the one-on-one training that staff deliver to the public, libraries are also developing public training modules and instruction for nearly all aspects of library services. As part of their human resources review, Winnipeg Public Library is developing an extensive staff training program comprised of many elements. In the area of technology, the Winnipeg Public Library's Tech Training Team is implementing a number of options for staff training, including in-person training sessions delivered by resident experts and through the creation of online videos. Currently the Library delivers much of their technology training courtesy of their Tech Training Team, which goes from location to location, assisting staff in the use of new technologies.

In Ontario and Canada, other staff training options are available through The Partnership (www.thepartnership.ca), which draws together course ideas and presenters from across Canada and various provincial library organizations. As well, the American Library

Association website provides online access to a variety of training programs and webinars in nearly all aspects of library services.

Engagement, Communications, and Marketing

Despite their ubiquity and high levels of satisfaction, libraries suffer from an awareness problem. Our work across Ontario suggests that many peoples' perceptions of library services have not changed substantially over the years (particularly adults that are not frequent users), despite the reality of the rapid transformation of many libraries. Even those that are frequent users of public libraries likely feel that they are not sufficiently aware of all that the library has to offer. There is an urgent need to correct these misperceptions and to demonstrate that libraries are more than repositories for books. In this regard, progressive marketing and social media have the potential to become core communication tools (many excellent examples of using social media and web 2.0 technologies can be found in the Library 2.0 Toolkit published by the Government of Ontario).

Interactive and well-tended websites serve as dynamic marketing tools and effective ways to communicate with the public and track ever-changing public interests. Instead of conducting occasional user satisfaction surveys, libraries (including a number of CULC libraries) are now concerned about capturing user satisfaction/comments on a daily basis. Upfront on their websites, users are encouraged to inform the library of their "experience" and satisfaction. Two CULC libraries that use these strategies include Edmonton and Vaughan Public Libraries.

Another area that holds promise is community engagement, which promotes proactive action rather than the reactive responses that are all too common. For example, community-based librarianship offers opportunities to engage people within their communities, building

connections and relationships with target groups (including lapsed or non-users) by creating customized services for various organizations. Edmonton and Toronto Public Libraries are just two of the libraries that enjoy tremendous success due to community connections and proactive marketing strategies.

It is also important to note that, every year, immigration accounts for a greater proportion of growth in Canada. To this point, libraries can serve as the portal through which newcomers receive access to inclusive information and referral systems to support their settlement and integration in Canada (e.g., settlement services, ESL courses, welcome tours, multi-lingual resources, etc.).



Partnerships

Mounting fiscal pressures and the evolution of library services are requiring libraries to place more emphasis on conventional and non-traditional partnerships. Some partnerships may be related to

outreach, creative spaces, and programming, while others involve co-location. Multi-use buildings that combine libraries and other civic uses (recreation and arts centres, municipal offices, schools, etc.) have been popular templates for years as they offer a “one-stop shopping” convenience and economies of scale. Successful partnerships help to share risks and benefits, allowing the library to achieve strategic priorities in a more effective or efficient manner.

Library research suggests numerous partnership opportunities with government, non-profit, and post-secondary sectors, including (but certainly not limited to) the following:

- In Canada, many library partnerships with other government entities have been successful. Federal and provincial governments have made it a public policy to develop joint facilities to increase the “one-stop shopping” advantage. Greater Sudbury, Ottawa, Windsor, and Vancouver are a few examples of various levels of government working in the same building.
- Serious economic upheaval experienced in the United Kingdom resulted in an interesting and effective partnership. Gateway Plus, located in the Thanet District Council, is a partnership between many public sector and not-for-profit agencies in the same building. Library services include free Internet access, basic IT courses, collections, and children’s programs. The building also includes 25 partner agencies that provide housing information, taxation, licensing, environmental health, planning, electoral services, and other services.
- Edmonton Public Library, working with the University of Alberta libraries, has embarked on several exciting partnerships. A branch of the public library has been located within the downtown campus of the University in order to provide a wide range of recreational and non-university

library type materials. The partnership has also launched an initiative called the L-Pass (Library Pass). L-Pass provides access to public library services such as online resources, interlibrary loans, books, and magazines to University of Alberta students.

- In Camden County (New Jersey), the County closed the public library. Discussions with Rutgers University resulted in the creation of a joint branch with a division between the public and university library areas. Joint workshops and shared services will be explored.
- In Fort Worth Public Library (Texas), financial reductions resulted in alternative ways to deliver services, such as joint venture partnerships. One partnership example is the creation of eSkills, a re-purposed Meadowbrook Branch Library and Workforce Center. Responding to community needs and demographics, the library will offer a limited level of basic library services, with a focus on workforce development. The initiative is co-sponsored by Workforce Solutions of Tarrant County and the City of Fort Worth. Partial funding is provided also by the Friends of the Fort Worth Public Library, with in-kind support provided by the Fort Worth Chamber of Commerce.

Support to the Education Sector

Support for school libraries is generally in decline across Ontario, with some boards reducing or eliminating library space and/or staff. The number of public schools with teacher-librarians declined in Ontario from 80% to 56% between 1998 and 2013, and from 78% to 68% in high schools⁷. In Mississauga, all of the elementary and secondary schools operated by the Peel District School Board still offer teacher-

librarians; however, Provincial funding allocations have declined in recent years. The School Board is attempting to cover the gap in funding, which has also affected library technicians.

Home-schooling and tutoring are on the rise, further underscoring the need for educational resources within the public realm, with libraries being a possible provider particularly as it relates to early literacy. Distance education, massive open online courses (MOOCs), and lifelong learning (e.g., ElderCollege) are also increasing in popularity, creating opportunities for public libraries to provide space and/or supporting resources to students and residents engaged in active learning.

There is also ample evidence that the way in which people learn and communicate is changing. As a result, there is a growing need for libraries to support blended learning and transliteracy (reading, writing, and interacting across a range of platforms – often personalized to the specific needs of the individual) through various means, including staff that are technologically savvy, space that is collaborative, resources that are convenient and connected, and partners that work together. This is the opportunity to blend libraries' strengths (e.g., long trusted customer service, expertise, and human touch) with the wide variety of information arenas.

Facility Model

Libraries as Community Hubs

A large part of the evolving role of public libraries is how its facilities are designed and used. Many systems view physical space not just as a place to accommodate services, but rather as a service in its own right; this is part of the philosophy embedded within the Mississauga Central Library Feasibility Study.

⁷ People for Education. Annual Report on Ontario's Publicly Funded Schools. 2013.

In keeping with the movement from consumption and archiving to creation and collaboration, there is growing demand for the “library as place” – an extension of the community that goes well beyond just a repository for books (e.g., community hubs and gathering spaces). As noted by library advocate David Lankes, “our collection is our community”, which underscores the value of public interaction.

The library environment, atmosphere, and location are still critical to attracting new users and retaining loyal community members. A case in point, the Chicago Metropolitan Library System undertook a study to review its customer service patterns, space usage, service philosophy, and service visibility. Over 400 users groups were observed and 267 users responded to a questionnaire about their library usage patterns. Two key findings from the survey were:

- *“Visitors were using the Library as meeting, reading and study space, not just a place from which to borrow items and use computers or services. Allotting space for study and socializing needs is important when creating an overall atmosphere of service.*
- *Visitors using the building are easier to convert to users of library services than those who do not enter the building.”⁸*



Design Considerations

Facility designs that promote the exchange of information, innovation, and creativity are in demand. This may manifest itself in many ways, but the core principles are spaces that are flexible, spacious, and welcoming. Some examples that are being incorporated into new or redeveloped libraries include portable shelving, outdoor spaces and gardens (thinking “beyond the walls”), large lobbies where people can gather and interact, late-night access for students during exam times, ample natural light, and a wider variety of seating. Libraries are being thoughtfully designed with not only function but also aesthetics in mind – they are a source of civic pride. Visibility is a must and having workspaces near windows shows that the library is being used.

⁸ Metropolitan Library System. *Best Practices for the Customer-Focused Library*. New York: Envirocell Inc., 2008.

The need to accommodate both group (noisy) and individual (quiet) study/work space is also on the rise – this may mean that libraries need to become larger (and have improved noise attenuation) in order to accommodate a variety of “zones” or separate spaces. Social research shows that people like to be with others, even when working alone. Given higher densities and the isolating effect created by technology, the need for public space will become more critical.

This is not a new concept to this community, as many public libraries in Mississauga are being combined with other civic uses to recognize their value as civic anchors and cultural integrators. Often, libraries have the spaces and supporting amenities to serve as (or supplement) venues that may host a variety of performances, lectures, meetings, and events.

Alternative Facility Delivery Models

The consolidation of smaller libraries into fewer larger, centralized, and modern facilities that can accommodate a mixture of both quiet and noisy spaces, along with conventional and cutting-edge services, continues to be a trend throughout North America. But, public demand for convenient and locally accessible facilities remains. One option is to integrate libraries into neighbourhood destinations, such as recreation centres. An emerging alternative is to offer self-serve options such as kiosks and library vending machines that allow libraries to more thoroughly embed themselves in their communities, often at non-traditional sites (e.g., transit hubs, airports, retail centres, etc.).

Library vending machines are automated and allow customers to insert their library card, make a selection, and receive material (and even place holds and return materials). These machines are unstaffed and passively monitored by those in the vicinity. This technology can be costly, both in its initial purchase and ongoing

operation, and is subject to service disruption due to repairs. They work best in high traffic areas where people are ‘on the go’; high levels of usage are the best way to justify the expense.

In Ontario, some libraries along the GO Transit system have had discussions exploring opportunities for locating express library kiosks within or adjacent to GO Stations. There are some interesting and attractive models to consider. In California, the Contra Costa County Library project (“Library-a-Go-Go”) allows the local library to provide service more in line with residents’ expressed needs and preferences for faster, one-stop service at locations and during hours that are most convenient to them. Located in the fastest growing region in the Bay Area, Contra Costa County Library faces the challenge of delivering service to its communities without additional funds and without reducing services to the other community libraries. A freestanding, automated book-dispensing machine (Bokomaten) allows library members to borrow and return books and media using a library card. The machine holds 400 individual books, and the collection consists of two to eight copies of approximately 150 titles. More than 60% of daily activity on the system occurs during high commute hours. Twice a week an outreach librarian is available on-site to sign up new members, answer questions, and assist with machine access.

Other examples of these express libraries include:

- Wake County Public Library, North Carolina – This system houses an express library in the Wake County Office Building. The express library includes a self-checkout station, self-service hold shelving, four stand-up Internet stations, two sit-down catalogue and research stations, and meeting space.
- King County Library System, Seattle – In partnership with the Redmond Ridge Residential Owners’ Association, the library converted about 300-square-feet inside the association’s

management office. The service includes a hold shelf, self check out, computer workstations, catalogue access, and a small browsing collection.

- Washington County Library, Minnesota – A computer kiosk is located inside Hugo City Hall and is available during regular business hours. Customers can pick-up or return their items any time day or night since the lockers and book return are located outside City Hall. Using the last four digits of the library card to access the lockers, the user is able to collect the (already checked out) materials. A YouTube video is also available to assist new users.
- Houston Public Library, Texas – This library has designed a service that can be installed within existing buildings, multi-service centres, office buildings, shopping malls, airports, and more. The service includes full access to the services, data, and collections of the entire library system. Bestsellers and popular materials are available.

A slightly different approach to express library service, Windsor Public Library has developed an alternative library service delivery model independent of existing library facilities. Modelled after Apple Stores and how they interact with customers, “CanGuru” is a grouping of technologies that works in tandem with staff to create, for all intents and purposes, a mobile library. Staff take portable equipment into select areas of the community to demonstrate what the Library can do, conduct searches for individuals, produce library cards and checkout library materials. The Windsor Public Library launched a trial of this new service in a neighbourhood where transportation and mobility was an issue for the local community. This mobile solution “allows Windsor Public Library to:

- *service areas experiencing rapid growth with no physical public centres;*

- *demonstrate library services to segments of the population that (they) are currently unable to reach;*
- *experiment with a possible new location for a branch;*
- *allow staff to be freed from the constraints of the service desk model and be more visible and available to customers anywhere in the Library; and*
- *have a presence at local community events.”⁹*

Incorporating technology within current facilities allows the library services to change and meet community demand; this also allows libraries to completely rethink library services. One of the most progressive library concepts is found in Europe in Delft. The DOK Library Concept Center has created an environment that draws on existing information and formats, enhances it, and creates new information products and services through full collaboration and state of the art technology. The concept has completely revolutionized space, services, collections and staffing. The Library overhauled its staffing model by creating teams responsible for the generation of new ideas. These teams work collaboratively with users in enhancing or creating new information products.

One key strategy adopted at the DOK Library Concept Center was to digitize all the collections. The Library also designed its own integrated library system software that allowed the blending of existing information to new information generated by users and other sources. A digital touch screen was designed to allow library users to input their own stories and share them on the screen in the Library. To further mirror this new and open way of thinking, facilities were redesigned to include open concept and collaborative workspaces

Alternative delivery models are numerous and most incorporate a mixture of newer concepts and older versions of strategies that have

⁹ <http://www.windsorsquare.ca/2012/05/good-library-news/>. Accessed January 2014

worked in the past. Over the last few decades, as libraries have built facilities throughout their communities, bookmobiles were often retired or reduced these services. However, a number of CULC libraries have retained bookmobile fleets including Toronto, Edmonton, Hamilton, and Ottawa, to name a few. The latter was one of the first to offer WiFi and accommodate digital services. Some libraries are rethinking the use of bookmobiles in their communities. In light of economic uncertainty, for instance, Worcester Public Library in Massachusetts determined that the cost of running a bookmobile was cheaper than keeping a full service library open. San Francisco retrofitted its bookmobile, launching a fully Green Bookmobile that incorporates a full range of sustainable and environmentally friendly products and fuel.

In Portland Oregon, the library launched a program called “Street Books”, an outdoor library for those who live outside. A much more modest set up, this “mobile library” consists of a bike pulling a wagon. This mobile library is open four hours in the park twice a week.

Many libraries have explored the concept of virtual libraries, “locations” independent of physical spaces. These spaces pull together a full range of products and services attractive to all users but especially to those unable to come to libraries on a regular basis. The Dallas (Texas) Public Library Virtual Branch is an excellent example of the range in online self-serve features brought together in a web-based eLibrary. Some of these features include a YouTube video that explains how to use the eLibrary and its catalogue, access to eBooks and eDatabases, subject guides such as employment source information, personal account information, full text magazines, and community resource information. “Live” homework assistance is provided through the Dallas After School Homework Help program, other homework assistance sites, and online tutorials. A calendar of events along with online exhibits courtesy of Dallas History and Archives division of the library are also offered.

Of growing interest is the progress of what is referred to as the Paperless Library. An all-digital library, called BiblioTech located in Bexar County (Texas)¹⁰, is comprised of more than 10,000 eBooks, eAudioBooks, software, training databases, and wireless Internet access, along with a suite of eReaders. Not only does the Library include 600 regular eReaders, it provides 200 pre-loaded and enhanced eReaders for children. Other technology and devices offered include computer workstations, laptops, and tablets. Training, programs, and meeting spaces round out the range of resources and services available at BiblioTech. The digital library is managed by two staff, a head librarian and branch manager. Staff focus more of their time on assisting users in manipulating devices and accessing the information they need. Although early days for this Library, no doubt it will be well studied for consideration as a future model for library service.

Capital Funding

On the whole, municipal funding for public libraries is insufficient to address ongoing needs for facility expansion, renewal, accessibility, etc. A 2011 report prepared by the Federation of Ontario Public Libraries indicates that Ontario’s public library infrastructure is in crisis and needs immediate attention.

“Half of all libraries across the province were built prior to 1976 and many are deteriorating, unable to keep pace with changing consumer needs, technological advances, and accessibility requirements...The estimated public library capital infrastructure obligation in Ontario is \$1.4 billion [and growing].”

- Federation of Ontario Public Libraries. Capital Needs Analysis. 2011.

¹⁰ <http://bexarbibliotech.org/about-biblio-tech>. Accessed January 2014.

Collections Strategy

Digital and Print Collections

The onset of new technologies such as eBooks has coincided with a period of fiscal restraint within many municipalities. This has challenged the ability of many libraries to grow their eBook collections and simultaneously maintain their print and A/V collections, which still hold a strong pull over the library's traditional customer base. In most library systems, books and printed material are accounting for a smaller proportion of circulation, while eBooks and digital resources are on the rise (but still represent a small portion of overall materials).

There are differing views on the proper balance between print and digital collections, partly because formats are in a constant state of flux; some formats are likely to disappear sooner than expected in this rapidly changing technological climate. Libraries must be willing to assume this risk in order to be innovative, relevant, and responsive to customer needs.



A 2012 study estimated that 23% of all Americans ages 16 and older read eBooks (up from 16% from one year earlier), while 67% read printed books (down from 72% from one year earlier). The rise in eBook popularity is mirrored by the increase in tablet ownership. According to this study, the demographic most likely to read eBooks include those with higher degrees of educational attainment, those who live in higher earning households, and those who are between the ages of 30 and 49.

Most eBooks are priced similarly to paperbacks, meaning that they hold little advantage in terms of price, particularly when one considers the cost of purchasing (and eventually upgrading) a digital device. Printed books also hold other advantages over eBooks, such as the ability to flip back and forth (for endnotes, table of contents, etc.) and mark-up (for books in personal collections). Printed books do not require a charged battery to read and their visible presence is a subtle reminder that they are there to be read – many library customers visit libraries largely for the joy of browsing.

“73% of library patrons (who visited the library in the past 12 months) say they visit to browse the shelves for books or media.”

- Pew Research Center. [Library Services in the Digital Age](#). 2013.

Public libraries are also currently facing challenges both in terms of being able to purchase content from publishers, as well as making that content readily discoverable through their websites. Library organizations such as the American Library Association and the Canadian Urban Libraries Council are actively pursuing solutions with publishers to negotiate equitable and fair access to the full range of information available. In a June 2012 CULC news release, 24 large public libraries representing the interests of 12.5 million citizens have

confirmed their support for CULC's lobby efforts. Continued advocacy is needed to promote new pricing and licensing models for eBooks, as well as public education during this time of transition.

Despite these challenges, some may suggest that eBooks and other digital formats signal the beginning of the end for the printed word. However, the digital revolution may be more perception than reality, at least as it relates to eBooks. *"BookNet Canada reports that the market share of eBooks reached 17.6 per cent in the first quarter of 2012, but fell to 12.9 per cent in the last quarter of last year. It thinks eBooks may be 'plateauing' at about 15 per cent of the market, a trend confirmed early this year."* (Cohen, 2013) Because the true impact of eBooks will take some time to fully evaluate, there is a need to continually monitor and assess print to electronic ratios.

Libraries are no longer competing with retail bookstores as they once were (or thought to be), but both face similar challenges with competition against online resources. The primary advantages for public libraries over other media sources are that they offer access to most of these resources at no cost, their holdings can be sampled before being selected, and they offer enhanced customer service.



Collection Budgets & Funding

In most library systems, strong increases have been seen over the past decade in spending on electronic materials and audio-visual resources. Unfortunately, collection budgets have not necessarily increased at the same pace, meaning that spending has come at the detriment of print resources. The per capita collection budget for Mississauga Library System has essentially remained static since 2007, ranking it last amongst the comparator libraries

Other fiscal pressures are also creating challenges for many systems and this shortfall is becoming the responsibility of municipalities, despite the Province being the administrator of the *Public Libraries Act* and its statutory grants.

"Although spending on library materials has increased in the decade, pressure from higher overhead costs means that materials make up a smaller percentage of libraries' expenses than in 2000, decreasing from 13% to 11% of total library expenses."

"The increased revenue needs of libraries for the most part have been filled by the municipal level of government. Provincial funding has not kept pace with libraries' needs over the past 10 years, and Federal funding makes up only a fraction of a percent of all revenue."

- Canadian Urban Libraries Council. [An Analysis of Public Library Trends](#). 2011.

Electronic Strategy

Technology

"I'd be happy if I could think that the role of the library was sustained and even enhanced in the age of the computer"

- Bill Gates

The public appears willing to embrace wider uses of technology at public libraries; however, the range of needs varies dramatically between the digital “natives” and “fugitives”. The digital natives – those that have grown up with technology and have a high comfort level with it – are seeking more customization and interactivity. Their expectations are considerable as they value immediacy, 24/7 access, and new experiences. Fortunately, the “digital age divide” is becoming less distinct – access to the Internet is now an expectation at all library locations (preferably through WiFi) and this expectation is shared not only by younger generations but older residents as well.

In terms of online access, while the majority of Canada’s residents have library cards, a much lower percentage is likely to use library websites. With the growing popularity of other online services and tools, library websites – as they are currently constructed – are challenged to provide meaningful content to a wide range of users. Online strategies need to be rethought, with the aim of not only supporting current users, but also reaching new ones. Opportunities also exist to exploit new technologies such as digital storage (“the cloud”), which allows for the storage of vast quantities of information and entertainment media and enables technologies such as video and music streaming.

This is a period of rapid technology innovation, especially for wireless devices. There is a proliferation of single-use devices such as eReaders; however, these are now falling out of favour with the rise of multi-functional devices such as tablets and smartphones. It should come as no surprise to expect the future of information to be Internet-connected portable devices. As identified in [Confronting the Future](#) (Levien, 2011), “A potential library patron with a computer and an Internet connection, as well as an iPad, Kindle, or other eReader, can already gain access to far more books, videos, and music than any public library can provide.” Apps-based access to library programs and content are also rising in popularity alongside mobile devices.

In keeping with this, there is an increasing trend toward a BYOD (“bring your own device”) culture. Tablet sales are now beginning to outpace sales of laptops and the growth of mobile apps is exponential. The trend is toward fewer formal workstations in favour of spaces consisting of comfortable, casual seating in close proximity to charging stations or outlets for plugging in personal/mobile devices. Some public libraries even provide opportunities to test new electronic devices prior to purchasing (technology “demonstration labs”). It is important that library offerings remain compatible with whichever devices dominate the market.

There is concern that demand for public workstations will wane with increasing reliance on personal use devices; consequently, outlets and bandwidth are in high demand. This concern has yet to materialize as Internet accessible workstations, download stations, and online resources (and support for how to use them) remain very popular, particularly amongst teens, seniors, and those from lower income households.

Experimental space and creation/discovery zones such as gaming centres, media labs, fab labs, makerspaces, hackerspaces, and self-publishing centres (essentially places where “artists, makers and

techies converge so that they can gather, create and improve”¹¹) are in early stages of development in some library systems. Through these spaces, the community creates their own content using tools such as 3D printers, laser cutters, welding machines, etching tools, self-publishing machines, and other specialized equipment. These hold much promise in attracting younger Canadians to the library.

Edmonton Public Library recently announced that they are in the process of creating a makerspace by renovating an old audio room at their downtown branch. The makerspace will include 3D printers, an Espresso Book machine, specialized high-end computers, digital conversion software, gaming area, sound recording equipment, green screen, and ceiling mounted projector and sound system. Ottawa Public Library has entered into a partnership with the Embassy of the United States to create “Imagine Space”, an area to be populated with new technologies for exploration and creation. The Innisfil Public Library has embraced a “hacker ethic” through its strategic plan and has implemented a number of innovations, including a digital media lab, idea lab, 3D printer, and the introduction of a “resident tinkerer”.

More and varied models for makerspaces are emerging, including several in the United States that are integrated into existing libraries. Often, these makerspaces are developed in partnership with others in order to leverage funds, staffing expertise, or equipment to start-up and run makerspaces. Some examples include:

- The Fayetteville Free Library received \$260,000 from the New York State Library Construction Fund to renovate the East Wing, an Innovation Award of \$10,000, and \$20,000 from the crowd-funding website Indiegogo for fab lab equipment and experts to run workshops and presentations. The Fayetteville staffing model includes local students working on the frontlines with professional library staff.

- The Chicago Public Library secured a grant of nearly \$250,000 from the Institute for Museums and Library Services to develop and launch its Innovation Lab, which consists of 3D software, 3D printers, laser cutters, a milling machine, and a vinyl cutter. The makerspace was initially managed by a full-time staff person, but the position was vacated and has not been filled due to budget pressures. Internally, class teaching in the makerspace is done by librarians, with occasional assistance from college students funded by the Library Foundation.
- The Detroit Public Library (Mt. Elliott) created a teen makerspace called HYPE (which stands for Helping Young People Excel). It is operated by 4.5 staff paid from the Library budget. Additional experts and mentors are hired on an hourly basis funded from their annual operational budget. \$30,000 was budgeted for start-up activities (realized through a grant) and annual operational costs are around \$11,000. The Library offers access and use of this makerspace to the public free of charge.
- Staffing strategies for fab labs and makerspaces again are varied, depending on the type of “space” to be created and available partners and resources. A model utilized at the Cleveland Public Library involved the recruitment of internal candidates who showed “technology prowess” to deliver technology and individual workshops.

“The makerspace programs developed by public libraries rely of community members acting as mentors and sharing their knowledge in particular fields to other community members.”

- Benton et al. Makerspaces: Supporting an Entrepreneurial System. 2013.

¹¹ <http://www.unlab.ca>

3.0 Delivering the Service

This section of the report introduces the key areas of focus, describes the current state of service delivery, provides a summary of public and stakeholder input, and identifies promising practices that will inform the recommendations contained in Section 4. To help guide the recommendations, a goal and strategic direction statement has been identified for each area of focus.

3.1 Service Delivery Model

Goal: To enrich the user experience through our delivery of service.

Strategic Direction: Build internal capacities and external partnerships that reinforce our focus on exceptional customer service and our role as a vital civic institution.

Current State of Affairs

The 2009 Future Directions Plan provided 45 recommendations that addressed the need to ensure better community outreach and improve resource distribution throughout the library system. The recommendations looked at aligning the delivery points to the expectations and demands of an ever growing and changing community. In addition, the 2009 Plan targeted the creation and delivery of collections specific to the older adult, youth, and newcomer communities. It also recognized the importance of respecting the City's Living Green agenda, mindful of the use of energy-intensive resources.

Two key initiatives have been completed that have strengthened service delivery to newcomers, namely the transformation of the Sheridan Library and the creation of website links to eResources critical to the newcomer community. Additional efforts for improving customer engagement and collaboration are being examined as part of the Mississauga Central Library Feasibility Study.

Some of the other initiatives planned prior to the 2009 Future Directions Plan or recommended in the 2009 Plan include:

- implementation of a new Integrated Library System, followed by the RFID and self checkout installation;
- initiating a coordinated electronic strategy that will result in the development of an eLibrary; and
- reassigning resources among libraries within the City's Services Areas to meet local community needs.



Consultation

Below are some highlights from the recent consultation process regarding service delivery in the Mississauga Library System:

Staffing

The Mississauga Library System recently appointed a new Director of Library Services. Prior to this, interim management did well to undertake several ambitious and time-consuming initiatives, such as library renovations, creation and delivery of an expanded suite of community programs, and the acquisition and implementation of a new Integrated Library System. However, long-range planning and internal communications remain a challenge due to the busyness of day-to-day responsibilities.

With the arrival of a new Director, staff are excited about the future possibilities for the Library. They look forward to new organizational priorities for this changing library system. Many commented on the current staffing model and the need to retain a good balance between part-time and full-time staffing to ensure timely, successful completion of the many scheduled Library projects. There is an expectation among staff that job descriptions will be revised as part of a re-imagined staff structure.

Another recurring theme throughout all consultations was staff training. There is particular interest in the need for more technology training and retraining. The ability of staff to confidently respond to customer requests for information and technical assistance is paramount.



Innovation

A new working environment supportive of innovation will require the generation of a specialist workforce, visionaries, innovative thinkers, and risk-takers within the Mississauga Library System, some staff believe. Suggestions were received for re-crafting the Library's delivery model through the creation of specialty collections and centres throughout the network (e.g., children's library; language centre; eLibrary that includes online/live assistance 24/7; learning commons; makerspace centre; videoconferencing centres; etc.).

Marketing

A message that arose consistently through the workshops and interviews is that the Library must create and market a “Culture of Innovation” that underpins the information needs of the community of Mississauga. The absence of any major media vehicle in Mississauga is one limiting factor. A combination of paper, online, social media, and in-person marketing and outreach strategies is critical to improving the Library’s overall image.

The City’s new branding initiative, along with recent marketing efforts to increase membership and expand programming into the community, might also serve as a catalyst for the Library’s own marketing message and plans.

Measures that would track the success of marketing include increased and sustainable membership, as well as frequent user feedback and timely response, the latter which will only improve the Library’s overall awareness of its successes and challenges.

Many felt that a pivotal vehicle of the Library’s marketing strategy should be its website, the improvement of which should be a priority. Recognizing that the new ILS will address some of these concerns, specific suggestions for improving the website include:

- raising the website’s visibility on the City portal
- de-cluttering and streamlining the website
- improving linkages throughout the website
- adding more convenient features for users such as online program registration, fine payment, and an online tech help desk
- improving catalogue usability

Community Responsiveness

Some respondents identified the need to develop a strategy to address the interests of the multicultural community. Mississauga has a community of many, but often smaller demographic groups. In terms of collection development, the identification of key vendors who provide the range of languages required by this community is one strategy. Partnerships or other lending options with other libraries will also need to be studied.

Seniors still comprise the largest overall community demographic. Mississauga is fortunate to have conducted a study specific to this dominant age group. Today’s older adults are more complex and more demanding in their information needs. There is also considerable segmentation within the older adult and senior markets, with a wide range of information and accessibility needs. As this population group is growing faster than others in the City, the Library cannot lose sight of its unique needs.

Hand-in-hand with increasing awareness of its community heritage, perhaps the Library also needs to grow its collections, services, and awareness of the community’s First Nations population.

Alternate Service Delivery Models

Staff had mixed reactions to the idea of alternate service delivery models without knowing the implications on existing services. Some suggested that the Library consider the development of a Community-based librarianship model, similar to the one adopted by the Edmonton Public Library and other systems. Some mentioned book vending machines that might be placed in key community areas (e.g., seniors centres, GO stations, etc.), while others suggested the Library explore more community partnerships as a way to enhance service delivery.

3.2 Facility Model

Goal: To inspire the community through our places and spaces.

Strategic Direction: Renew our commitment toward providing high quality public library spaces that are safe, welcoming, flexible, and that foster connections amongst residents of all ages, interests, and backgrounds.

Current State of Affairs

Mississauga's Library facilities are well maintained, attractive, and well integrated within their communities. All buildings are accessible and most have excellent access to public transportation. Many are co-located with other civic services, such as community centres, which produces synergies such as access to shared spaces, joint programming, and operational efficiencies. They are valued as true community hubs that offer residents and newcomers with a critical place to gather, share, and learn.

To strengthen its facilities for the future, the Mississauga Library System completed major redevelopment projects at four of its libraries in 2011: Burnhamthorpe, Lorne Park; Port Credit; and Lakeview Libraries. These renovations, which were made possible through partial funding from senior government grants (Infrastructure Stimulus Fund), addressed accessibility, enhanced public spaces and seating, lifecycle maintenance, and readied these locations for self-service. A key recommendation of the 2009 Plan was to increase capital funds to keep all facilities attractive and fully functional, thereby enhancing the customer experience.



As supported by the 2009 Future Directions Plan, the Sheridan Library has also been transformed into an alternative community library through an innovative partnership with Polycultural Immigrant & Community Services (PICS). Located within a shopping centre, this Library now offers a computer lab accessible to users of both the Library and PICS. The exploration of a new library facility for the Sheridan community and its partners remains a longer-term possibility.

More recently, the City has initiated a Feasibility Study for the Central Library to reflect the changing role of this facility, examine the optimum use of space, and guide its revitalization as an "epic" space within the City Centre. The draft Feasibility Study notes the following about the Central Library: *"The Central Library Building is a physical container that is struggling in its definition of what it represents and offers. The library building provides for abundant physical floor space, but the space is disorganized and does not inspire the people that*

require its services. Rather than being defined by the community it serves, the Central Library Building is defined by its material.”

It is the intent of the Feasibility Study to “...give the Central Library Building a new identity; reinventing itself into a facility that caters to the customer and promises to embrace the evolution of ever-changing library spaces.”

Two other major capital projects are also underway: (1) the redevelopment of the Woodlands Library to address lifecycle needs and introduce operational improvements (opening of new building is anticipated for 2014); and (2) the relocation of the Meadowvale Library to the site of the Meadowvale Community Centre, creating synergies in a community hub and eliminating lease costs (opening of new building is anticipated for 2016).

Keeping pace with new and emerging capital demands related to population growth and demographic shifts continues to be a key focus for the Mississauga Library System, but has been a challenge as budgets tighten. Renovation projects aside, Mississauga has not established a new library location since Churchill Meadows Library in 2007. The previous Future Directions Plan highlighted the need to monitor and/or address library space provision within possible service gaps (e.g., East Credit) and areas of intensified residential development (e.g., Hurontario-Dundas area), options that should continue to be assessed as growth patterns evolve. A similar approach is recommended for the Inspiration Lakeview and Inspiration Port Credit projects in Service Area 6, which are in the early stages of planning.

Presently, the City is providing 347,252 square feet of library space at one Central Library and 17 neighbourhood libraries (including leased spaces at Cooksville, Sheridan, and Meadowvale). Based on an estimated population of 756,590, this translates into a ratio of 0.46 square feet per capita (sf/capita) at present.

In terms of geographic distribution, the most favourable rate of library space provision is in Service Area 5 (0.91 sf/capita) due in large part to the Central Library, which serves both neighbourhood and City-wide functions; 35% of all public library space in Mississauga is provided within the Central Library. Excluding the Central Library, the provision level of libraries ranges between 0.24 and 0.36 sf/capita in all Service Areas. Previous Future Direction Plans have attempted to maintain the facility standards established by the Library Board, to migrate from leased spaces to owned spaces, and where necessary, to develop and expand shared spaces.

Table 10: Library Space per Service Area

Service Area	Current Space Provision (sf)	2014 Population	2014 SF/Capita
1	59,340	168,530	0.35
2	41,238	163,300	0.25
3	14,137	40,650	0.35
4	23,649	99,650	0.24
5*	176,191	192,740	0.91
6	32,697	91,720	0.36
Total	347,252	756,590	0.46

* includes Central Library, which serves neighbourhood & City-wide functions
Population Source: City of Mississauga, MPZ Forecast, 2013

The following table provides a snapshot of each Library, along with its size and other baseline data.

Table 11: Mississauga Library System – Facility Snapshot (listed by size, from largest to smallest)

Library	Service Area	Size (SF)*	Hours per Week	Collection (holdings)	Circulation (2013)	Program Attendance (2012)	Cardholders (place of registration)	Cardholder Breakdown		
								Junior	Youth	Adult
Central Library	5	120,183	72	281,409	1,137,240	26,669	94,636	11%	8%	81%
Burnhamthorpe	5	42,164	64	78,614	474,938	7,937	23,976	18%	9%	72%
Courtneypark	2	26,738	77	84,295	392,183	10,136	20,958	35%	15%	51%
Erin Meadows	1	18,803	77	90,209	607,030	9,789	31,783	22%	16%	62%
Meadowvale	1	16,695	64	71,629	529,998	7,348	30,798	16%	10%	74%
Churchill Meadows	1	14,510	74	57,880	286,532	8,161	12,326	30%	15%	55%
Frank McKechnie	2	14,500	67	75,973	455,885	7,110	20,278	24%	11%	65%
Malton	3	14,137	64	64,466	197,128	7,846	22,219	25%	9%	66%
South Common	4	12,498	64	64,403	350,905	4,689	18,902	15%	10%	75%
Lorne Park	6	11,926	67	43,417	213,644	4,391	8,438	23%	9%	67%
Streetsville	1	9,332	53	42,310	201,283	3,694	10,057	24%	10%	66%
Mississauga Valley	5	8,839	53	57,912	261,181	4,793	14,696	24%	9%	66%
Port Credit	6	8,116	53	42,761	237,700	6,081	11,475	15%	6%	79%
Lakeview	6	7,589	49	40,085	163,312	5,182	6,419	26%	9%	65%
Sheridan	4	5,651	38	35,718	131,013	1,951	7,839	18%	7%	75%
Woodlands	4	5,500	53	46,495	198,270	3,197	7,819	25%	14%	60%
Clarkson	6	5,066	49	43,692	175,882	7,357	8,685	18%	12%	70%
Cooksville	5	5,005	49	33,293	205,019	3,135	9,534	19%	8%	73%
Total (sf)		347,252		1,254,561**	6,219,143***	129,466	360,838	19%	10%	70%

Source: City of Mississauga, 2013

Notes: * Square footage figures are subject to change as space is reallocated

** Excludes 11,640 digital holdings (eBooks, eAudioBooks)

*** Excludes attendance of 8,713 in community development and system-wide programs

*** Excludes OverDrive (193,088), Telephone (189,290), and Homebound (9,616)

It should be noted that past Library Future Directions Plans have counted a percentage of shared space at joint-use facilities toward library services. Through its latest Development Charges process, the City of Mississauga has recalculated library space provision at all locations. Although the amount of library space has not changed – the City still has the same number of facilities within the same footprint, redeveloped facilities aside – the published figure for library space has declined by 15%. For some libraries, the difference from past figures is substantial. For example, the size of the Central Library for many years was frequently published as 176,034 square feet, but is now listed at 120,183 square feet. This change is a result of improved capabilities to accurately measure and record facility square footage, as well as the re-allocation of some common or dedicated spaces either away from or toward the library building footprint.

Consultation

Below are some highlights from the consultation process regarding Mississauga Library System facilities:

Early discussions are underway regarding the revitalization of the Central Library, an initiative that would influence a new service delivery model. Should this project proceed, this might include shared or partnered spaces with other community entities. An “epic library”, the new Central Library will also need to deliver services and collections to its neighbourhood as well as the network of other libraries.

Most interviewees believe the Mississauga Library System has a well placed network of locations, each with their own local flavour. In support of the City’s forthcoming Strong Neighbourhoods Strategy, more community-specific tailoring was suggested to ensure that libraries are meeting the unique needs of each area. Recent years

have also seen major renovations to older libraries. However, a few others such as the Cooksville and Sheridan Libraries, currently located in leased facilities, may benefit by relocating to their own permanent facilities, particularly in those areas about to undergo residential intensification.

Some commented on a lack of space flexibility and shrinking spaces within current footprints. Creating more flexible spaces was a common discussion point at the sessions. Like the recently renovated libraries, an approach to space planning that provides open concept gathering spaces will be important (e.g., “releasing walls and animating space”). Staff see greater possibilities when print collections shrink and more users bring in their own electronic devices to the library. Previously restricted collaborative spaces may be expanded for more programming and/or redefined for new initiatives such as makerspaces. Drop-in community spaces offering a full range of activities will include noisy and quiet areas. Settlement workers are now placed in many libraries and their future service needs will need to be explored.

A challenge to an aggressive renovation/repurposing plan for the Mississauga Library System at this point in time is the lack of capital funds to undertake the work. A common question raised in the input sessions was whether revitalizing the Central Library or continued revitalization of the library network should come first.

3.3 Collections Strategy

Goal: To cultivate literacy and lifelong learning through our collections.

Strategic Direction: Strengthen the Library's multi-format collection to enhance responsiveness to Mississauga's diverse neighbourhoods and communities.

Current State of Affairs

Out of concern for lower than optimal per capita collection funding levels, particular attention was paid to the state and effectiveness of collections in the 2009 Future Directions Plan. The Collections Plan for 2009 was an ambitious one and an area where the Library is slowly making progress.

Of particular note is the acquisition and implementation of a new Integrated Library System. This new system will improve collection awareness through its improved catalogue features, and will offer other functionality as the whole product line is rolled out.

New policies have been put in place to help redirect collection priorities. A new collection statement specific to the concept of "Collection as One" has been approved and floating collections which improve access to collections throughout the system are in place. New collection guidelines have also been developed.

The importance of technology and the need to migrate to digital formats now appears in the collection statement. As identified in the Electronic Strategy section of this report, more reference collections are now accessed remotely, allowing the Library to eliminate more onsite print reference materials.

Collection weeding has been an ongoing due in part to the implementation of RFID. De-selection efforts will need to continue in order to keep the most relevant materials, but also to contain physical growth of these resources. This is a critical issue both now and in the future as the Library is looking to reassign physical space to new and exciting applications.

One previous recommendation that addressed the need to build and deliver more multilingual collections has been realized in part through collection redirection and through partnerships with organizations responsible for services to newcomers (e.g., Sheridan Library).





Consultation

Below are some highlights from the recent consultation process regarding the Mississauga Library System collections.

All those consulted acknowledge the important role technology has played in the composition of the collection in recent years. The emergence of eBooks and growing demand for this new media strongly influences future directions for collection development. However, as mentioned previously, there is the matter of staff training and how best staff can assist the public in learning how to use the wide variety of eReaders and other new devices.

The past Future Directions Plan had suggested streamlining collection practices that would minimize duplication and allow the Library to reassign staffing resources to other duties. Where possible, many reference collections are in the process of transitioning to electronic formats. Some of the recommendations in the past Plan

that would support the strategy of “Collection as One” were adopted, while others are in progress.

The Library’s low collection budget is a constant concern, as reported by nearly all groups consulted. Hand in hand is concern that the Library may not have enough measurable data and user input to help pinpoint future collection development priorities.

In summary, interviewees suggest that the priorities for collections over the next five years include:

- lobby for improved collection budgets
- clarify staff roles throughout the Library in relation to collection development
- develop a more proactive and assertive merchandizing/ marketing campaign focusing on collections, especially eBooks, as it is believed that few in the community are aware of the Library’s eBook collections
- expand eBook collections and strengthen collaboration with other libraries to lobby publishers to make available more eBook titles available to libraries
- look at ways to enable audio and video streaming
- grow the children’s and multicultural collections
- follow through on a weeding strategy to ensure more efficient, responsive collections and to allow repurposing of current library spaces
- look at the whole area of “content creation” and the Library’s role in it
- establish better metrics to help focus collection development within the budget available including more ways for users to provide selection input and ways to measure user satisfaction; better metrics will confirm trends and provided greater staff confidence in collection decisions

3.4 Electronic Strategy

Goal: To stimulate discovery and creativity through our technologies.

Strategic Direction: Support meaningful innovations that improve convenience, open doors, and expand horizons.

Current State of Affairs

Technologies permeate all aspects of library operations today. In terms of the Future Directions Plan's goals and strategies, the issue of technology appears in many recommendations. In the previous Plan, the concept of a coordinated electronics strategy is intertwined with the library services and delivery model and appears in the collections strategy.

The most far reaching initiative to take place over the last five years at the Mississauga Library System is the implementation of the new Integrated Library System. The Library has moved well into the digital arena, through the expansion of electronic collections, the addition of the Zinio digital magazine product, the introduction of social media as a marketing tool, and the acquisition of more public access computers. The RFID/self-serve checkout service has been launched with completion anticipated by 2015; this will help to bring some staff out from behind service desks onto the public floor to assist customers by sharing their knowledge and expertise.



Consultation

Below are some highlights from the recent consultation process regarding technologies within the Mississauga Library System.

Future of Technology

Staff indicated the challenge in predicting what the future holds for the Library in terms of technology. As one person noted, "In 1983, we couldn't envision the importance of technology, so how can we see what it will be in the future?"

Indicators show that libraries are moving more quickly from print to digital formats of information. Personal devices and location independence necessitates a much broader electronic strategy for libraries, realized in part through WiFi in Mississauga, for example. However, the support of mobile devices is not the only answer as some communities and less affluent population groups will still require the provision of desktop computer stations and printers. Lending laptops or tablets to users as a way of containing the growth of (or

reducing the number of) computer workstations would result in the need for more resources in their purchase and ongoing maintenance. While, the lending laptops or tablets is not a priority at this time, the Library may consider piloting it on a facility-specific basis.

A common message conveyed through all consultation processes was that staff need to become more comfortable with technology. Even knowing where staff reside on the digital literacy continuum is an issue for further discussion. Addressing this issue goes beyond more training workshops for staff, towards continual training through information sheets and regular mentoring sessions. It also means revising job descriptions, changing staff recruitment practices, seeking people with technology skills and abilities in teaching others, and having access to new devices and practice time in a demonstration lab.

To achieve some of these objectives, interviewees suggested the creation of a dedicated Electronic /Virtual Services Team, with specific objectives relating to all aspects of a new Electronic Strategy.

It was also noted that the Library is currently in transition to a new ILS which occupies significant amounts of staff and City time. The City's IT Department, along with Library Management, is moving quickly to complete the migration work.

Mobility

The City of Mississauga is working aggressively to rollout a mobile agenda for the City. The City's IT Department is available to assist the Library in its mobile strategy.

Interviewees acknowledge that the ability of users to access the Library in a variety of ways directly impacts all services, facilities, and hours of operation. Most respondents do not endorse the idea that the

Library be “bleeding edge” in technology, but rather an early adopter of meaningful technologies. Many do not believe the Library needs to support all devices or the “latest and greatest” in technologies, but rather needs to be receptive to learning about the most familiar devices and applications. Additional work is required in this regard.

In summary, interviewees suggest:

- creating a mobile strategy for all library services, with linkages to the City's digital and mobile initiatives
- ensuring that the Library has the basic technologies in place (e.g., wireless printers, colour printers, etc.)
- ensuring that Library staff have access to a variety of devices in order to learn and experiment
- ensuring that the Library's basic community services leverage available technologies, such as online program registration, online voting, tax preparation/assistance, etc.
- developing a mobile version of the Library website



Innovation

Staff are not the only audience for technology training. Libraries are viewed as public institutions that are trusted and reliable in the provision of information in all forms to all users. Traditionally libraries have served as the place to advocate and deliver services in support of literacy. However, literacy should not be restricted to print literacy and reading alone. Now many libraries are seen as places to get information and equipment, places where the community can get help in navigating through information and in using the wide variety of devices that will get them there.

Libraries have been exploring new ways to use technology in their people-friendly places. Upfront is the establishment of a tech help desk and/or troubleshooting services delivered by knowledgeable staff. For example, a tech help desk might be created at the Central Library on a trial basis, the results of which can model other desks or services throughout the library system. Ideally tech help desks or services at all locations would include a virtual online tech help presence.

Through the creation of redesigned library spaces, libraries are able to bring together people, information, knowledge, and technologies to offer makerspaces with 3D printers, self-publishing centres, discovery spaces, and other set-ups. Interviewees are of mixed opinion about the relevance of makerspaces and libraries – some support the idea as a new opportunity to redefine libraries and information in its fullest sense, while others believe these combinations of technologies, applications, and people take away from the Library's main purpose.

Partnerships

The emergence of makerspaces in libraries and potential partnerships such as with the City's Culture Division provide interesting opportunities. The Culture Division sees the possibility of the Library offering basic technology training and programs in a wide array of devices. This would allow the Culture Division to offer more advanced instruction, such as the area of digital filmmaking and development of more sophisticated technology applications.

The Library and Culture Division have already worked collaboratively on projects such as My Favourite Word. The Culture Division sees other partnerships such as the creation of a Poet-in-Residence or Writer-in-Residence program.

Partnerships between public libraries and educational institutions are common and should continue to be encouraged. In Mississauga, discussions with Sheridan College opened up interesting possibilities for study including more open access to information between the institutions. A Learning Commons, makerspace, and flexible facilities define both collaborative and individual learning styles at Sheridan College. Working towards the creation of a mobile post-secondary campus presumes availability of personal devices; however, some students in less affluent communities may continue to rely on desktop computers or more basic technologies.

Shared programming and speakers' programs might be explored with Sheridan College or other providers. Access to the Library's eDatabases (in high demand by post-secondary students) and the availability of open, welcoming spaces for students is strongly encouraged. Like makerspaces, the Mississauga Library System can offer an incubator-type environment where students, mentors, business people, and tutors can collaborate.

4.0 Recommendations

This section contains a series of recommendations intended to address the current and future needs of Mississauga Library System users, ensuring that they have access to quality services, amenities, programs, and facilities that contribute to the City's strategic pillars. Each recommendation is accompanied by an explanation and rationale, supported by the analysis contained in previous sections.



4.1 Service Delivery Model

Recommendation #1

Undertake an organizational review that includes the following:

- a) Ensure that staff receives training in the use of mobile technologies, including tablets, eReaders, and similar devices.
- b) Investigate retail models for customer service such as roving reference with tablets, improved displays, interactive training in the use of electronic devices and services, new facility design (e.g., Apple store model), etc.
- c) Create specialist positions and teams throughout the system, such as an electronic/virtual services team and centralized selection team.
- d) Create key secondments and/or task teams to lead the following:
 - immediate revision of the website
 - staff (and public) training specific to mobile technology devices
 - collection de-selection
 - collection management metrics (see Recommendation #11)
 - marketing metrics specific to user satisfaction (see Recommendation #11)
- e) Update and create new library job descriptions, as required.

A wide range of research shows a dramatic shift towards the use of digital information and vehicles. This is expected to continue. In response, the organizational structure and functions for the Mississauga Library System need to be reviewed to determine the state-of-readiness for change. A key focus for the Library must be the continued development and oversight of technology-related services, as well as the development and delivery of staff and public training programs.

There is a critical need for fully trained staff, particularly to assist the public with various devices and software. Electronic/virtual services teams can also be involved in developing online tools for the public in using the catalogue and the website more effectively. These teams can also oversee the design of technology services desks or demonstration labs.

Roving reference – a more proactive approach to offering collection and resource customer assistance – is also being provided in many libraries today. The Mississauga Library System is currently undertaking a pilot project. The rapid progression of technologies enhances these services. Staff now have access to tablets that will make this service even more successful and timely for the public. The proposed revitalization of the Central Library would further help to make this a reality through changes to customer service points.

As a point of reference, public library systems in Markham, Vaughan, and Winnipeg have recently studied and implemented changes in their customer service delivery models, in part through new staffing models and revised job descriptions. In the latter two, there is a strong emphasis on the integration of technology in the workplace, optimal staff training, and community instruction programs.



Recommendation #2

Enhance customer intelligence to create effective marketing initiatives.

The marketing program at the Mississauga Library System has a modest budget and tends to use more conventional ways to reach out to the public. The absence of major communication vehicles in the City certainly limits opportunities for marketing outreach. Additional customer intelligence is needed to identify the most effective ways to engage various users.

Enhanced Library marketing is needed in order to:

- explore ways of taking greater advantage of social media
- assist in the redesign of the Library's website, with a marketing focus in mind
- develop consistent and regular mechanisms to capture and analyze user behaviour (ongoing or from time to time), especially in the area of technologies
- explore potential critical partnerships that will align with the new Future Directions Plan initiatives; opportunities to work more closely with the City's Sponsorship and Corporate Development Division should be explored
- reach out into the community through sponsored events, speaker programs with educational institutions, attendance and promotion at target community events, older adult venues, and youth destinations, etc.
- ensure consistent messaging across all City departments, including parks, forestry, recreation, fire, culture, and library services

Public libraries face competition from well financed private sector companies that offer similar services found in libraries. The success of public libraries often depends on connecting with users through a variety of vehicles, providing new and proactive strategies for reaching users as well as tried and true mechanisms that are familiar and predictable to current users. Research indicates that users are attracted to the range of library services available free of charge – this tends to be an important aspect of library services for older adults as well as newer users, including newcomers to Canada.

Recommendation #3

Conduct reviews of public hours to align with the Library's business planning process.

In the 2009 Future Directions Plan, the following recommendation was put forward regarding opening hours for the Library: "*Review current branch hours and correlate hours of service to population trends, usage, facilities' design, location and available public transportation*".

There is considerable public interest for more opening hours in most library systems. CULC statistics for the years 2011 and 2012 show that opening hours for the Mississauga Library System at large remained the same. Libraries combined with community centres may have different open hours, which can create confusion and inconvenience for some users.

It is recommended that open hours be reviewed every two years, taking into consideration the factors outlined in the 2009 recommendation. It is further recommended that discrepancies in open hours between Libraries and shared community centres be reviewed and aligned where possible. Hours at stand-alone Library facilities should be assessed on a site-specific basis to fit with the needs of the community.

4.2 Facility Model

Recommendation #4

Prioritize the provision of library spaces that are accessible, adaptable, and strengthen the role of the Mississauga Library System as a community hub.

Research indicates that people are increasingly using libraries as meeting, reading, and study space, not just as a place to borrow items and use computers. A renewed focus on library design holds significant promise for meeting changing user needs. Flexibility, visibility, and accessibility are central tenets in creating spaces that are welcoming, spacious, and can serve as community hubs and gathering spaces. For example, shelving on wheels is one potential response to the need for greater flexibility in space planning. There is also growing demand for individual study space (quiet) and group work space (noisy), as well as a sufficient buffer to separate the two.

Fortunately, as formats gradually migrate from physical to digital, less physical space may be needed for collections (reference material is a notable example). This is freeing up more floor area for improved merchandizing, gathering space, collaboration, exchange of ideas, and emerging concepts. Barrier-free accessibility requirements are also placing pressure on many library facilities, as more space is needed to accommodate accessible washrooms, shorter stacks, and wider aisles.

Locally, an example of a community hub model was recently realized through the Sheridan Library and its partnership with Polycultural Immigrant & Community Services. With many of Mississauga's neighbourhoods exhibiting unique needs, the concept of library as a community hub should be extended, modified, and designed to reflect the specific needs and interests of each changing area.

Furthermore, as facility renewal and development opportunities allow, the Mississauga Library System should prioritize the delivery of modern spaces that are appropriately-sized for their intended use. In most communities, larger libraries – not smaller – will be the order of the day, while other facility models may be considered for communities with unique needs. The integration of libraries within community centres continues to be supported.



Recommendation #5

Explore the feasibility of “Express Libraries” as a third-tier in the Library’s facility model for areas of significant residential intensification and high resident traffic locations (e.g. transit locations).

Mississauga’s current facility model is a two-tier system consisting of a Central Library and several neighbourhood libraries of varying sizes (but generally between 5,000 and 20,000 square feet, with some exceptions) that are centred around a community or series of neighbourhoods. The size of each neighbourhood library is generally indicative of its era of initial construction, with many of the smaller facilities being older locations (or leased space). For purposes of efficiency, most specialized library functions occur at the Central Library, while neighbourhood libraries provide a general variety of services, programs, and collections. This facility model is working well, but unique pressures in some communities – most notably areas with large numbers of newcomers and areas of residential intensification – are beginning to (or will soon) create challenges.

Trends are supportive of a model where facilities and services are tailored to the specific needs of a community. To accommodate change over time, flexibility in space provision and service delivery is a must. The alternative community library model embodied by the Sheridan Library and its partnership with Polycultural Immigrant & Community Services is one example of how the Library is providing targeted services and collections reflective of local demographics and needs; extension of this model to other areas of the City has been recommended.

The development of larger libraries is still a general trend in most growing communities. However, population growth in areas of residential intensification is creating a desire for more compact and convenient service points that serve the time-pressed needs of urbanites. The upcoming period of intensification means that the Library needs to adjust and offer services in new ways to better meet the needs of users. With the high cost of land in these areas, combined with a heightened desire for accessibility and convenience, traditional library models may not be feasible. Rather, a facility model that allows for smaller library service points (e.g., “express libraries”) at high traffic locations in areas of residential intensification should be considered.

Express libraries would allow for material pick-up and drop-off, quick computer/WiFi access, self-serve technologies, access to key civic services (e.g., community information, program registration, etc.), and possibly rentable study/work areas should space allow. Express libraries may take several forms, such as a main floor within a multi-storey mixed use building, attached to a school, or co-located with another civic facility; they are likely to be substantially smaller than the City’s existing libraries (possibly 2,000 to 3,000 square feet). They may also be constructed by the City or by developers, although municipal ownership of the space is preferred. These facilities should have frontage on a primary street and be centrally located in a prominent location (with transit access) so that it creates an identifiable public image. They are not required in areas that are adequately served by existing libraries, but could be considered in intensifying areas that are beyond a 10 to 15 minute walk to the nearest library (e.g., Uptown node, with a projected growth of 7,400 persons).

The needs of each neighbourhood are unique; therefore, application of the express library model should be undertaken on a case-by-case basis, pending further assessment of its feasibility. As much of the

residential growth within the City's intensification nodes is not projected to occur within the five-year scope of this Plan, it is not likely that the City will develop any express libraries in the short-term; rather the immediate focus should be on longer-term capital planning as part of the land development process, as well as potential implications on the Library's staffing model.



Recommendation #6

Support a target of 0.46 square feet of library space per capita to meet current and future needs.

As population projections are a primary driver of facility requirements, per capita targets are used to determine system-wide needs. In addition to quantitative targets, regular public engagement is vital to identifying local measures of success, as are indicators of quality, convenience, or user satisfaction.

Library systems are free to adopt facility provision standards that reflect their unique needs. As a guide, the Administrators of Rural and Urban Public Libraries of Ontario recommend a guideline of 1.0 square feet of library space per capita, an increase from the previous measure of 0.6 sf/capita. The space provision average amongst the comparator group of libraries was 0.56 sf/capita in 2011, with most systems falling between 0.4 and 0.6 sf/capita. The Mississauga Library Systems falls within the lower end of the comparator range.

Historically, the Mississauga Library System has targeted the provision of library space in the range of 0.5 to 0.6 sf/capita. This ratio was anchored to the City's previous inventory data, which has been adjusted by the City for this 2014 Plan to better account for shared spaces, resulting in an overall reduction of 15%. Mississauga is currently providing a ratio of 0.46 square feet of library space per capita (of which 0.30 sf/capita is provided through libraries other than Central). Should the inventory remain unchanged, population growth would gradually reduce this ratio to 0.45 sf/capita by 2019 and 0.42 sf/capita by 2031. Modest changes to overall library space provision will be brought about by the redevelopment of the Woodlands Library (+1,500sf) and the new Meadowvale Library (-600sf).

The 2009 Future Directions Plan recommended that the neighbourhood library space provision target be maintained at 0.30 to 0.34 sf/capita. Presently, the Central Library accounts for 0.16 sf/capita, while the City's neighbourhood libraries account for 0.30 sf/capita. There is a desire to continue to expand library space to meet the needs of the growing population, thus, a system-wide provision target that combines all libraries is recommended.

The City's current ratio of library space to population appears to be meeting most current demands. However, changing library use profiles are expected to place upward pressure on existing spaces, suggesting a need for facility renovations or modest expansions into

the future – this trend will be most evident at the Central Library. A reduction in space is not advised, nor is a substantial increase to the level of provision. It is recommended that the Library hold the line at 0.46 sf/capita for the duration of this five-year Future Directions Plan and revisit this ratio at the time of the next Plan.

The following table projects future library space needs based on this recommended target. Population forecasts for the 2014 Future Directions Plan align with the Plan's five year planning horizon but also look longer term to the year 2031.

Table 12: Library Space Requirements

Based on Target of 0.46 sf/capita		
Year	Needs	Shortfall*
2014	348,000	800
2019	357,500	10,300
2031	381,400	34,100

* Existing space provision is 347,252sf

Note: All figures have been rounded to nearest hundred
Inventory Source: City of Mississauga, 2013

Implementation of the recommended target suggests the need for 10,300 square feet of additional space by 2019 and 34,100 square feet by 2031.

In the short-term, much of this space can be accommodated through the recommended replacement and expansion of the Cooksville Library (see next recommendation), which is recommended for development just beyond the 2019 timeframe of this Plan. Expansions to existing libraries and/or the introduction of express libraries may assist the Mississauga Library System in meeting this target over the longer-term.

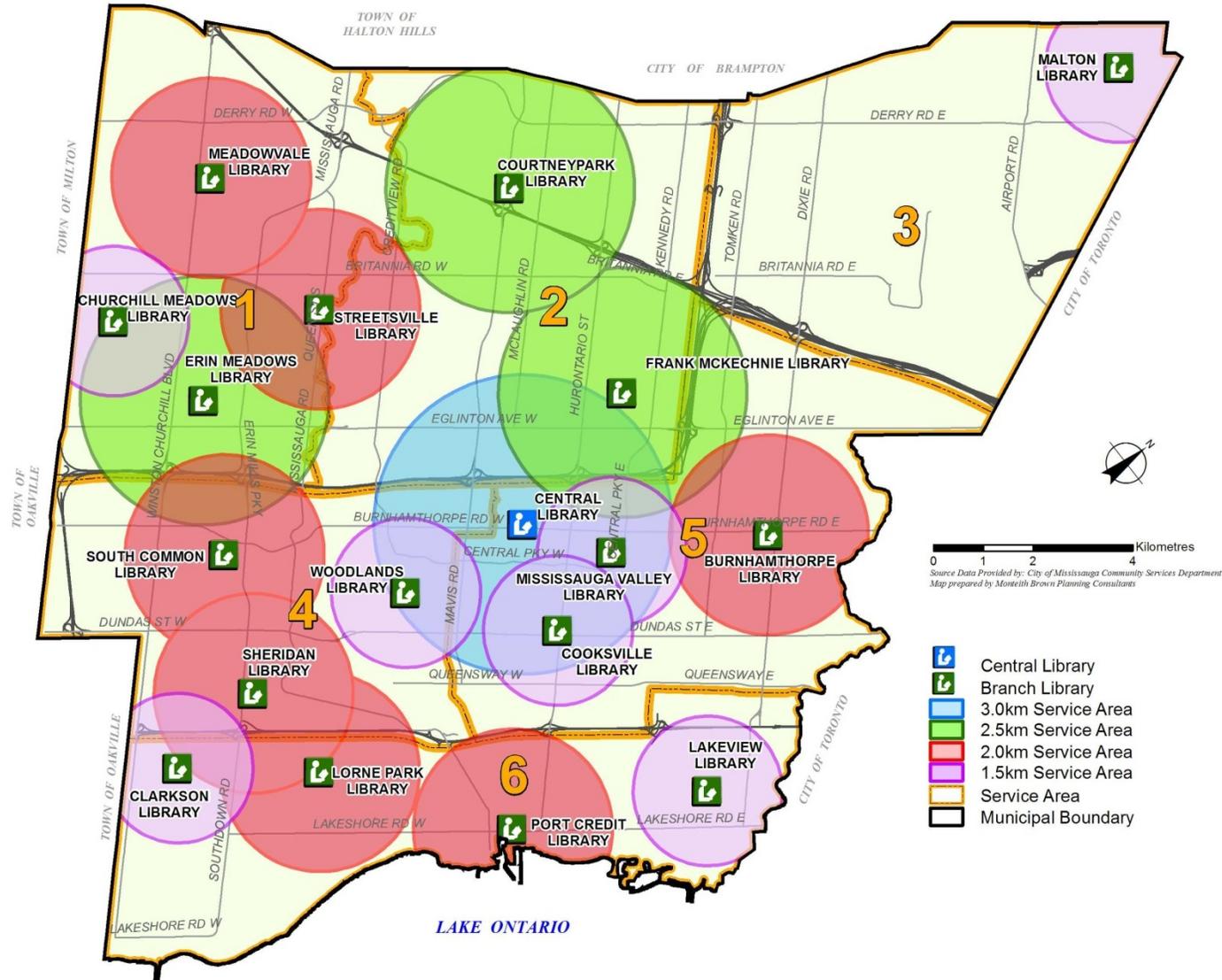
Recommendation #7

Begin planning for the replacement of the Cooksville Library, to be constructed post-2019.

A distribution analysis of Mississauga's Library locations was undertaken using geo-coded user decay data from cardholders. Service areas containing a minimum of 50% of cardholders are depicted on the following map; these radii are specific to each library and range from 1.5 to 3.0 kilometres. A 1.5 kilometre service radius is generally synonymous with the threshold recommended under the "Connect" pillar of the City's Strategic Plan, whereby the City supports the establishment of a library within a 10 to 15 minute walk for all Mississauga residents.

The map illustrates that users travel the farthest for access to the Central Library (<50% 3km+), followed by the Courtnepark, Erin Meadows, and Frank McKechnie Libraries (<50% 2.5km+). Less than 50% of users travel more than 2km to access the Burnhamthorpe, Lorne Park, Meadowvale, Port Credit, Sheridan, South Common, and Streetsville Libraries. The facilities that serve a more neighbourhood-based clientele are Churchill Meadows, Clarkson, Cooksville, Lakeview, Malton, Mississauga Valley, and Woodlands Libraries (<50% 1.5km+).

Map 4: Mississauga Library System Locations and Service Areas



Focusing on residential areas, this distribution analysis shows minor gaps within the East Credit district (Service Area 2) and Cooksville district (Service Area 5), both of which were identified within previous Future Directions Plans as areas to monitor and/or address through future facility development. Usage data suggests that the libraries in the vicinity of the East Credit district (most notably Frank McKechnie and Streetsville) have sufficient capacity to continue serving this community and no new service points are recommended for this area.

In terms of the Cooksville district, the northern portion of this community is served by the Cooksville Library, which is located in leased space within a retail building near the intersection of Hurontario and Dundas Streets. The 2009 Plan recommended that additional library space be provided in this area to serve the anticipated residential intensification, with options for providing library space within a new high school, community centre, or a new stand-alone library (17,000 to 22,000 square feet). Ideally, any new library space in this community would replace the space currently being leased for the Cooksville Library through a larger and modern building, as well as provide improved service to the area between Dundas Street and the QEW.

The City's residential intensification forecasts provide some context to identifying library facility needs within the Cooksville area. A growth of nearly 8,000 people is anticipated for the Downtown nodes between 2014 and 2019, and upwards of 37,000 new residents are forecasted by 2031. Most of this long-term growth (28,000) is allocated to the Downtown Core north of Burnhamthorpe Road – an area that is served by the Central Library. However, the Downtown Cooksville node is projected to grow by 6,500 people by 2031; together with the Downtown Hospital node (i.e., areas south of Dundas Street along the Hurontario corridor) this area is expected to have a population of over 26,000 by 2019 and nearly 33,000 people by 2031. Given the current geographic gap and population growth,

there is a need for a larger library facility (not an express library) to serve the Cooksville community.

Based on the existing level of service and a target of 0.46 sf/capita, a replacement for the Cooksville Library in the range of 15,000 square feet would be sufficient to meet the needs of this area and surrounding neighbourhoods.

A 15,000 square foot library would result in a net increase of approximately 10,000 square feet of space assuming the re-allocation of 5,000 square feet from the existing Cooksville Library. The size of this recommended facility is slightly smaller than what was anticipated in the 2009 Plan due to a refinement of population forecasts for this area. Planning for this capital project should be undertaken within the timeframe of this Plan (including site securement), with construction to be aligned with other development in the community, which is likely to occur beyond 2019. If a site in the target neighbourhood can be secured, a joint development between the Library and other synergistic community facilities would be preferred over a stand-alone Library.

Assuming that the Cooksville Library is replaced with a 15,000 square foot facility, an additional 24,100 square feet would be required to extend the 0.46 sf/capita target to 2031.

Lastly, given the overall trend toward larger libraries and the objective of maintaining community responsive service levels, the elimination or reduction of libraries is not recommended. All of the City's libraries are generally meeting accepted performance guidelines and – Central Library aside – there is only a modest geographic overlap in service areas within the Library System.

Recommendation #8

Implement the Mississauga Central Library Feasibility Study.

The Library is currently undertaking a Feasibility Study to identify how to optimize and revitalize the Central Library. The future vision for the Mississauga Central Library is that of an “epic” space that is versatile and meets the changing needs of its customers through a focus on creativity and collaboration. The Study notes that:

“The Central Library Building must reinvent itself from a resource-focused approach to a customer-oriented approach.”



Full activation of this vision will require a proper floor plate within which to offer both traditional and emerging services, as well as space for experimentation. The Feasibility Study that is currently underway will examine space needs and opportunities for possible internal expansions through the re-imagining and/or relocation of services internally (e.g., Nexus Youth Centre) or externally (e.g., Customer Service Centre). For example, the Study recommends that an entire level of the Central Library be dedicated to co-creation spaces and the experimentation of transformative spaces. Other new spaces, community partnerships, improved accessibility, lifecycle repairs, space reconfigurations, and enhancement of the student experience are all opportunities being explored in the study.

The Central Library first opened in 1991 and the community has grown exponentially since this time. In seeking to renew the Central Library, the Mississauga Library System is responding to many of the trends listed in Section 2 of this Plan, including transformative and flexible spaces. Specific spaces being contemplated by the Central Library Feasibility Study include: classroom type spaces for learning, computer training labs, individual quiet study, group study, break-out spaces, urban living rooms, media rooms, separate Teen rooms, spaces catering specifically to Tweens, theme based Children Discovery Zones, interactive learning centres, and lounge spaces. The Study also recommends a reduction of stacks on some floors and the elimination of stacks on other floors altogether, an idea that has already been successfully implemented on the Library’s fourth level.

Implementation of the Central Library revitalization is current unfunded, but there is considerable merit in ensuring that the Library’s flagship facility and key asset within the City Centre reflect the needs of a 21st century City.

Recommendation #9

Continue the facility revitalization project to ensure that Mississauga's Libraries remain accessible, modern, and responsive to changing needs.

Mississauga recently completed a significant library revitalization project that resulted in new and expanded facilities at the Burnhamthorpe, Lakeview, Lorne Park, and Port Credit Libraries. Over the years, the Library has emphasized the need to keep its facilities current and accessible, with renovations being undertaken in a timely manner and in response to community needs. In order to ensure attractive, responsive, and modern library spaces, as well as for asset management purposes, the Library should continue to renew its stock of public library facilities.

There is a need to continue the strategic revitalization of the City's Libraries. These projects would not only refresh furniture and finishings, but also reconfigure spaces to allow for sufficient area for programs, seating, group and individual study, staff requirements, etc. Based on building condition audits, functionality, accessibility, and related factors, the Library should identify priority facilities for revitalization. Should the City decide that complete facility redevelopment is required, any change in net size should be accompanied by appropriate justification based on local needs and forecasts.

Population growth within the vicinity of existing facilities may also trigger facility renewal and/or expansion. For example, the City is currently working with the community to develop a vision and master plan for the Inspiration Lakeview and Inspiration Port Credit areas. Projected population forecasts for the Inspiration Lakeview area

suggest that the existing Lakeview Library would be undersized to serve long-term needs. While the Lakeview Library is well located to serve at least a portion of this growing community, additional space would likely be required through facility expansion or new development if these forecasts are realized. The population forecasts for the Inspiration Port Credit area are more modest in comparison and the newly redeveloped Port Credit Library should be reasonably well situated to address localized growth. Due to the ongoing nature of these projects, their implications on library service levels in Service Area 6 should be more fully considered through a subsequent assessment of Future Directions.



4.3 Collections Strategy

Recommendation #10

Accelerate the collection growth initiative by moving toward an annual funding level of \$4.25 per capita and a total collection size of 2.0 items per capita over the life of this Plan.

All public libraries need to collect in more formats than ever before. Collections in more languages are also crucial in communities like Mississauga with a large newcomer community and many language groups. The City is growing and the Library struggles to keep up with demands from new and growing communities.

Circulation numbers and related factors suggest that users are not always finding what they want, or in the language or format that they desire. In 2007 and 2011, per capita circulation in Mississauga was 10.6 and 10.5 items, respectively. Looking at comparator libraries, circulation patterns were quite different – only Markham and Winnipeg (as well as Mississauga) experienced a drop in circulation while other libraries were recording increases of between 3% and 39%.

The Mississauga Library System exhibits low per capita ratios of items and collection funding levels compared to most other large libraries. For example, Mississauga's collection budget ranked last amongst the comparator libraries in both 2007 and 2011 at \$3.32 and \$3.26 per capita, respectively. The City's 2014 budget indicates that the Library is currently funding materials at a level of \$3.38 per capita, which is currently allowing the Library to maintain a collection of approximately 1.8 items per capita (a total of nearly 1.4 million items). The Library continually seeks ways to maximize its collection budget; however, the transition to multiple formats remains a challenge.

Looking to the future, it is recommended that the Library index collection funding with population growth. Mississauga would have to increase its collection funding by over 60% to achieve the current average of the Ontario library comparator group (\$5.50 per capita). A slightly less aggressive collection funding target of \$4.25 per capita is recommended for Mississauga, which represents the lower end of the comparator group range. Depending on de-selection practices, this budget increase should assist in growing the size of the overall collection closer to 2.0 items per capita (a total of over 1.5 million items). This recommended rate has been established with consideration to the fiscal challenges faced by the Library and City.

Bringing the collection funding level to \$4.25 by the end of this Master Plan (2019) will require an increase of approximately 5% per year to the materials budget, or an average of \$150,000 year over year.



Recommendation #11

Acquire and utilize better metrics through the use of a centralized collection management service to manage all aspects of collections.

Mississauga has been implementing the “Collection as One” initiative, as recommended in the 2009 Future Directions Plan. This process involves moving collections throughout the various libraries in accordance with demand. The Library uses key vendor services to manage some selection decisions for the Library based on profiling. The Library has purchased many eBooks to meet demand, further reducing the need for multiple print copies of bestsellers.

Centralizing materials selection works hand-in-hand with the concept of Collection as One. This practice provides better overall consistency in collection building and distribution. Working in concert with major vendors and collection selection services (e.g., automatic release programs), centralizing selection will also significantly improve timelines. From catalogue/list receipt to ordering processes, centralized selection will help to bundle multiple orders at one time and will improve acquisitions’ tracking processes, ultimately getting items into the hands of users faster. Centralized selection through dedicated staff will also return valuable staff resources back to frontline customer services.

Through the use of a collection management service, the Mississauga Library System can obtain better, consistent, and more in-depth metrics to help understand collection performance and how collections meet user needs, locally or even at other library systems. These metrics will be critical to the centralized selection process. Actionable data will make for even better purchasing and de-selection

decisions based on emerging client interests, which is particularly relevant given the City’s aging population and other changing socio-demographic indicators.

Several public library systems in Canada and the United States (e.g., Vaughan, Ajax, Calgary, San Francisco, and New York) have improved collection effectiveness through the use of collection management services. Many of these systems use an external service to help them to improve overall collection performance and marketing efforts, as well as to make better, more relevant, and cost effective purchasing choices.

Along with improved and streamlined acquisition processes, libraries require better strategies to weed their collections. In Mississauga, the responsibility of de-selection is not centralized, rather is assigned to the individual libraries.

More than ever, all libraries are reviewing the use of their spaces for future applications. In Mississauga, a staff member (working with the collections staff and library managers) should be seconded to coordinate collection de-selection across the system.

Reviewing comparator statistics that measure items held show some interesting patterns; of 13 libraries, Mississauga in 2007 held 1.97 items per capita, the second lowest number of the group. In 2011, Mississauga held 1.80 items per capita, again the second lowest number of items held.

Turnover is also helpful in measuring collection performance. Turnover rate refers to how many times collection items are circulated in a given period of time. In 2007, Mississauga (5.4 times) exceeded the average collection turnover rates of the comparator group (3.7 times). By 2011, the group average had increased to 4.5 and Mississauga’s turnover rate rose to 5.8 times. This increase is a

positive indicator given the size of the Library's collection; however, most comparator libraries saw significant increases in their turnover rates over these years, with only Winnipeg lagging behind Mississauga in this category. Where Mississauga showed a modest turnover rate increase of 8% over those years, the average for the comparator group was 19%, with five systems showing an increase of 25% or more in their turnover rates during the same time period.

In essence, this data shows the collection at Mississauga is not moving forward as well as it might. Although the turnover rate at Mississauga is positive compared to the average of the comparators, the rate of improvement over recent years is modest. The use of a collection management service will assist the Library in making informed decisions to improve these rates.



Recommendation #12

Continue the steady expansion of electronic products and services, as supported by user interest, trends, and funding availability.

Moving to digital and all of its impacts on all library operations is probably the most dominant subject appearing in library research. Mississauga Library System statistics demonstrate the rapid transition users are making towards the use of technology, in particular personal devices.

Although usage of the Library's computer workstations is high, it appears to be slowly decreasing. With the launch of a wireless network across Mississauga, usage of WiFi and personal devices has exploded; in 2013, nearly 30,000 users accessed WiFi in one week alone. Information communication technology requests may be levelling off, but electronic reference transactions are increasing. Earlier data reported on electronic visits also show positive growth.

Table 13: Weekly Electronic Usage of the System (Count Week)

	2011	2012	2013
People using workstations	13,804	12,826	11,250
Electronic Reference Transactions	59	68	118
Wireless users	2,479	7,735	29,334
Information Communication Technology Requests	1,674	975	1,350

Source: Count Week Summary Statistics, Mississauga Library System

Budget trends show the Library's commitment to continued investment in electronic materials and services such as eBooks and eAudioBooks. The Mississauga Library System strives to acquire even more electronic products, which are proving very popular. For example, the Library has recently subscribed to Zinio, a popular digital magazine product.

Looking at the Canadian market, CULC conducted a study that found that eBook purchases accounted for 1.6% of all materials budgets in Canadian large urban libraries for the years 2009 and 2010.¹²

A more specific review of comparator libraries (Appendix B) shows that the Mississauga Library System is progressing well in maintaining or exceeding its commitment to electronic resources and the purchase of eBooks. The percentage of material expenditures dedicated to electronic resources and eBook purchases for the comparator libraries in 2010 and 2011 indicates the following:

- allocation of between 5 to 17% of the total materials budget to electronic resources; the average shows little variation from 2010 to 2011
- Mississauga Library System allocated 8.0% of its materials budget to electronic resources in 2010; in 2011, this figure was 8.4%
- increased commitment to eBook purchases for all comparators; as a percentage of material expenditures, investment in eBooks doubled from 1.4% in 2010 to 3.0% in 2011
- Mississauga Library System also doubled its allocation for eBook purchases from 1.9% in 2010 to 3.8% in 2011

¹² CULC. Expanding eBooks: Purchasing and Lending at Canadian Public Libraries. 2011.

- on a per capita basis, Mississauga's spending on electronic resources and eBooks lags behind most other library system as its overall materials budget is the lowest of the group

The publishing industry is positive about the success of eBooks in the market. A recent study found that, "eBook sales in the (international) trade sector have grown five-fold in three years, to \$165 million in 2009, or roughly 1.3 percent of the market."¹³ Furthermore, U.S. research¹⁴ found that 53% of survey respondents age 16 and older identified "offering a broader selection of eBooks" as one of four priorities for libraries. The same study found that "the three (most popular) services were classes on e-borrowing, classes on how to use handheld reading devices, and online "ask-a librarian" research services".

Libraries are experiencing growing interest and demand for eBooks but do face some challenges, including:

- segmenting more of their limited materials budgets to include new formats
- limited access to all titles due to contractual arrangements with suppliers
- not all current titles of interest to the public are available in eBook format
- short loan periods
- wait lists
- need to address the various devices available in the marketplace for users (e.g., do libraries purchase all or target certain devices only?)
- need to meet public expectations for assistance in the use of various devices

¹³ AT Kearney. Do Readers Dream of Electronic books? 2011.

¹⁴ Zickuhr Kathy, Lee Rainie and Kristen Purcell. Library Services in the Digital Age. Pew Research Center. January 22, 2013.

While spending on eBooks continues to rise, it is notable that this format accounts for only 4% of Mississauga Library System's total circulation. Although eBook adoption in Canada lags behind the United States, a survey of the top 100 American libraries¹⁵ based on materials expenditure spent approximately 5% of their materials budgets on eBooks in 2011. This American survey indicated that spending on eBooks was projected to increase by 5% per year, but would increase by nearly 50% if eBook content became more available to libraries. Much of this increase was anticipated to come at the expense of spending on print materials, which would decline. Between 2011 and 2012, eBook lending increased by 54% amongst the American libraries surveyed.

Given that Mississauga's allocation for eBook funding (expressed as a percentage of all materials funding) is generally in line with other comparators, it is recommended that the Library continue to fund at approximately 4% to 5% of the total materials budget for at least the next year. To establish a longer-term target, it is recommended that the Library continue to track funding patterns of other CULC libraries and that a survey of users be completed to determine eBook interest and usage patterns, including topics such as:

- awareness of the Library eBook offerings
- use of eBooks (at the Library or outside)
- potential areas of eBook interest
- use of devices (by type)
- potential Library role in support of eBooks and related services
- other improvements to eBook services

Tracking the impact of eBooks on library services and budgets will take time to fully evaluate. The Library's survey results, along with

¹⁵ Online Computer Library Center. [The Big Shift: Public Library Strategies for Access to Information in Any Format](#). 2012.

changes in the status of publisher negotiations and consortiums, may help to tailor future eBook collection planning.

The Library has also been studying the idea of streaming audio and video products. Not only will streaming meet the growing interests of the community, but space will be recaptured and reassigned to other future library applications. It is recommended that the Library seek funding to migrate to streaming applications and resources. Public library systems in Edmonton, Vancouver, and Seattle have achieved particular success in moving towards streaming.

4.4 Electronic Strategy

Recommendation #13

Fast-track the development and implementation of a mobile strategy to enhance user access and service delivery.

The emergence and dominance of mobile technologies introduces a whole new opportunity for library service development. It will increase accessibility and convenience for users.

There is a need for greater convenience, mobility, and outreach and the Library has an opportunity to work with the City to achieve this. A mobile strategy will align the Library with the City of Mississauga's strategies in this area, allowing the Library to participate and benefit from additional expertise in the City's Information Technology department.

For citizens, a city-wide mobile strategy ensures seamless and convenient municipal services. Furthermore, establishing a mobile

infrastructure prepares the Library for potential streaming opportunities and future outreach possibilities as provided by MOOCs (which are massive open online courses, an interactive forum for users and staff alike).

Key components of a mobile strategy for the Mississauga Library System may include (but not be limited to) the following:

- development of a mobile website
- implementation of new ILS modules that support mobile technologies
- acquisition of tablets for customer services staff
- use of apps that are compatible with a variety of devices (e.g., Android, iOS, etc.)
- ensure staff training to support mobile technologies and devices
- expansion of roving reference services
- creation of demonstration labs in the Library for use by staff and the public
- creation of a suite of training programs for the public
- expansion of bandwidth in preparation for streaming
- development of a marketing strategy that informs and advertises mobile Mississauga

Research into promising practices suggests that larger libraries tend to adopt mobility strategies faster than smaller libraries. Public library systems in Toronto, Edmonton, Calgary, and Ajax have achieved particular success in this area.

Recommendation #14

Overhaul the Library's website.

In its recent Strategic Plan, the Toronto Public Library reports that 58% of Torontonians used a library computer or accessed the Library's wireless network, making their website the fastest growing point of contact. The experience in Mississauga is likely very similar and, like Toronto, Mississauga should continue to look for ways to improve the availability of online library resources.

Improvements to the Library's website should be a priority. It is suggested that the website be:

- easily accessible / barrier free
- more intuitive
- de-cluttered
- current, providing "up to the minute" content
- mobile-friendly
- user-responsive, including features such as an online tech help desk



Recommendation #15

Establish a makerspace pilot project and seek community and business partners to help deliver this and other technology-related services.

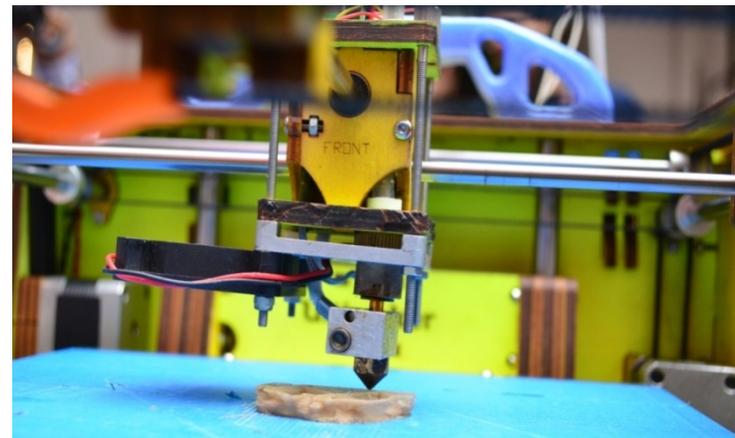
The latest trend in libraries is the creation of makerspaces – the optimal convergence of skills, technologies, and resources available through libraries. Acting as an incubator/space for idea interaction and learning, makerspaces can provide a wonderful arena within which to “play” with the new and changing technologies. The literature discusses as many variations of makerspaces as there are libraries. Examples include technology demonstration labs, ePublishing centres, and 3D printing areas.

These new centres will also draw youth and older adults into the Library. Discovery centres that target youth and children, for instance, may be one variation of a makerspace. Another opportunity is the development of a self-publishing centre, which would be especially attractive to older adults.

Canadian libraries have engaged in various technology-related partnerships with government agencies, local governments, and businesses, exemplified by efforts in London, Windsor, and Ottawa to name a few. In the United States, many makerspace projects in public libraries rely on government grants and partners from the education, private, and community sectors. These relationships may involve various arrangements, such as funding, technical expertise, training and the provision of key technologies and devices that will deliver and fulfill new library strategies.

The Mississauga Library System is well placed to explore these and other partnerships, which will be essential in rolling out new products and services for the Library. For instance, Mississauga’s Culture Division sees makerspaces as a centre within which they can expand and extend a user’s basic knowledge of technology gained from library instruction, but with guidance from cultural advisors and experts. The Library should work more closely with the City’s new Sponsorship and Corporate Development Division in order to foster and nurture collaborations.

Through its successful robotics program, the Mississauga Library System has elements of co-creation initiatives and makerspaces at present. The proposed revitalization of the Mississauga Central Library would seek to more closely align the Library with this trend through the provision of studio-inspired spaces with creative equipment and supporting infrastructure for the production of music, video, animation, and more. The Feasibility Study recommends that an entire level of the Central Library be dedicated to co-creation spaces and the experimentation of transformative spaces.



Appendix A: Public Engagement Comments

The following are comments received from the four public engagement sessions held to present the draft Future Directions for Library Services.

Public Comments	Future Directions Plan Response
Service Delivery Model	
The expertise of Library staff is highly valued.	Recommendation 1 supports continued investment in staff training and resources.
Love the digital newsletters and readers' advisory, but a lot of seniors are not on the Internet so traditional print media awareness remains important (but local newspapers are not very effective).	Recommendation 2 supports the need for improved and targeted marketing efforts for specific populations.
Should get away from the word "library" – something like "learning resource centre" would be more representative of everything that modern libraries have to offer (libraries are not just for reading).	The need for the Library to undertake a branding initiative was not specifically identified, but might be considered as part of the implementation of Recommendation 2 (marketing).
Extend after-hours access at Central Library and other libraries to accommodate working adults and students, including those that just need space for programs/courses and studying (e.g., secured study/media rooms unlocked by key codes).	Recommendation 3 supports the need to review hours of operation at all Mississauga libraries.
The Library offers many events, but concerned that funding is not keeping pace with needs (the example provided by one individual was that the library used to provide refreshments and donations for volunteer-led programs, but this has been cut back); library needs to show support for volunteers and do more to attract people to their events (e.g., coordination of marketing with local schools).	Funding for Library Services is approved annually by the Library Board and City Council. The findings of this Future Directions Plan are important inputs into the budget process. Recommendation 2 supports the need for improved and targeted marketing efforts for specific populations.
Thankful for the Friends of the Library and the many events they support.	Partnerships are supported by the Strategic Direction for the Service Delivery Model.
The Peel Children and Youth Initiative offers its support for the plan and notes that it is supportive of any plans to expand partnerships and co-location of services that would improve access by families.	Partnerships are supported by the Strategic Direction for the Service Delivery Model.
The City/Library should consider options for improving communications and awareness (e.g., mobile apps).	Recommendation 2 supports the need for improved marketing efforts and Recommendation 13 supports the need to undertake a mobile strategy to enhance user access and service delivery

Public Comments	Future Directions Plan Response
The Library is a safe place within the community and its budget should not be reduced.	The findings of this Future Directions Plan are important inputs into the budget process.
Would like to see more speaker's series in the evenings (and well advertised), similar to what is offered by the Toronto Public Library.	The Mississauga Library System offers author sessions, especially to support local authors, and will continue to seek opportunities for feature authors.
Facility Model	
Youth use library for homework, reading, and hanging out with friends as there is more to do versus going home. Computer terminals are well used, as are tables and chairs.	Recommendation 4 supports spaces that strengthen the ability of library facilities to serve as community hubs.
Could there be a shuttle service from schools to the libraries to get youth to them?	Public libraries are located along transit routes and continual improvements are being made to the City's trails system to connect residents to community destinations.
Must continue to ensure that there are bike racks at all libraries.	All public libraries have bike racks.
Library facilities are sparse – just provide the bare minimum – would prefer that all be located within multi-use facilities (or within schools) that offer a wider range of leisure services.	Many of the City's libraries are co-located with community centres and/or schools. Co-locating opportunities are assessed at the time that new library development or relocation is proposed.
Love the idea of express / satellite libraries that integrate with other services and activities.	Recommendation 5 supports the need to explore options for express libraries.
The Sheridan Library appears to be under-utilized.	Sheridan Library is one of the smallest within the Mississauga Library System and its utilization is generally commensurate with its size. The Library has partnered with Polycultural Immigrant & Community Services at this location to offer an alternative community library model. The exploration of a new library facility for the Sheridan community and its partners remains a longer-term possibility, but is outside the scope of this five-year plan.
Libraries should be made more conducive to accommodating small business meetings – more small meeting rooms, enhanced finishes/fixtures, etc. Libraries are important meeting spaces – need to ensure there are enough large and small activity and study rooms.	Recommendation 4 supports spaces that strengthen the ability of library facilities to serve as community hubs and Recommendation 9 supports the revitalization of libraries to ensure that they remain responsive to changing needs.
What is the timing of implementation on the Central Library Feasibility Study – will there be any public consultation?	Implementation of the Central Library Feasibility Study (Recommendation 8) is currently unfunded, but has been recommended within the 5-year timeframe of this Plan.

Public Comments	Future Directions Plan Response
<p>The proposed new Cooksville Library should still be located in the same area to serve area residents.</p>	<p>Recommendation 7 supports the replacement of the Cooksville Library (currently within leased space near the Hurontario/Dundas intersection) beyond 2019. Strong population growth is forecasted for this area and the Plan recommends a 15,000sf library to serve the existing community and new growth. Implementation of this recommendation would include a site identification process.</p>
Collections Strategy	
<p>Concern over shrinking DVD collection.</p>	<p>Recommendation 10 supports accelerated funding for the Library's print and digital collections. Decisions about formats will be informed by utilization, requests, and common collection management practices as supported by Recommendation 11.</p>
<p>Youth prefer hard print material over eBooks.</p>	
<p>Need to maintain the health of the print collection.</p>	
<p>Growing interest in foreign language materials.</p>	
<p>There is a need to find the right balance between print and digital books – some favour print books, others prefer eBooks :</p> <ul style="list-style-type: none"> • not everyone can afford tablets and new technologies, so there will always be a place for the printed word • ability to enlarge fonts is an advantage for eBooks • would like to see waitlists for eBooks reduced • the Library should rely on software and usage data to determine timing and type of new purchases 	<p>Recommendation 12 supports the steady expansion of electronic products and services based on user interests, trends, and funding availability.</p>
Electronic Strategy	
<p>Libraries must continue to provide computers to serve vulnerable populations.</p>	<p>Computers are one of the best used resources within Mississauga's Libraries and will continue to be provided in response to demand.</p>
<p>Several were interested in possibilities for makerspaces (e.g., inter-generational opportunities for older adults to learn from youth) and 3D printers, but some were skeptical if this is a role for the library.</p>	<p>Recommendation 15 supports the establishment of a makerspace pilot project, based on proven technologies and lessons learned from the many other library systems that are implementing these technologies with great success.</p>
<p>The cost of music streaming and makerspaces should not come at the cost of reducing the physical collection.</p>	<p>Recommendation 15 supports the establishment of a makerspace pilot project with resources leveraged from community and/or business sector partners. Recommendation 10 supports enhanced funding for the Library's print and digital collections.</p>
<p>Has the City/Library considered tool lending libraries (e.g., for garden tools, home building)?</p>	<p>This has not specifically been recommended in the Plan, but is a detail that may be considered through makerspace implementation.</p>

Appendix B: Comparator Library Data

Comparator Libraries & Population

	Population	
	2007	2011
Ontario Libraries:		
Brampton	452,039	523,911
Hamilton	504,559	531,057
London	355,596	366,151
Markham	288,583	312,454
Ottawa	888,853	927,118
Toronto	2,503,281	2,790,200
Vaughan	246,578	288,301
Other CULC libraries:		
Calgary	1,019,942	1,090,936
Edmonton	730,372	812,201
Halifax	372,858	372,858
Vancouver	611,689	644,214
Winnipeg	633,451	691,800
Mississauga	720,000	738,000

Source: Canadian Urban Libraries Council

Comparator Libraries & Hours Open

	Per Capita		Change per Capita
	2007	2011	
Ontario Libraries:			
Brampton	0.04	0.03	-14%
Hamilton	0.09	0.09	-2%
London	0.11	0.11	0%
Markham	0.06	0.06	-4%
Ottawa	0.09	0.09	-3%
Toronto	0.10	0.09	-7%
Vaughan	0.07	0.06	-15%
Other CULC libraries:			
Calgary	0.05	0.05	-1%
Edmonton	0.06	0.06	1%
Halifax	0.10	0.10	2%
Vancouver	0.07	0.09	29%
Winnipeg	0.07	0.07	-6%
Average	0.08	0.08	-3%
Mississauga	0.07	0.07	-1%

Source: Canadian Urban Libraries Council

Comparator Libraries & In-Person Visits

	Per Capita		Change per Capita
	2007	2011	
Ontario Libraries:			
Brampton	4.30	3.99	-7%
Hamilton	7.31	7.70	5%
London	7.78	8.83	13%
Markham	6.52	6.79	4%
Ottawa	4.82	5.69	18%
Toronto	6.55	6.83	4%
Vaughan	4.71	4.22	-11%
Other CULC libraries:			
Calgary	5.41	4.90	-9%
Edmonton	7.64	6.53	-15%
Halifax	6.35	6.23	-2%
Vancouver	7.85	10.13	29%
Winnipeg	5.37	3.89	-28%
Average	6.25	6.34	1%
Mississauga	6.18	6.44	4%

Source: Canadian Urban Libraries Council

Comparator Libraries & Program Visits

	Per Capita		Change per Capita
	2007	2011	
Ontario Libraries:			
Brampton	0.08	0.09	18%
Hamilton	0.15	0.21	39%
London	0.54	0.52	-3%
Markham	0.18	0.22	24%
Ottawa	0.22	0.22	0%
Toronto	0.26	0.31	20%
Vaughan	0.34	0.32	-4%
Other CULC libraries:			
Calgary	0.12	0.25	102%
Edmonton	0.20	0.31	52%
Halifax	0.30	0.35	17%
Vancouver	0.27	0.37	40%
Winnipeg	0.10	0.11	6%
Average	0.22	0.27	24%
Mississauga	0.10	0.16	56%

Source: Canadian Urban Libraries Council

Comparator Libraries & Total Revenues

	Per Capita		Change per Capita
	2007	2011	
Ontario Libraries:			
Brampton	\$30	\$26	-13%
Hamilton	N/A	\$57	N/A
London	\$50	\$57	14%
Markham	\$34	\$36	6%
Ottawa	\$39	\$44	13%
Toronto	\$69	\$69	0%
Vaughan	\$39	\$42	8%
Other CULC libraries:			
Calgary	\$41	\$50	22%
Edmonton	\$46	\$56	22%
Halifax	\$48	\$60	25%
Vancouver	\$59	\$67	14%
Winnipeg	\$41	\$38	-7%
Average	\$45	\$50	11%
Mississauga	\$32	\$35	9%

Source: Canadian Urban Libraries Council

Note: Revenue sources include government funding, library generated revenue, donations, and other revenue. Excludes capital project funding.

Comparator Libraries & Material Expenditures

	Per Capita		Change per Capita
	2007	2011	
Ontario Libraries:			
Brampton	\$3.00	\$4.23	41%
Hamilton	\$6.00	n/a	n/a
London	\$5.35	\$6.26	17%
Markham	\$5.58	\$5.62	1%
Ottawa	\$4.86	\$5.27	8%
Toronto	\$6.65	\$6.08	-8%
Vaughan	\$4.84	n/a	n/a
Other CULC libraries:			
Calgary	\$7.17	\$7.28	1%
Edmonton	\$7.40	\$7.38	0%
Halifax	\$4.62	\$5.07	10%
Vancouver	\$7.13	\$7.93	11%
Winnipeg	\$4.21	\$4.41	5%
Average	\$5.98	\$6.11	2%
Mississauga	\$3.32	\$3.26	-2%

Source: Canadian Urban Libraries Council

Comparator Libraries & Spending on Electronic Resources

	% of Total Materials Spending		Change 2010-11	Per Capita 2011
	2010	2011		
Ontario Libraries:				
Brampton	15.7%	13.3%	-16%	\$0.56
Hamilton	n/a	7.0%	n/a	\$0.42
London	8.5%	9.1%	6%	\$0.57
Markham	16.1%	17.4%	8%	\$1.02
Ottawa	9.4%	10.2%	9%	\$0.54
Toronto	12.5%	13.8%	11%	\$0.84
Vaughan	8.3%	6.7%	-20%	\$0.36
Other CULC libraries:				
Calgary	10.7%	12.1%	13%	\$0.78
Edmonton	11.1%	13.0%	17%	\$0.96
Halifax	5.2%	5.8%	11%	\$0.30
Vancouver	9.0%	8.6%	-5%	\$0.68
Winnipeg	10.3%	10.3%	0%	\$0.45
Average	11.0%	11.6%	5%	\$0.69
Mississauga	8.0%	8.4%	6%	\$0.29

Source: Canadian Urban Libraries Council

Comparator Libraries & Spending on eBooks

	% of Total Materials Spending		Change 2010-11	Per Capita 2011
	2010	2011		
Ontario Libraries:				
Brampton	3.1%	3.4%	9%	\$0.14
Hamilton	n/a	2.1%	n/a	\$0.13
London	1.0%	1.9%	103%	\$0.12
Markham	2.9%	n/a	n/a	\$0.00
Ottawa	0.5%	1.4%	182%	\$0.08
Toronto	1.2%	2.7%	123%	\$0.16
Vaughan	1.3%	2.2%	73%	\$0.12
Other CULC libraries:				
Calgary	2.0%	4.3%	118%	\$0.27
Edmonton	0.8%	2.3%	177%	\$0.17
Halifax	4.5%	7.1%	58%	\$0.36
Vancouver	0.9%	6.1%	541%	\$0.48
Winnipeg	0.7%	1.3%	80%	\$0.06
Average	1.4%	3.0%	114%	\$0.18
Mississauga	1.9%	3.8%	97%	\$0.13

Source: Canadian Urban Libraries Council

Comparator Libraries & Items Held

	Per Capita		Change per Capita
	2007	2011	
Ontario Libraries:			
Brampton	1.11	1.22	10%
Hamilton	2.41	2.03	-16%
London	2.70	2.51	-7%
Markham	2.44	2.14	-12%
Ottawa	2.61	2.54	-3%
Toronto	4.31	3.99	-7%
Vaughan	2.15	1.83	-15%
Other CULC libraries:			
Calgary	2.32	2.09	-10%
Edmonton	2.25	2.24	0%
Halifax	2.94	2.67	-9%
Vancouver	4.46	4.09	-8%
Winnipeg	2.55	2.30	-10%
Average	3.08	2.85	-7%
Mississauga	1.97	1.80	-9%

Source: Canadian Urban Libraries Council

Comparator Libraries & Circulation

	Per Capita		Change per Capita
	2007	2011	
Ontario Libraries:			
Brampton	8.81	11.27	28%
Hamilton	9.32	13.01	39%
London	9.94	11.61	17%
Markham	14.35	13.90	-3%
Ottawa	11.34	12.03	6%
Toronto	11.56	11.92	3%
Vaughan	9.07	9.87	9%
Other CULC libraries:			
Calgary	14.03	15.59	11%
Edmonton	13.20	16.46	25%
Halifax	12.45	13.08	5%
Vancouver	12.37	15.50	25%
Winnipeg	8.57	7.76	-10%
Average	11.52	12.75	11%
Mississauga	10.62	10.47	-1%

Source: Canadian Urban Libraries Council

Comparator Libraries & Collection Turnover

	Per Capita		Change
	2007	2011	
Ontario Libraries:			
Brampton	8.0	9.3	17%
Hamilton	3.9	6.4	66%
London	3.7	4.6	25%
Markham	5.9	6.5	10%
Ottawa	4.4	4.7	9%
Toronto	2.7	3.0	11%
Vaughan	4.2	5.4	28%
Other CULC libraries:			
Calgary	6.1	7.5	23%
Edmonton	5.9	7.3	25%
Halifax	4.2	4.9	16%
Vancouver	2.8	3.8	37%
Winnipeg	3.4	3.4	0%
Average	3.7	4.5	19%
Mississauga	5.4	5.8	8%

Source: Canadian Urban Libraries Council

Comparator Libraries & Library Space Provision

	Per Capita		Change per Capita
	2007	2011	
Ontario Libraries:			
Brampton	0.28	0.24	-13%
Hamilton	0.63	0.60	-5%
London	0.93	0.90	-4%
Markham	0.41	0.41	-1%
Ottawa	0.48	0.48	0%
Toronto	0.73	0.66	-9%
Vaughan	0.49	0.42	-14%
Other CULC libraries:			
Calgary	0.42	0.41	-3%
Edmonton	0.52	0.53	2%
Halifax	0.57	0.57	0%
Vancouver	0.79	0.78	-2%
Winnipeg	0.55	0.50	-9%
Average	0.59	0.56	-5%
Mississauga	0.48	0.47	-2%

Source: Canadian Urban Libraries Council

Appendix C: List of Sources for Trends Research

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