2019 Library Master Plan

Future Directions   FINAL REPORT   MISSISSAUGA

2019 Library Master Plan
Prepared for the Community Services Department, City of Mississauga

FINAL REPORT
January 30, 2019

Prepared by:

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Acknowledgements (continued)

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Executive Summary

Purpose

The Master Plan will inform long range strategic priorities that align with the Library Board's Ends to serve a growing, intensifying, and diversified city. To stay up to date, the Master Plan is revised every four to five years with a more comprehensive review every ten years.

The Library Board's Ends Are:

- We know and engage with our community
- We work to recognize the Library as a key learning institution
- We provide inspiring, welcoming and creative spaces
- We deliver service with multi-talented people changing lives
- We provide access to many resources in many ways

Overview

The collections, facilities, programs, technology and people in public libraries are in the process of a remarkable metamorphosis. This transformation is continuing, and the public library consequently continues to move ever further into a position of informational, technological, social, cultural and educational leadership.

While much of the traditional library remains, the proliferation of information, the variety of formats and applications, and the range and velocity of information exchange has expanded public expectation of the Mississauga Library System's (Library) services, the scope of collaborative engagement with the community, and potential empowerment of individual community members. Public library systems must respond to these transformational expectations and opportunities.

This Master Plan culminates in a number of recommendations, derived over a series of sequential steps that include an environmental scan of industry trends, a comparison with similar organisations, distilling of rounds of consultations, and the identification of Strategic Priorities.

Trends in Library Service → **Consultation Themes** → **Library Board's Ends & Strategic Priorities** → **Recommendations**

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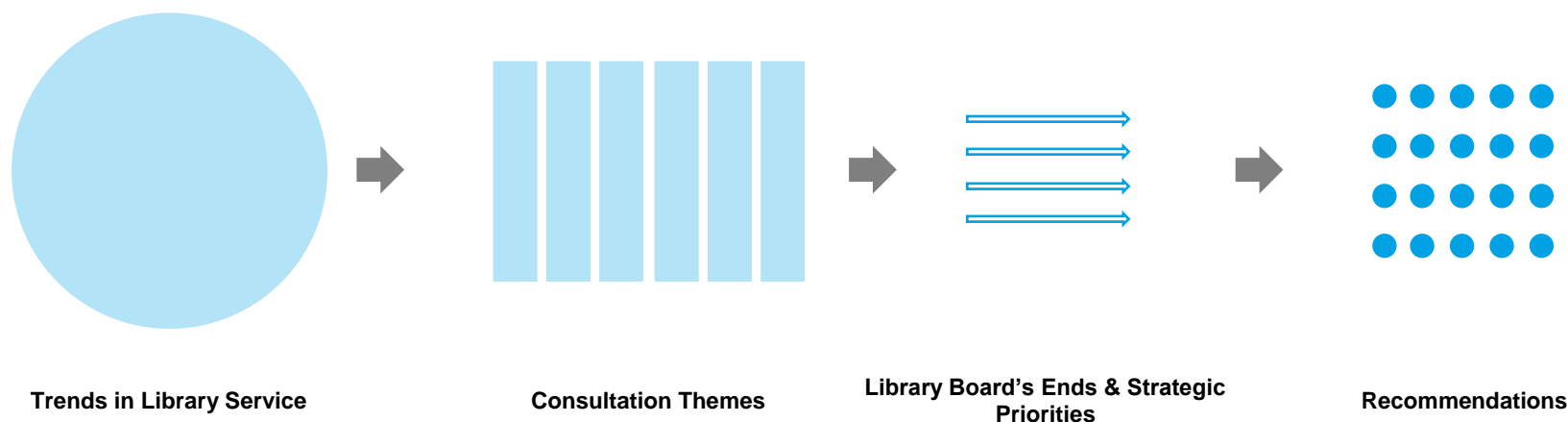
Trends in Library Service

The Master Plan includes an environmental scan of the trends in current expectations and delivery of public library services. The Trends section, focused on qualitative features of library systems and services, presents detailed topics; a synopsis of current library trends includes the following:

Strategic Positioning

Visibility of library service as a catalyst for community engagement, innovation, vitality, and dialogue, by:

- Meeting the needs for community literacy
- Responding to demographic changes
- Becoming a modern community change agent

Customer Experience

Expanding the range of the customer experiences provided through a combination of traditional, multi-format, and highly interactive and technologically sophisticated resources by:

- Involving customers in service delivery design
- Developing programming that proactively responds to demographic changes
- Ensuring technological literacy is a priority
- Proactively developing strategies to ensure highly skilled staff

Service Delivery

Expanding the range of library services to meet the expectations of library customers through specialty programs, service delivery options, and professional expertise by:

- Providing easy access and self-service options
- Responding to the change in collection circulation trends
- Fostering partnerships with other services, businesses and public education systems

Photo Credit: City of Mississauga

Technology

Society's shifting technological and informational landscape, including the integration of print and digital information, the integration of emerging new and older technologies, the new demands of information access, interpretation, application, and communication, and the range of navigational skills involved. Libraries are responding to this shift by:

- Responding to the "digital divide"
- Ensuring barrier free access to existing and emerging technologies
- Investing in their website to create a 24/7 virtual library branch

Photo Credit: City of Mississauga

Facilities

Evolving types of facilities and spaces required to support changing resources, technology, and customer activity by:

- Developing libraries as first choice civic destinations
- Researching co-locations with private, government, commercial or residential partners.
- Creating flexible and welcoming spaces
- Re-establishing the allocation of space for social and physical interaction versus collection storage

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Consultation Themes

Through the many consultation sessions with Councillors, The Mississauga Public Library Board, the Director of the Library, Extended Library Leadership team, public and staff stakeholders as well as Library Union Representatives, a series of Consultation Themes arose and are summarised below:

Rebrand the Library and Develop a New Vision

The Mississauga Library System (the Library) can overcome its distorted reputation as a dated public service and transform its identity to become recognized as a 21st Century learning institution.

Increase Community Awareness of Library Services

There is an ongoing challenge to inform the community through marketing and advocacy of the complexity and sophistication of services provided by the Library, the vital role those services play in the well-being of the community, and the expertise and resources required in delivering them.

Practice Strategic Urban Planning

For the Library, visibility, access and strategic positioning of library facilities is critical to the delivery of services; the same visibility, access and strategic positioning is critical to the ongoing planning and development of a successful community.

Be the Engine of Growth and Development

The modern public library system is involved with the social capital and economic competitiveness of the community. It introduces new and emerging innovation, integrates multiple informational formats and systems, connects to national and global data bases and empowers

lifelong learning for all community members.

Enhance Community Partnerships

The opportunity to establish the Library as a high-profile change agent in the community is dependent on extensive public and private community partnerships.

Optimize Available Resources

The potential scope of service will always exceed available funding; it will continue to be necessary to design streamlined administrative, technical support and service delivery systems that optimize the available resources.

Explore Innovative Funding Approaches

Many strategic opportunities are presented through ancillary fundraising initiatives, including those of fundraising campaigns, planned-giving, Friends of the Library, volunteers and foundations.

Develop Strategies for Maintaining Professional Expertise

The challenge of identifying innovative future services, changing job profiles, safety and staff retirements are significant. Identifying strategies for attracting the best and brightest new professional staff into the Library is required along with maintaining the skills and abilities of current staff.
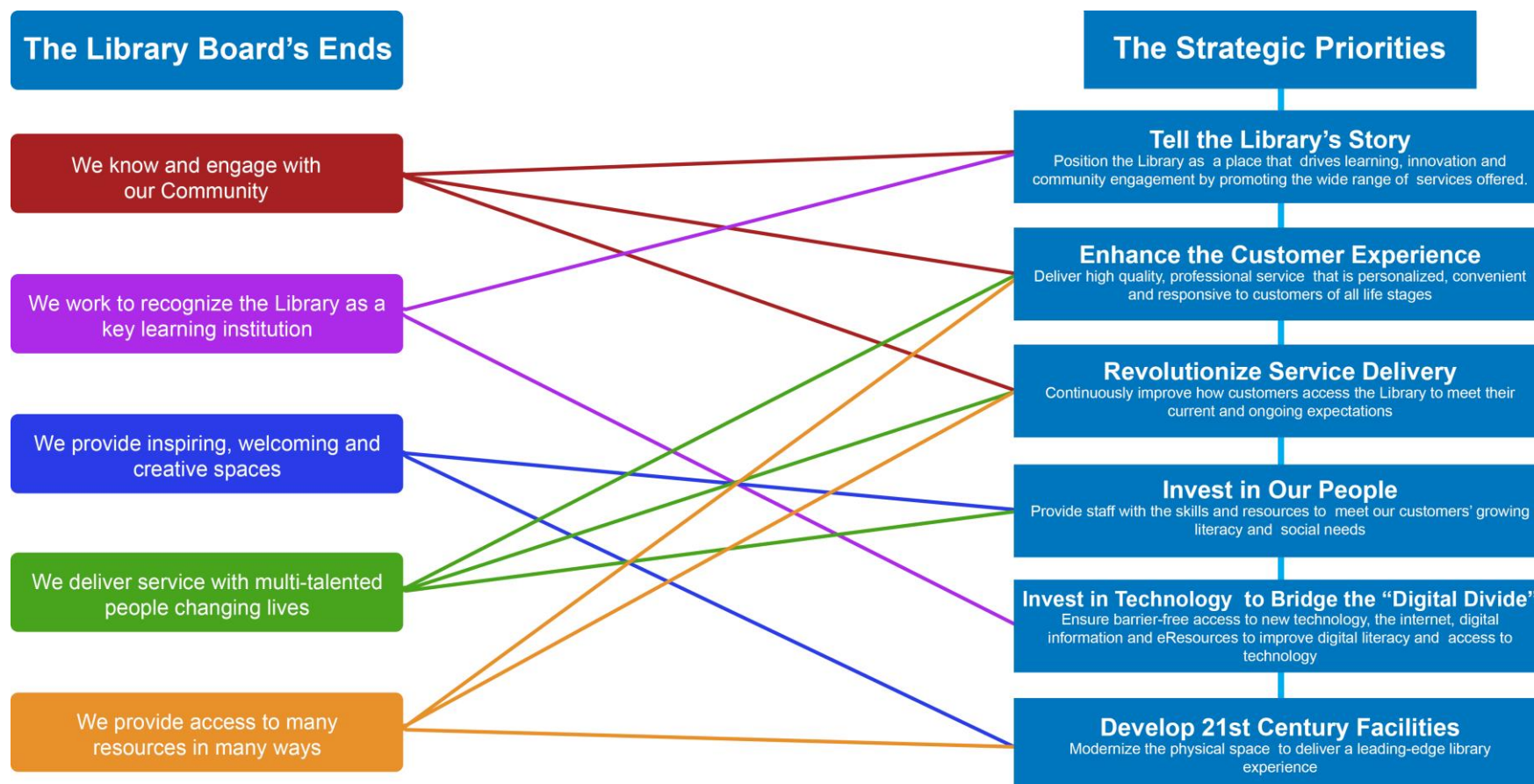
Invest in Innovative Facilities and Workspaces

The importance of high quality, appropriately sized facilities and staff workspace in attracting the public and members of the professional community.

Strategic Priorities

After consideration of the consultation summaries, identified trends and the Board's Ends, 6 Strategic Priorities were distilled to guide the 2019 Library Master Plan.

These priorities are deemed to be the most significant for the Library to address over the next five years. They build on and expand many of the strategic themes identified in the 2014 Future Directions Library Master Plan.

The Library Board's Ends

We know and engage with our Community

We work to recognize the Library as a key learning institution

We provide inspiring, welcoming and creative spaces

We deliver service with multi-talented people changing lives

We provide access to many resources in many ways

The Strategic Priorities

Tell the Library's Story
Position the Library as a place that drives learning, innovation and community engagement by promoting the wide range of services offered.

Enhance the Customer Experience
Deliver high quality, professional service that is personalized, convenient and responsive to customers of all life stages

Revolutionize Service Delivery
Continuously improve how customers access the Library to meet their current and ongoing expectations

Invest in Our People
Provide staff with the skills and resources to meet our customers' growing literacy and social needs

Invest in Technology to Bridge the "Digital Divide"
Ensure barrier-free access to new technology, the internet, digital information and eResources to improve digital literacy and access to technology

Develop 21st Century Facilities
Modernize the physical space to deliver a leading-edge library experience

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Recommendations

Nineteen overlapping and mutually reinforcing recommendations are presented in alignment with the corresponding Strategic Priority. Some recommendations fit with multiple Strategic Priorities but are presented within the one which is most relevant. Recommendations are designed to reflect, expand and accelerate the Library's leadership role in the Mississauga community. They are not prioritized. The summary of Recommendations below is expanded with supporting commentaries in the body of the following document.

Tell the Library's Story

1 In partnership with the Mississauga Public Library Board (the Board), *develop a renewed and expanded vision and mission* that signals the transformation and modernization of the Library.

2 *Create and implement a plan to raise the community's awareness* of what the Library offers to enhance engagement and library usage.

Enhance the Customer Experience

3 Improve library experience by *creating more intuitive wayfinding for customers.*

4 Increase the *availability, content, scope and exposure of programs and special events* to improve literacy, usage and respond to customer expectations.

5 *Develop a multi-pronged strategy to reach out to youth, students, and young professionals*.

6 *Re-balance the collection to reflect emerging patterns of use* and the emerging balance of print, digital information, and "the library of things."

Photo Credit: City of Mississauga

Revolutionize Service Delivery

7 *Analyze hours of operation at libraries* to better serve the needs of the public.

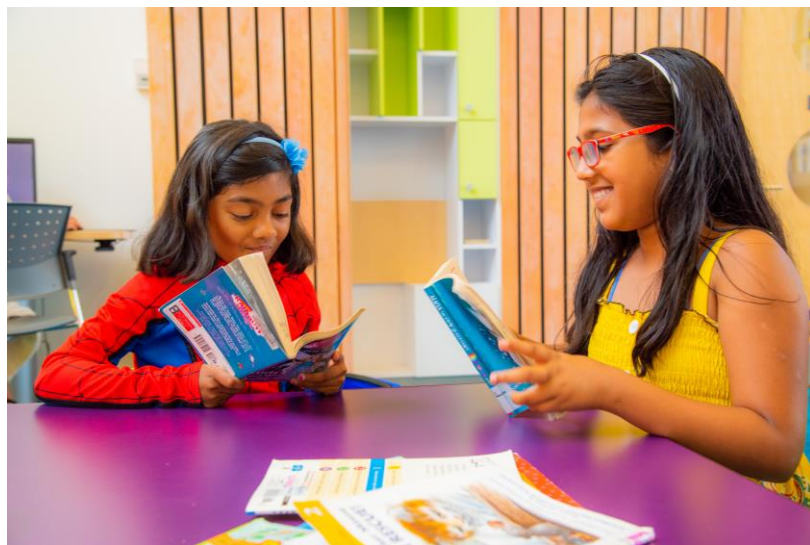**8** *Expand Library service with non-traditional service delivery options* such as Express Libraries.

Invest in Technology to Bridge the Digital Divide

9 *Establish a virtual library* which will operate as an always open 19th branch.

10 Make the Library known for new technology integration and application by *investing significantly in technology* prioritizing the matching of technology offerings to comparator libraries, and responding to customer needs.

11 *Develop 3 more Makerspaces* at Churchill Meadows, Mississauga Valley and Erin Meadows libraries.

Photo Credit: City of Mississauga

Photo Credit: City of Mississauga

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Invest in Our People

12 **Develop sourcing and retention strategies** to attract and retain top talent.

13 **Create and implement a learning plan** to ensure skills of all library employees keep pace with literacy, technology, customer health, safety and wellness as well as leadership demands.

Meadowvale Library
Photo Credit: City of Mississauga

Develop 21st Century Facilities

14 **Adopt a service provision standard of 0.5 square feet of library space per capita** and continue to monitor industry trends.

15 **Complete an infrastructure study** to ensure facilities are properly planned for, maintained and address the needs and expectations of Library customers.

16 **Maximize the opportunity to redevelop Central Library by expanding the scope** of construction to include ancillary spaces and other spaces not included in original construction estimate.

17 **Continue planning and implementation of the Cooksville Library.**

18 Look for opportunities to **re-locate Sheridan Library** from a leased space to a City-owned space.

19 Pursue opportunities to:
a) **Redevelop South Common Library** with the community centre's planned redevelopment

b) **Explore the feasibility of increasing** services to meet the demand caused by future waterfront development

Funding the Master Plan

Not every action in the Master Plan requires funding – sometimes improvements can be accomplished through changes in approach or in policy. Most projects, however, require funding to proceed. Many projects are funded in The City of Mississauga's (the City) current Business Plan and Budget, with many still requiring funding sources to be identified. The City must balance service provision with affordability and will thoughtfully seek funding for projects as opportunities present themselves.

Capital initiatives are typically funded through a combination of sources. Existing and new sources are evaluated annually to determine the best approach for funding the City's projects. The following provides detail on currently available funding sources:

- Partnerships
- Federal and Provincial grants
- Development Charges
- Capital Reserves
- Debt financing

Partnerships

The City cannot fund all of its Master Plan projects alone. Partnerships with external agencies can provide welcome funding as well as other resources. The Region of Peel is a key partner in many initiatives. Other opportunities can be found in the sharing of resources, such as the co-location of different services in a single facility. This can help to reduce the costs of any one agency. Similarly, there may be partnership opportunities with Mississauga's community organizations and corporations that can benefit both parties.

Federal and Provincial Grants

The City receives funding from both Federal and Provincial levels of government. Much of this funding is targeted to specific programs by the granting authorities, and every effort is made to use these funds for our priority projects.

Development Charges

Funds collected under the *Development Charges (DC) Act* are collected and used for funding growth-related capital costs. DCs are structured so that "growth pays for growth" but revenues collected through DCs are insufficient to fully address all of the City's growth initiatives.

Capital Reserves

Reserves and Reserve Funds are created to assist with long-term financial stability and financial planning. The City has a long history of prudently managing its Reserves and Reserve Funds. One of the purposes for maintaining strong reserve funds is to make provisions for sustaining existing infrastructure and City building. The City has implemented a 2% annual Capital Infrastructure and Debt Repayment levy (reflected on the tax bill since 2013).

Debt Financing

The issuance of debt is a critical component in financing future infrastructure for the City. There is nothing wrong with issuing debt as long as it is well managed. Debt does have an impact on the property tax; the larger the debt that a city holds, the larger the percentage of the property tax that must be allocated to service that debt. The City has a strong debt policy which defines stringent debt level limits to be adhered to.

With all of the City's competing priorities, choices must be made. The 2019-2022 Business Plan and Budget provides detail with respect to which Master Plan projects are currently proposed for funding. Projects identified in the Master Plan that do not have funding sources identified will be brought forward in future budget cycles for approval as viable funding sources become available. Each year, Council will direct which projects can be funded based on business cases and project plans through the annual Business Planning process.

Introduction

Introduction

Purpose

This Master Plan for *Library Services* is one of five the City of Mississauga (City) is updating for its business areas, including *Parks & Forestry*, *Recreation*, Fire & *Emergency Services*, and *Culture*, as part of a repeated regular 5-year cycle.

The 2019 Library Master Plan aims to identify and respond to social and technological conditions that are rapidly changing the expectations, scope, range, and complexity of public library services. The scope of this Plan, also referred to as the Library Master Plan, covers a five-year period to the year 2023 with a longer-term outlook to 2031

Recommendations in this Plan prove a framework for responsive, diversified, and innovative library operations. Recommendations are also intended to integrate environmentally sustainable building and operational practices into all new and redevelopment projects. Thus, the Plan is intended to enhance the Library and its services in its pivotal role as a catalyst of community development and engagement.
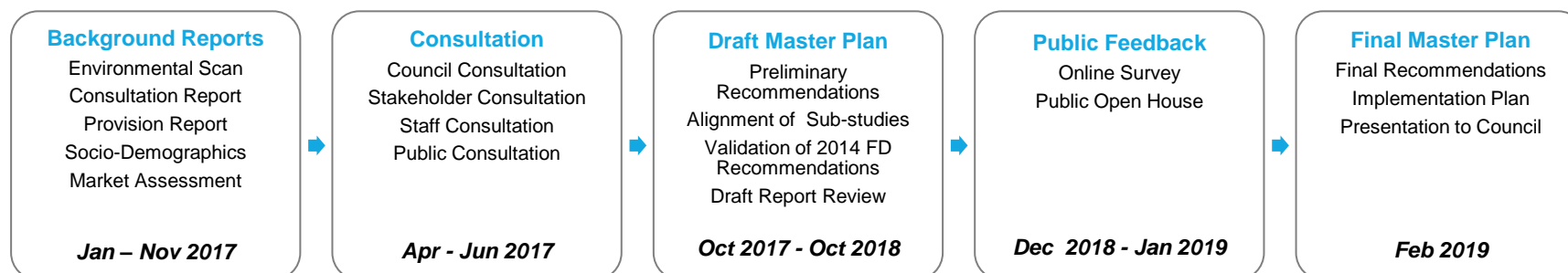
Development of the 2019 Library Master Plan was founded on the five phases outlined in the diagram below.

Overview

The collections, facilities, programs, technology and people in public libraries are in the process of a remarkable metamorphosis. This transformation is continuing and the public library consequently continues to move ever further into a position of informational, technological, social, cultural, and educational leadership.

While much of the traditional library remains, the proliferation of information, the variety of formats and applications, and the range and velocity of information exchange has expanded public expectation of the library's services, the scope of collaborative engagement with the community, and potential empowerment of individual community members. The Library must respond to these transformational expectations and opportunities.

Figure 1: 2019 Library Master Plan Phases

Background Reports	**Consultation**	**Draft Master Plan**	**Public Feedback**	**Final Master Plan**
Environmental Scan	Council Consultation	Preliminary Recommendations	Online Survey	Final Recommendations
Consultation Report	Stakeholder Consultation	Alignment of Sub-studies	Public Open House	Implementation Plan
Provision Report	Staff Consultation	Validation of 2014 FD Recommendations		Presentation to Council
Socio-Demographics	Public Consultation	Draft Report Review		
Market Assessment				
Jan – Nov 2017	*Apr - Jun 2017*	*Oct 2017 - Oct 2018*	*Dec 2018 - Jan 2019*	*Feb 2019*

2019 LIBRARY MASTER PLAN

Vision and Mission

City of Mississauga

Vision

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 Valley.

A place where people choose to be.

Values

The City values are fundamental to the relationships we have with all our stakeholders and serve as the guiding principles for the City's corporate decision-making process.

Trust

The public trust we uphold. The open and responsive manner in which the City is governed.

Quality

The quality of life we provide Mississauga tax payers. Delivering the right services that add value to our citizens' lives.

Excellence

The delivery of excellence. Mississauga will achieve excellence in public administration and deliver services in a superior way, at a reasonable cost.

Mississauga Library System

The Library exists as a division of the City, through the strategic direction of the Library Board, seeks to provide high quality library and community services to the residents of Mississauga.

Vision

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

Mission

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

Board Ends

The Library Board has also established "Goals of Service" that describe the impact they are striving to have on the local community:

- We know and engage with our community
- We recognize the Library as a key learning institution
- We aim to provide inspiring, welcoming and creative spaces
- To deliver service with multi-talented people changing lives
- To provide access to many resources in many ways

Achievements

The 2014 Future Directions Master Plan for Library Services was finalized in May 2014. The 2014 Plan addressed four key areas of focus that are deemed to be the most significant priorities that it will be working to address over the next five-year period to the year 2019 with a longer-term outlook to 2031. Four key highly interconnected areas of focus were identified in the 2014 Future Directions Master Plan each with a goal and strategic direction:

Service Delivery Model

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

Results:
- The Library completed a reorganization which positioned it to be focused on coordinated programming, responsive collections and digital services in a customer centered environment.
- A public hours review was completed which helped align with the Business Planning process.

Facility Model

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

Results:
- The Library built three Makerspaces at Burnhamthorpe, Courtneypark, and Meadowvale.
- The Woodlands Library was renovated.
- The new Meadowvale Library was built.

Collections Strategy

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

Results:
- Collection spending was increased from $3.49 per capita to $5.12 per capita in 2018.

- Electronic products and services were expanded such as; Hoopla, OverDrive and WiFi Hotspots, to meet user interest.

Electronic Strategy

Goal: To stimulate discovery and creativity through our technologies.

Results:
- A Digital Services and Technology team was created which is responsible for driving the Library forward to develop modern customer facing library technology improvements.
- A centralized Collection Management team was developed and started using a centralized collection management services
- A Makerspace pilot was created and the program was expanded across the life of the previous Master Plan

Figure 2: Library 2017 Annual Statistics
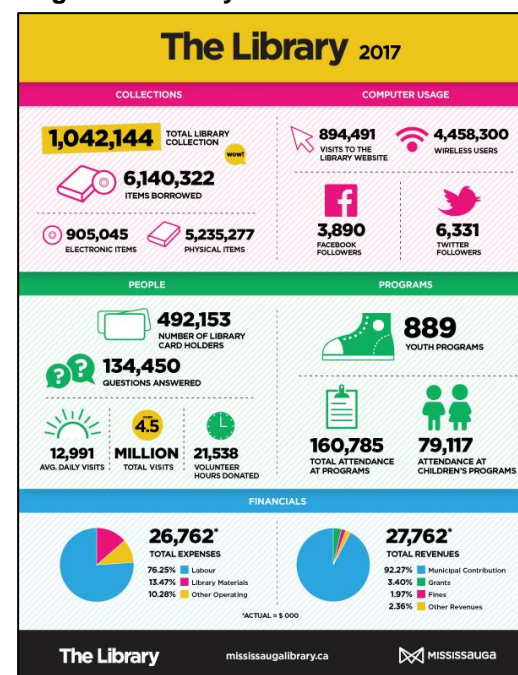
Plan Foundation

Plan Foundation

Alignment with the City Strategic Plan

Our Vision for the Future

Mississauga will inspire the world as 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.

City of Mississauga Strategic Pillars for Change

- **Move**: developing a transit-oriented city
- **Belong**: ensuring youth, older adults and new immigrants thrive
- **Connect**: completing our neighborhoods
- **Prosper**: cultivating creative and innovative businesses
- **Green**: living green

Each of the City's Strategic Pillars has relevance to this Plan, and the transformational aspect of the succeeding recommendations involves the urgent need to reinterpret the Library as an indispensable component in the continued development of a stable, informed and creative community; the Library is, along with educational, cultural and recreational providers, a preeminent catalyst for and champion of community development.

It is ultimately the quality of individual and community life, experience, and opportunity that is at stake in reinterpreting the value of such public services.

move
developing a transit oriented city

belong
ensuring youth, older adults and new immigrants thrive

connect
completing our neighbourhoods

prosper
cultivating creative and innovative businesses

green
living green

Source: City of Mississauga Strategic Plan, 2009

Population & Socio-Demographic Profile

The demographics presented in this section are largely based on Statistics Canada data as well as forecasting work undertaken by the City. For the purposes of comparative analysis, the Master Plan relies upon the City's six Service Areas used in previous *Future Directions*.

Historical and Current Population

Between the 1996 and 2016 Census periods, the Mississauga's recorded population has grown from 544,382 to 721,599 persons (unadjusted for net census undercoverage)[1]. This amounts to growth of more than 177,000 persons or a 33% increase over a 20 year period. The city's annualized growth rate has been 0.2% over the past five years (8,150 new persons in total compared to the 2011 Census recorded figure) and annualized growth of 0.8% over the past 10 years (53,000 new persons since the 2006 Census).

Recognizing that the census population totals reflected above do not equate to the actual population due to 'undercoverage' (i.e., the term Statistics Canada uses to account for missing information and margin of error when compiling census data), Statistics Canada issues an 'undercount' figure or 'undercoverage rate' specific to a geographic area (usually at the Census Metropolitan Area level). While an undercoverage rate has yet to be assigned for the most recent census period specific to the Toronto CMA – within which Mississauga is located – the city's previous undercoverage rate of 3.5% is applied based on advice from the City's Planning Strategies Division. This results in a 2016 Census population of 745,840 persons, including estimated net census undercoverage.

For the purposes of Future Directions – and to ensure consistency with forecasts employed by other City documents – the City Planning

Strategies Division's population forecast of 759,000 is used as the baseline year (2019) for this Master Plan[2].

Map 1: City of Mississauga Service Area Boundaries
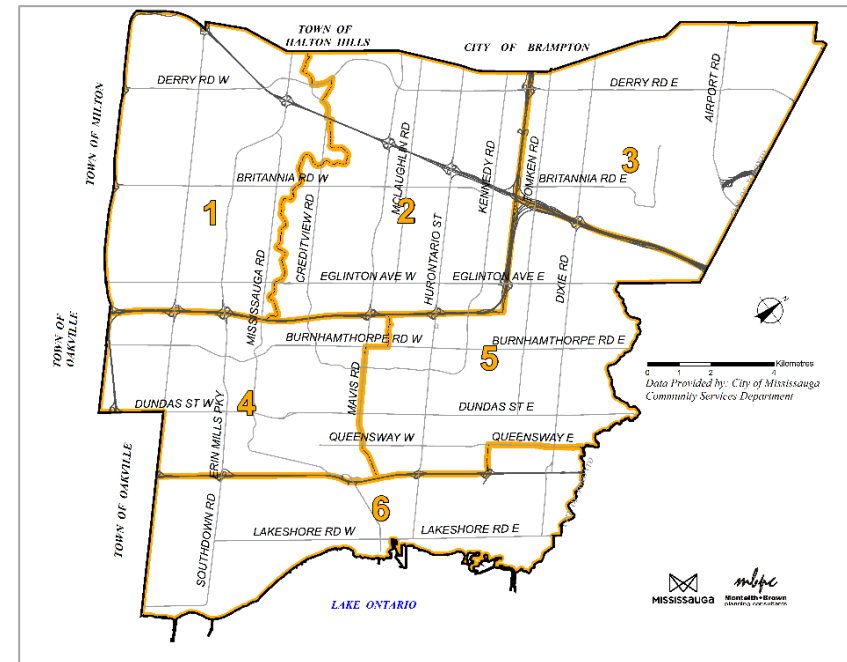
Projected Population Growth

The current and projected distribution of the population by Service Area is identified in Table 1, noting the following trends:

- **Service Area 1** has a year 2019 population estimate of 172,000 persons. It is expected to attain growth of 10,000 new residents by the year 2028 and 17,000 new residents in total by the year 2041, amounting to average annual growth rates in the range of 0.5%. New population growth is attributable to the Central Erin Mills Major Node with Streetsville and residential lands located along the Ninth Line primarily making up the remainder.

- **Service Area 2** has an estimated population of 151,000 persons and is forecasted to receive 7,000 new residents over the planning outlook. Of the 17,000 persons projected to be added in Service Area 2 by the year 2041, the Uptown Major Node is expected to accommodate much of the Service Area's share of population growth over the next two decades.

- **Service Area 3**'s population is anticipated to fluctuate between 32,000 and 33,000 persons during the planning period and until the year 2041.

- **Service Area 4**'s population has an estimated population of 102,000 persons and is forecasted to add 4,000 persons by 2028 and a total of 8,000 persons by the year 2041.

- **Service Area 5** contains Mississauga's largest population total, with a year 2019 estimate of 198,000 persons. This Service Area is projected to accommodate the greatest share of city-wide population growth for both the master planning and longer-term outlooks in terms of total population numbers. Although the average annual growth rate is forecast at 1% over the planning horizon, the area is expected to add 19,000 new residents by the year 2028 and over 43,000 new residents by the year 2041. Virtually all growth is projected to occur in Service Area 5's Downtown nodes and corridors, in line with the City's planned focus on higher density intensification and infill developments in the area.

- **Service Area 6** has an estimated 104,000 persons with forecasts adding 12,000 persons over the next 10 years and 33,000 persons by the year 2041. The Lakeview Neighbourhood is expected to accommodate most of the 10 year share of growth and beyond whereas the Port Credit East and West Neighbourhoods and Community Nodes are also expected to collectively accommodate a significant population increase by 2041.

**Table 1: Population Growth by Service Area, 2019-2028**

Service Area	2019 Population Estimate	2028 Population Estimate	2041 Population Estimate	10 Year Growth Rate (2019-2028)
1	172,000	182,000	189,000	6% (10,000 persons)
2	151,000	158,000	168,000	5% (7,000 persons)
3	32,000	33,000	33,000	3% (1,000 persons)
4	102,000	106,000	110,000	4% (4,000 persons)
5	198,000	217,000	241,000	10% (19,000 persons)
6	104,000	116,000	137,000	12% (12,000 persons)
Total	759,000	812,000	878,000	7% (53,000 persons)

Note: figures include census undercount
Source: City of Mississauga, City Planning Strategies Division, July 2018

Population by Age Group

The 2016 census records the median age in Mississauga as being 40.0 years. Based on the median age, Mississauga's population has "aged" by 3.5 years since the 2006 census when the median age was recorded at 36.7 years while the 2011 census median age was 38.5 years. That being said, Mississauga's 2016 median age is slightly younger than the 41.3 years for Ontario as a whole.

Figure 3: City of Mississauga Population by Age
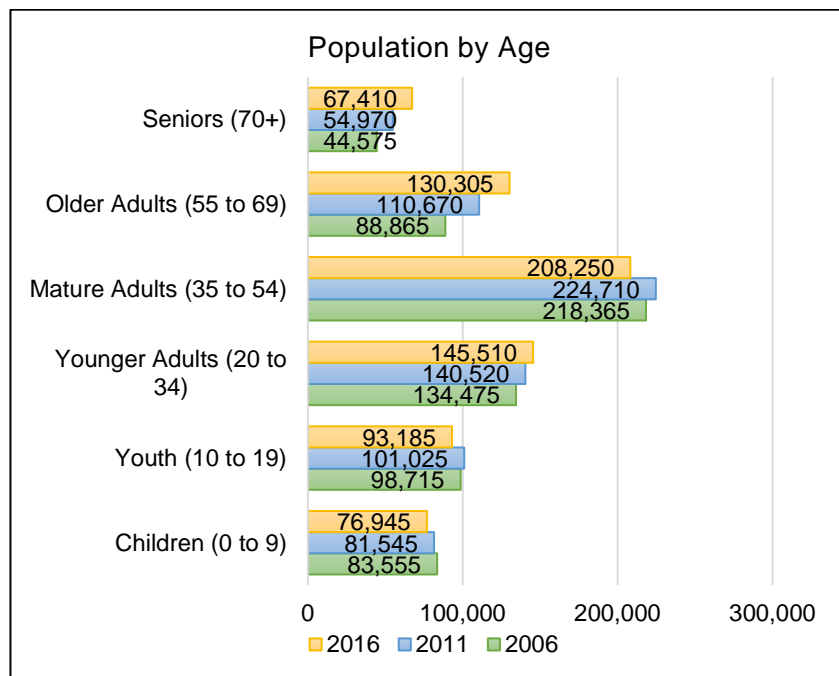
Source: Demographic Profile to inform the 2019 Future Directions report, Monteith Brown Planning Consultants

Change in Population by Age Group

Table 2: Mississauga Community Age Profile

Age Group	D 2006-2011	D 2011-2016	D 2006-2016
Children (0 to 9)	-2,010	-4,600	-6,610
Youth (10 to 19)	2,310	-7,840	-5,530
Younger Adults (20 to 34)	6,045	4,990	11,035
Mature Adults (35 to 54)	6,345	-16,460	-10,115
Older Adults (55 to 69)	21,805	19,635	41,440
Seniors (70+)	10,395	12,440	22,835
Total	**44,890**	**8,165**	**53,055**

Source: Demographic Profile to inform the 2019 Future Directions report, Monteith Brown Planning Consultants

Aging population trends in Mississauga show that the 55+ age group represents 27% of the city's population in 2016, whereas the figure was 20% in 2006.

A noted trend is the number of persons of prime child-bearing age (20 to 34 years) which has been modestly increasing over the past three census periods. It is possible that younger adults and younger family households may continue to increase in number, particularly if land developments in areas of intensification are attractive for younger adults.

Changes to Age Cohort Proportions

Although not described in the Demographic Profile to inform the 2019 Future Directions report, 2014 Future Directions assumed:

The number of residents 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.

Language

According to the 2016 Census information, 87% of Mississauga's residents are Canadian citizens and over half the population (53%) are immigrants to Canada. That said, nearly three out of four foreign-born residents have been living in Canada for over 10 years meaning most are now fairly well-established. The majority of Mississauga residents (70%) list English as the language most often spoken at home. 30% of residents list a non-official language (i.e., other than English and French).

Immigration

The city's largest source of immigration has come from Asian countries, with the top five sources consisting of India (54,000+ residents), Pakistan (35,000+), the Philippines (28,000+), China (23,000+) and Poland (21,000+). Mississauga's visible minority rate actually constitutes the majority of the population at 57%. Less than 1% of the city's population identifies as Aboriginal.

Household Income

The 2016 Census records Mississauga's median household income at $83,000, lower than that of Peel Region ($86,200) but substantially higher than the provincial and national medians ($74,300 and $70,300, respectively).

The census reports that nearly 15% of Mississauga's population falls within its after-tax low-income measure, higher than those of Peel Region (13%) and the provincial and national percentages that are in the range of 14%. Also of note, more than 32,600 children and youth under the age of 18 are living in low income households, meaning that nearly one out of four children and youth (21%) in Mississauga are living in low income situations. By comparison, less than one in five children (18%) live in low income households in Peel Region as a whole.

Education

Mississauga is a relatively educated community with the latest census information showing that 70% of its population between 25 and 64 years of age have completed some form of post-secondary education. This is higher than that of Peel Region and Ontario (65% post-secondary education rates for both). In addition, there are more university-educated residents in Mississauga with 42% of its residents having completed a Bachelor's level education or above compared to 36% of Peel Region and 32% of Ontario residents.

22% of Mississauga's population between the ages of 25 and 64 years held a high school diploma as their highest level of educational attainment which is below the regional and provincial averages, while the remaining 8% of Mississauga's population does not hold a certificate, diploma or degree of any kind.

Photo Credit: City of Mississauga

Consultation Initiatives

This section summarizes the extent and nature of both internal and external consultation to date, including City and Library staff sessions and public engagement mechanism, that will be informing the Master Plan for Library.

Together with City staff, the consultant team identified and planned the following series of consultation events to complete the consultation Phase of the Master Planning process:

- Online Project Portal (yoursay.mississauga.ca/yourfuture)
- 2017 Citizen Satisfaction Survey
- Focussed Public Survey
- Library Staff Survey
- Stakeholder Focus Groups & Interviews
- Council and Library Staff Interviews and Workshops

The Consultation phase of the Master Plan process allowed for Library stakeholders, including staff and community members to provide initial input and feedback, sharing their thoughts and ideas about current services, library facilities, and the types of services and programs they like to see in the future. The open consultation also provides an opportunity to reflect on perceived successes and failings of past initiatives.

Future Directions Project Information Postcard

Mississauga Your Say Project Portal

Objective

Generating awareness and organizing feedback is critical to a Consultative Phase of a project. For this Project, the City accomplished both by establishing an online Project Portal as a means of grounding the project. Community Services developed the website, a sub-page to the City's "Your Say" platform, as a mechanism for:

- Informing stakeholders of the project and its importance to guiding the direction for services including Library, Parks & Forestry, Recreation, Fire, and Culture
- Tracking and updating the progression of the Master Plans,
- Linking stakeholders with input opportunities for input
- Linking to additional input mechanisms including a Community Services Satisfaction Survey, in-person consultation sessions, a dedicated project email address (yourfuture@mississauga.ca), and the City's 3-1-1 call centre phone service.

Methodology

The website, advertised via postcards created by Strategic Communications staff, was distributed at City facilities including Civic Centre, libraries, community centres, had the following URL, linked from the "Have Your Say Mississauga" homepage.

Interest for the project was spurred with sample questions, posted both on the introductory webpage as well as the postcard, urging stakeholders to "Tell (the City)":
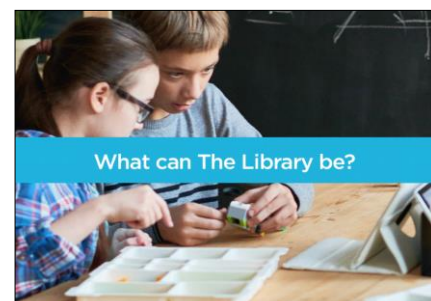
- What services are most important to (them)?
- What are your expectations for these services?
- Which services are you happy with?
- What do you feel needs to change?
- What are some new things you'd like to see in the future?

Sample of Outcomes

The following Table provides a cursory summary of the direct outcomes of the Project Portal as they relate to the common themes. Similar tables are included for each of the input mechanisms.

Common Themes	Actionable Plan	Development & Safety	Workspace & Facilities	Marketing & Education	Community Service	Fundraising	Optimizing Resources	Enabling Operations	Collection Revolution	Partnerships
LEGEND: ○ Discussed in Detail ○ Briefly Touched On ○ Not Raised	○	○	○	○	○	○	○	○	◔	○

- It is likely that the Portal helped direct many constituents to the various surveys and mechanisms inviting input into the Master Plans. The exact data informing of number of page visits and redirections was not requested at the time of writing this report.

Captioned images from the City's "What can Community Services Be?" website

2017 Citizen Satisfaction Survey

Every two years, the City conducts a comprehensive *Citizen Satisfaction Survey* covering numerous areas related to many of the City's programs and services, including the Library. The 2017 survey, although completed during the Master Plan consultation phase, was organized independent of the Master Planning process.

Objective

The *Citizen Satisfaction Survey* helps the City better understand resident's perceptions and attitudes on a range of issues and topics, including Mississauga's overall quality of life. The survey is an important decision-making tool that provides key insight into citizen's sentiments and opinions on a wide range issues, including many of the programs and services that the City supports and delivers. It also allows the City to monitor and review trends over time to understand how citizen needs and perceptions are changing.

Methodology

This *Citizen Satisfaction Survey* was conducted by Forum Research Inc. using a Computer-Assisted-Telephone-Interviewing (CATI) methodology of randomly selected Mississauga residents aged 18 years and older. In total, 1,115 interviews were conducted across all eleven Mississauga wards, ranging between 99 and 106 people per ward. The survey was conducted from March 28 to April 9, 2017. The results have a margin of error of +/-3%, 19 times out of 20.

Sample of Outcomes

Common Themes LEGEND: ◑ Discussed in Detail ◔ Briefly Touched On ○ Not Raised	Actionable Plan	Staff Development & Facilities	Workspace & Facilities	Marketing & Education	Community Service	Fundraising	Optimizing Resources	Enabling Operations	Collection Revolution	Partnerships
	○	◔	◔	◔	◔	○	◔	○	○	○

Figure 4: 2017 Citizen Satisfaction Survey Results
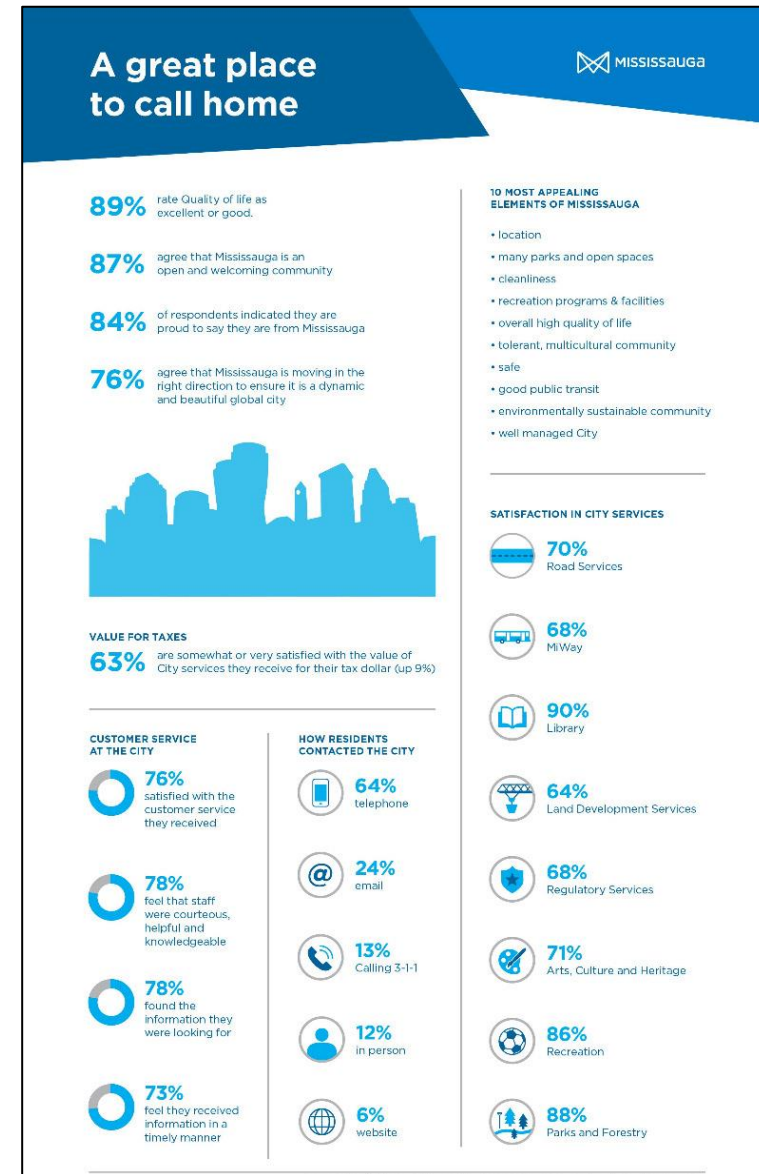
Source: City of Mississauga

In general, the 2017 outcomes of the survey paint a favorable picture of the City and its services, as showcased on the City's website:

- 89% rated the overall quality of life as excellent or good
- 87% agreed that Mississauga is an 'Open and Welcoming' community
- 84% indicated they are 'Proud to say they are from Mississauga'
- 76% agree that Mississauga is moving in the right direction to ensure it is a dynamic and beautiful global city
- 71% continue to be satisfied with the City's municipal government
- Of the Top 25 Most Appealing Elements of Mississauga, "The Libraries / Library Events" ranked 23rd, as identified by 1% of the respondents.

Figure 5: Satisfaction Survey Responses to the Question "What are the most appealing elements of Mississauga?"
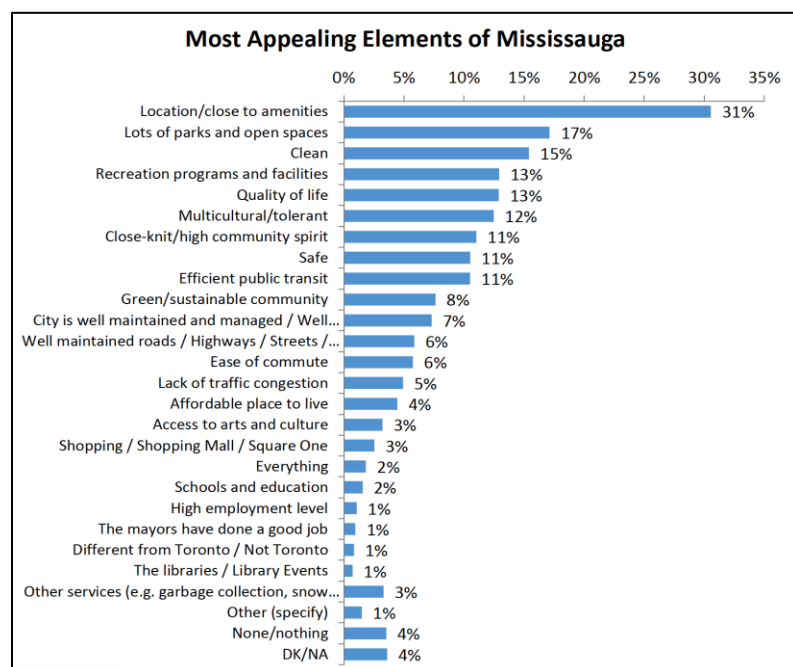
Source: Forum Research Inc.

- Overall, satisfaction for service areas reviewed, including Library, either increased or remained statistically level compared to the previous year's (2015) results.
- With specific reference to Library, satisfaction has highest at 90% of people in Mississauga are somewhat or very satisfied, a five-point increase from 2015 (85%), and 15-point increase from 2013 (75%).

The satisfaction questions relating back to the Library were oriented more so on traditional library services, including the quality and selection of collections, and speak to a need to expand and enlighten on the role of libraries in today's society.

- The convenience of locations (91%) and customer service (90%) were rated with high levels of satisfaction, and each demonstrated significant increases of 6% and 18%, respectively.
- The only indicator that decreased in 2017 was informing the public of library services, which declined 12% since the previous survey.

Figure 6: 2017 Satisfaction Survey Responses
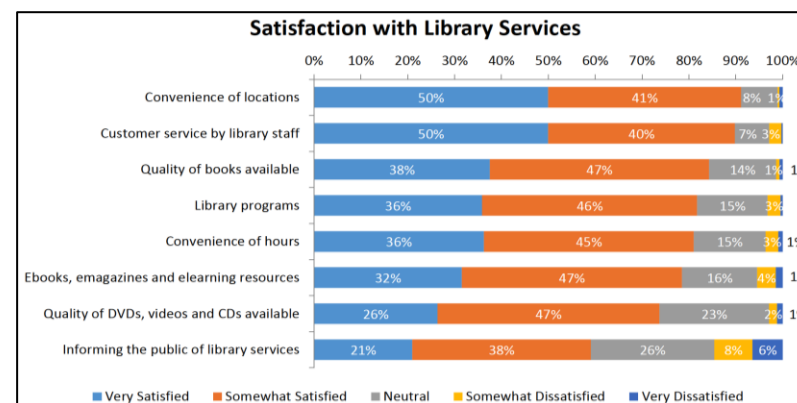
Source: Forum Research Inc.

The complete 2017 Citizen Satisfaction Survey results can be accessed at the following link: https://yoursay.mississauga.ca/citizen-satisfaction-survey

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Focussed Public Survey

In addition to the *Customer Satisfaction Survey*, which addressed a wide-range of City programs and services, a separate *Focussed Public Survey* was posted online for community stakeholders to respond to questions targeting *Library*, *Parks & Forestry*, and *Recreation Services*.

Objective

The intent of the Focussed Public Survey was to provide a mechanism for more thorough responses to issues pertaining to the three Community Services business areas, than would be afforded by the *Citizen Satisfaction Survey*.

Methodology

The survey questions were developed through the collaborative efforts of *Resource Planning Group Inc.* and *Monteith Brown Planning Consultants* in consultation with Community Services staff. The Survey included common questions pertaining to all of *Library*, *Parks & Forestry*, and *Recreation Services*, followed by questions focussed on the individual services. The survey was posted online between June 15th-July 7th. The survey was advertised on the City's Project Portal, through its social media channels, and temporary signage set up at City facilities.

Respondent Profile

A profile of respondents was developed through a series of questions included at the end of the Survey. Although deeper analysis is required by filtering the responses against the profile, highlights include:

- The vast majority of survey responses were from respondents who speak English most regularly in their households (92%), followed by French (6%), Mandarin (4%) and on to other dialects, reflecting underrepresentation of immigrant populations, where English is a second language.
- While the survey received responses from most postal code areas a significant proportion (32%) came from the northwestern-most region. The survey generated few responses from the eastern/northeastern areas.
- Overall, individuals identifying as females responded to the survey in far greater numbers (72%) than males (28%)

Figure 7: Profile of Respondents to the Focussed Public Survey
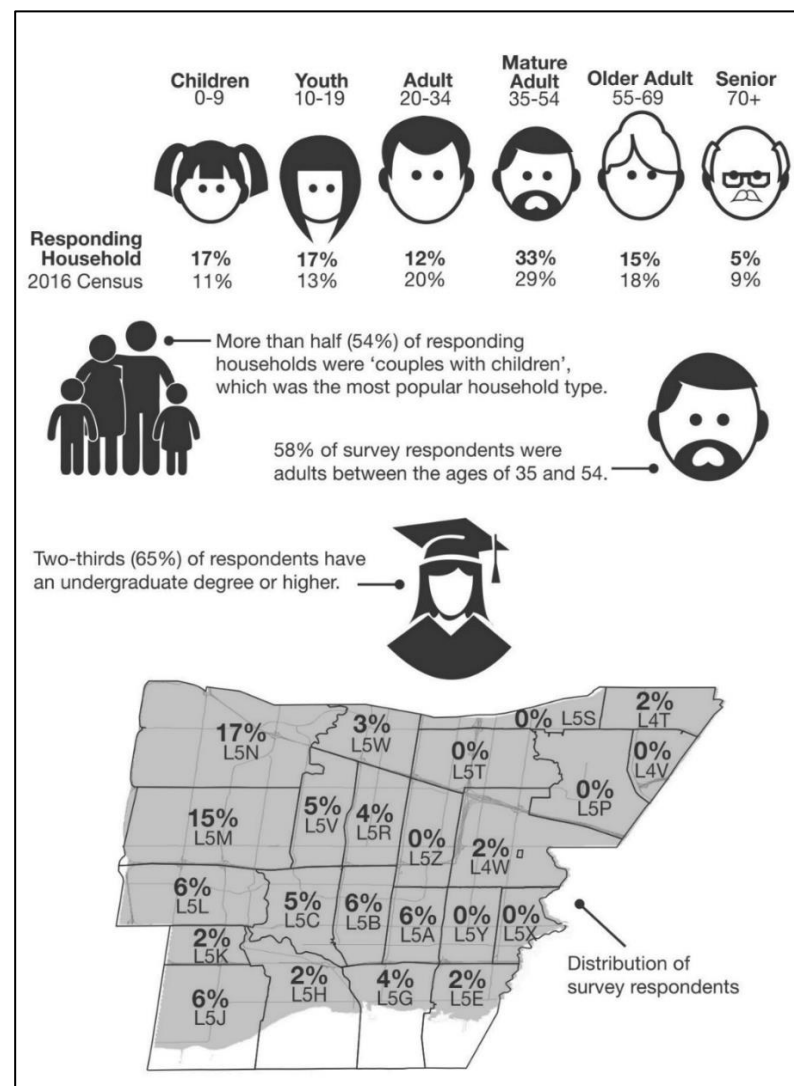
Source: Graphic by Monteith Brown Planning Consultants

Sample of Outcomes

Common Themes LEGEND: ⬤ Discussed in Detail ◕ Briefly Touched On ○ Not Raised	Actionable Plan	Staff Development &	Workspace & Facilities	Marketing & Education	Community Service	Fundraising	Optimizing Resources	Enabling Operations	Collection Revolution	Partnerships
	○	○	◕	◕	⬤	○	◕	○	◕	◕

Workspace & Facilities

- 70% of respondents felt that the number of libraries in their surrounding community was "just right,", 20% felt there to be "too few", and 2% felt there were "too many." This aligns with the sentiment by only 31% of respondents that libraries are located too far away to access services.
- Overall, the quality of facilities, and the crowdedness of facilities are not significant barriers to their use (22% and 26%) respectively. Conversely, 44% of respondents indicated that access was an issue with parking not available or convenient acting as a barrier to participation.
- The Central Library was the most frequent library facility amongst respondents (31%), followed by Meadowvale and Erin Meadows (24%, 22%.)
- The primary reason for visiting a particular library facility over another is the proximity of the library to the respondent's place of residence, as identified by 88% of residents. Convenient access (34%) and parking (25%), and the provision of a good selection of books and other materials (27%) rounded out the top four most popular reasons for visiting a library.
- The least selected reason for visiting a library was to take part in an adult-oriented program (6%), as compared to children's programs (16%).

Figure 8: Most Frequented Libraries by Respondents

Most Frequented Libraries by Respondents

Library	%
Central	31%
Meadowvale	24%
Erin Meadows	22%
Frank McKechnie	14%
South Common	14%
Clarkson	12%
Mississauga Valley	12%
Burnhamthorpe	12%
Port Credit	12%
Streetsville	7%
Lorne Park	7%
Courtneypark	6%
Lakeview	6%
Woodlands	5%
Cooksvile	4%
Sheridan	4%
Malton	2%
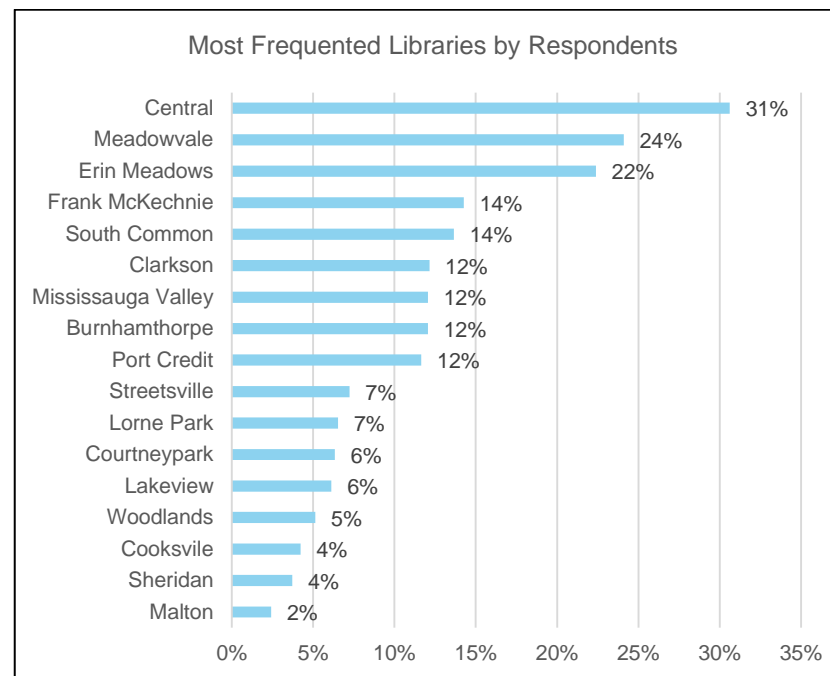
Source: Focussed Public Survey, Monteith Brown Planning Consultants and RPG

Optimizing Resources

- Half of respondents indicated that, of collections and their associated services, that access to current bestsellers (50%), and the ability to reserve and renew them online (49%) was important to them.
- Aligning with a common Monday-Friday 9-5 work-week, access to the library during weekend afternoons and mornings was preferred, over weekdays, and during weekdays, access in the evenings was preferred over mornings and afternoons.
- Of the weekdays, day-time access to the library on Monday mornings was preferred over other days, while afternoon and evening access was almost equal.
- In the past 12 years, with respect to accessing library services, 77% of respondents visited a library, 50% accessed the Library website, 14% contacted via email or phone, at 16% did not access Library services.

Partnerships

- When considering joint recreation-library facilities, 85% of respondents were familiar and had visited such a facility in the past year. Of those who attend such a facility, half (52%) access both library and recreation services, a third (34%) visit only the recreation facility, and the remainder (14%) visit only the library.
- The primary driver for using joint recreation-library facilities is the convenience afforded by not having to travel to multiple locations for their services, and the ability to simultaneously use library services while a family member, or other relation, is using the recreation services.

Marketing & Education

- 60% of respondents indicated that they don't participate in Library programs or events because they are not aware of what is available.
- The most effective tools for communicating library events and programs was noted as online means including City and Library websites, the online Program Guide, and e-mail blasts.

Figure 9: Respondents' Preferred Days and Time of Day for Visiting the Library

Source: Focussed Public Survey, Monteith Brown Planning Consultants and RPG

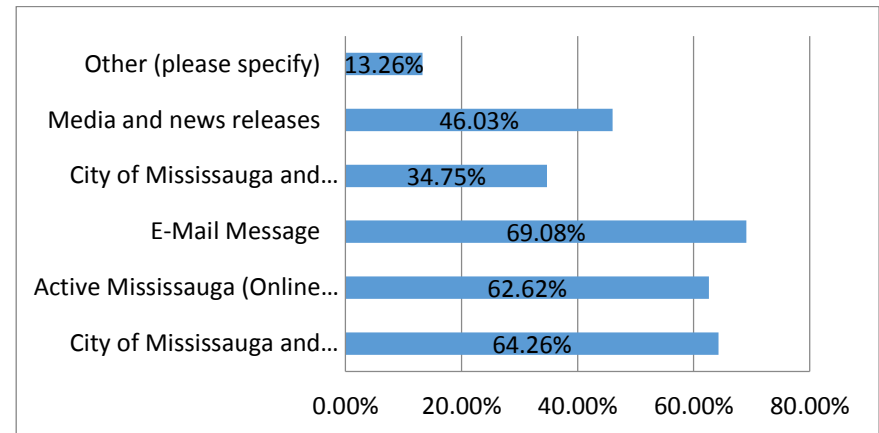**Figure 10: Tools for Communicating Library Events & Programs**

Source: Focussed Public Survey, Monteith Brown Planning Consultants and RPG

Community Service

- A total 86% of respondents identified the Library as "important / very important" to their Quality of Life. When considering whether the role libraries play in building strong communities within the City, only 67% responded important or very important.

- When asked if there are any other services, programs, or amenities that the Library is not providing now that you think it should provide, a significant number of respondents mentioned increasing the amount, and variety of programs, both for children and adults.

Word-cloud diagram summarizing responses

Collection Revolution

- The role of libraries and the use of resources provided by the Library are in flux. This is exhibited by traditional resources like collections of books in print that polled the both greatest percentage of increasing use (64%) as well as the greatest decrease in use (27%) annually. This is caused by a preference of customers to have more popular, high

circulating collections rather than a wide range of lower circulating ones.

Figure 11: Increasing, Decreasing, or Non-use of Library Services and Resources

Evolving Use of Library Collections, Programs and Resources

	Never	Increasing	Decreasing
Library Website	20%	70%	10%
Meeting spaces	64%	26%	10%
Makerspaces	75%	16%	9%
Public computers, printers,…	42%	40%	18%
Informal spaces	46%	42%	12%
Study spaces	46%	39%	15%
Inter-library loan to obtain research…	60%	30%	10%
Community Presentations / Forums	67%	25%	8%
Adult programs	53%	37%	9%
Children's programs	41%	43%	16%
Research assistance	55%	32%	14%
The Library's catalogue to locate…	29%	60%	11%
Video games	74%	18%	9%
Downloadable music	72%	21%	7%
DVDs	41%	37%	22%
Books on CD	67%	20%	13%
Music CDs	66%	16%	18%
History resources	57%	27%	16%
Resources (academic journals or…	51%	34%	15%
E-books	47%	45%	8%
Books in print	9%	64%	27%

Source: Focussed Public Survey, Monteith Brown Planning Consultants and RPG

Stakeholder Interviews and Focus Groups

As part of the Future Directions, the consultant team, with the assistance of City staff, arranged a series of meetings with key stakeholders to help identify a wide variety of information including opportunities & challenges, innovations on service delivery, the role of the Library within the community, infrastructure and service shortfalls, and general observations since the last Master Plan.

Objective

Direct comprehensive unfiltered stakeholder input is extremely valuable to the consultation process and can only be readily achieved through in-person dialog. It is through these stakeholder focus groups and interviews that the nuances of the continuously evolving role of the Library of today and of the future could be better understood to include:

- community meeting places
- sources of expertise
- the location for showcasing and learning about current and emerging technology
- critical educational and lifelong learning settings
- programming that reaches out and empowers the community
- first responders to critical community politics, educational and social issues

Methodology

Focus Groups were arranged for the following groups:

- Members of Council
- Extended Library Leadership Team
- Library Services Director
- Core Library Leadership Team
- Library Staff
- Library Board
- Commissioner of Community Services
- Library Union Representatives
- Huron-Wendat First Nation
- Mississaugas of the Credit First Nation

Needs and Preferences Survey

Over the summer 2017, the City conducted a *Needs and Preferences Survey* related to Recreation, Parks & Forestry, and Library facilities, programs and services.

Objective

The objective of the Needs and Preferences survey was to carry out a statistically relevant public opinion survey to aid in providing a solid foundation for strategic decision-making.

Methodology

The survey questions were developed through the collaborative efforts of *Forum Research Inc.* in consultation with Community Services staff. The survey was conducted via telephone with 804 respondents from June 4th - July 11th. Respondents were sampled by FSA and results were weighted to be representative of each service area. Results were also weighted by age and gender so that they were representative of the City of Mississauga.

Sample of Outcomes

Common Themes LEGEND: ◯ Discussed in Detail ◯ Briefly Touched On ◯ Not Raised	Actionable Plan	Staff Development &	Workspace & Facilities	Marketing & Education	Community Service	Fundraising	Optimizing Resources	Enabling Operations	Collection Revolution	Partnerships
	◯	◯	●	●	●	◯	●	◯	●	◯

Service Delivery

- Longer weekend operating hours (11%), more programs for children (10%), more programs for adults (10%), and more digital options for downloading/streaming (10%) were recommendations made by respondents when asked how the library experience in Mississauga could be improved.

Background Studies

The recommendations are built on a number of studies that were developed for the City and Library prior to the 2019 Library Master Plan as well as information gathering done in conjunction with the development of the 2019 Library Master Plan.

- Community Engagement Study, August 2017
- Library Hours Review, May 2015
- Environics Analytics Report, August 2017
- Future Directions Needs and Preferences Survey, August 2017
- Recreation Indoor Facility Infrastructure Strategy June 2017
- City of Mississauga Library Traffic Study, September 2017
- 2017 Citizen Satisfaction Survey
- Focused Public Survey
- Stakeholder Interviews and Focus Groups
- Library Staff Survey
- Mississauga *Your Say* Project Portal
- Current trends

Trends

The 2019 Library Master Plan is informed by the trends emerging in libraries and information sciences. This section provides a scan of Canadian, United States and international trends in library technologies, services and activities, programs, and facilities.

For the past number of years, libraries have experienced remarkable changes, driven largely by changing technologies, and the trend of digital transformation and building a Smart Library. Public libraries continue to change, and are, in many respects, reinventing themselves. Phenomena like "Fake News" and the challenge of the "Digital Divide" as well as the digital transformation of data, services and education emphasize the relevance of the Library's role in promoting democracy and providing barrier free access to all residents. Libraries are extremely important to the community and that importance is growing as the role of the library modernizes. While many parts of the traditional "book lending" library remain, the proliferation of information, the variety of formats and applications, and the range and velocity of how customers can manipulate, apply and communicate that information has broadened the scope of library services and heightened the library's engagement with the community.

Trends identified below are the product of consultant research along with experience gathered from planning library projects across Canada and the United States. The trends are not weighted or prioritized and are presented in five interconnected and overlapping categories:

Strategic Positioning

Visibility of library service as a catalyst for community engagement, innovation, vitality, and dialogue, by:

- Meeting the needs for community literacy
- Responding to demographic changes
- Becoming a modern community change agent

Customer Experience

Expanding the range of the customer experiences provided through a combination of traditional, multi-format, and highly interactive and technologically sophisticated resources by:

- Involving customers in service delivery design
- Developing programming that proactively responds to demographic changes
- Ensuring technological literacy is a priority
- Proactively developing strategies to ensure future high quality staff

Service Delivery

Expanding the range of library services to meet the expectations of library customers through specialty programs, service delivery options, and professional expertise by:

- Providing easy access and self-service options
- Responding to the change in collection circulation trends
- Fostering partnerships with other services, businesses and public education systems

Technology

Society's shifting technological and informational landscape includes the integration of print and digital information, the integration of emerging new and older technologies, the new demands of information access, interpretation, application, and communication, and the need for a range of navigational skills. **Libraries are responding to this shift by:**

- Responding to the "digital divide"
- Ensuring barrier free access to existing and emerging technologies
- Investing in websites to create a 24/7 virtual library branch

Facilities

Evolving types of facilities and spaces are required to support changing resources, technology, and customer activity by:

- Developing libraries as first choice civic destinations
- Researching co-locations with private, government, commercial or residential partners
- Creating flexible and welcoming spaces
- Re-establishing the allocation of space for social and physical interaction versus collection storage

Photo Credit: City of Mississauga

Strategic Positioning

Vision

A quarter-century ago, libraries were forecast to become irrelevant due to technological change and declining attendance. But the actual performance of public libraries has defied every expectation. Now libraries are strategically positioned as catalysts for community engagement, innovation, and development.

Every major public library system in Canada is actively engaged with community groups, cultural agencies and institutions supporting the various levels of education. The contemporary library system is not merely a passive resource, it is an active community change agent.

Public perception of the importance and scope of library services has changed: consequently, there is a growing need to transform "foundation plans" into "visionary and dynamic roadmaps" for 21st century library services, reflecting ongoing responses to community literacy needs, technological sophistication and demographic changes.

Marketing and Visibility

Libraries are identifying that they a need to do a better job of "telling their story". Driven in part by the changes taking place at libraries, major metropolitan library systems understand their communications and marketing initiatives to be among its foremost priorities.

Most public library systems experience ongoing challenges in educating their communities to raise awareness of the scope and complexity of new and changing services, the vital role those services play in the well-being of the community, and the expertise and resources required in delivering those services. "Clear compelling stories must be told about the library and the powerful role it is playing in the community."[3]

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[3] Schmidtt, Janine, Effective marketing of libraries in a never-better world even if it ever-was that way, http://conference.ifla.org/ifla77

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Customer Experience

Literacy

"Traditional reading and writing skills remain fundamental to literacy, but the definition of literacy has expanded…Literacy is no longer viewed as a mechanical process, but is understood as the construction of meaning. This expanded definition of literacy impacts the types of services, programs, and collections that libraries provide, as well as the nature of the work that Library staff perform." [4]

Many types of literacy are required in contemporary society: reading, writing, language, civic, financial, food, legal, and technological literacy, to name a few.

In a mobile society with many newcomers, all types of literacy challenges must be addressed. For instance, in the new Calgary Central Library, staff will be equipped with hand held devices that provide instant translation and display of multiple languages.

Programs and Events

Library systems continue to experience demand for increased community programming, based not only on collection and information resources, but also on topics that reflect the needs and interests of an increasingly diverse community profile.

Programs and events typically focus on current community issues, exhibitions, workshops, and courses. Increasingly, libraries are working with partners in the delivery of programs, due to the sheer range of topics and expertise that partners are able to contribute, moving programs outside of libraries to places where teens can be more easily reached.[5]

For instance, the Calgary Public Library is now actively promoting new forms of community involvement and interaction, including

initiatives that focus on early education, lifestyle themes, post-secondary education and local history.

Ongoing demographic information is required to ensure that service and program responses are realistic, effective and that they contribute proactively to the development and stability of the community. Notably, the traditional connections to learning resources have now proliferated, including the requirement to connect the public to local, national and international interconnected information networks.

Increasingly, in the spirit of collaboration and reaching to customers where they are, libraries are involving customers in service design and delivery. For example, the website of the Ottawa Public Library allows citizens to suggest programs that they would be interested or connect the library with an existing event.[6]

Changing Collection Profile

Generally, the trends are toward a significant decrease in the size of the print collection, accompanied by an emphasis on increased utilization and circulation of those collections. Thus, the few books in libraries are books that catch the attention or match the demands of customers and are borrowed more frequently. This higher circulation of the collection has the added benefit of allowing libraries to reduce, in part, the amount of space allocated to books, since a greater portion of the collection is not present in the library, but is circulating out in the community. However, other factors increase space requirements of collections. There is increased focus on merchandizing, which decreases the number of volumes on a shelf as a portion is displayed cover out, and a general lowering of the height of book stacks. This supports increased accessibility, and creates a feeling of increased spaciousness and better sightlines through the library space.

The following indicate changing proportions and types of collection formats:

- Decreasing non-fiction print materials
- Decreasing newspaper, and periodicals
- Decreasing DVD and CD collections

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[4] Agosto, Denise, Ibid
[5] Agosto, Denise, Hey! The Library is Kind of Awesome! Current Trends in US Public Library Services for Teens: publiclibrariesonline.org/.../hey-the-library-is-kind-of-awesome-current-trends-in-us-...

[6] https://biblioottawalibrary.ca/en/events-calendar

- Consistent fiction collections
- Increasing access to online data bases and reference information
- Increasing access to online periodicals
- Increasing access to downloadable videos and music through library subscriptions to services such as Hoopla and InstantFlix
- Increasing patron-driven collection acquisitions

A growing trend, which easily builds on libraries' core strength, involves the introduction of a "library of things", that allows customers to check out items other than books. Items may include laptop computers, e-readers, video games, musical instruments, sewing machines, board games, crafting equipment, and technology, such as projectors and cameras. See, for example, Sacramento Public Library, and Vancouver Public Library's Sun Life Financial Musical Instrument Lending Library.

Community Partnerships

Public library systems are making increasingly valuable contributions to the development, prosperity and health of communities by fostering innovative outreach and partnerships with other civic services, business and commerce, and with all levels of public education.

A prominent example is the proposed joint venture between the Ottawa Public Library and Library and Archives Canada to jointly create a high profile public information centre with shared public services and spaces.

In a further example, in Northern Ireland, library staff work in partnership with job search professionals, assisting people looking for work in developing the skills and expert local advice they need to find suitable employment.

Another imaginative example of community partnership occurs in Friesland, Netherlands, where the public library has introduced the FabLab, Europe's first mobile maker space, housed in a converted library bus. The vision is to bring making and 21st century skills to primary and secondary students.

Interior image of FabLab Amsterdam
Photo Credit: www.fablabs.io

Levels of Technological Literacy

The technological literacy across ages continues to increase; the result is greater familiarity and dexterity in locating, accessing, interpreting, assembling, and communicating information. Crucially, technological literacy is now an essential component in changing economic conditions and is essential for effective content creation in new products and services.

Libraries are responding by providing space, programs and technology that recognizes the very young and the very old need to become technologically literate. As a result they have found important niches in providing barrier free training in information and communication technologies especially for the disadvantaged populations in the community.

Customer Collaboration

Customers in many public libraries increasingly participate in the design and delivery of library services, including in the selection of collection resources (customer driven acquisitions), the identification,

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design and implementation of programs, in peer counselling and tutoring.

Staff Services

The majority of the public library's work now involves working with people, rather than working with print inventories. The goal is to provide not only information, but also the application of information and sustained community engagement and development.

The major public library systems in the country, including Vancouver, Calgary, Edmonton, and Ottawa, are re-interpreting the scope of staff assistance leading toward on-demand, specialized consultation, as opposed to the traditional staff role as custodians of resources.

Assistance required by staff has become more specialized, involving database navigation, customer programming, and technology proficiency. With this shift, staff will play a stronger role in ongoing lifelong learning.

The skills that are required to work in a Library have changed. Impending staff retirements, future service changes, changing job profiles, changing customer demands and emerging technical

proficiencies together require strategies to ensure a future high quality professional staff.

Service Delivery

Ease of Access, Self-Service and Independent Activity

Customers in contemporary public libraries prefer to have service choices, including self-direction, self- service, and fewer staff-assisted services. By ensuring that self-service is maximized, staff are able to focus on higher value activities to build literacy skills in the library's customer base.

In the planning and design of new and renovated facilities, there is an emphasis on clear sightlines and clear customer way-finding. Fewer staff resources are required to direct customers to the resources they are seeking, more resources are available for in-depth consultation.

The Gwinnett County Public Library in Georgia, conducted a pilot program in 2016 and purportedly the first in North America, that allowed customers to access library facilities and resources outside of staff hours, providing a completely self-service experience.[7]

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[7] Ibarrondo, Clifford, A Self-Service Experiment, https://americanlibrariesmagazine.org/2016/.../bibliotheca-gcpl-self-service-experimen...

Self Service Library from Beijing

Technology

Shifting Focus of Technology Resources

The public library system must continue to build a leading-edge information infrastructure that understands customer capacities and expectations, accepts technological innovation, integrates multiple information systems, and connects to national and global data bases. It must be sufficiently robust to support and respond to the Internet of Things revolution.

There will continue to be more user-owned and carried devices, and a corresponding decline in the number of in house computer stations required. The library must adapt the form factor of the resources provided in order to allow collaborative use and provide access to printing and other core IT services from library and customer owned wireless devices. The addition of laptops and tablets allow for better use throughout the library instead of forcing access from a fixed point. At the same time, the library system will involve a greater focus on innovative IT applications, and on IT infrastructure support services and expertise. "Public Libraries are beginning to house emerging

technologies that can help patrons learn new skills or provide a service that is normally inaccessible to the general public." [8]

Library customers are consuming more digital resources and using mobile technology to access them. Libraries must continue to build leading-edge information infrastructure that understands customer requirements, supports technological innovation, integrates multiple information systems, connects to global information sources, and provides access to self-service of core library services remotely.

Products and services which were once offered via traditional means like phone, mail and on paper are increasingly becoming only available digitally. As a result, the gap that exists between individuals at different socioeconomic levels and their ability to access information and technology is widening. Governments, schools and private companies are moving more of their products and services online, and the inequality that exists in access to crucial information and knowledge grows larger each day. An important role of libraries is to bridge this "digital divide" by providing barrier free access to technology and eResources.

Automated and digital operational processes will continue to prove invaluable for functional efficiency: examples include collection sorting and distribution, centralized electronic signage and display, and individualized apps that are respond to customer interests.

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[8] Gilbert, Natalie, The Future of Public Libraries: Emerging Trends, Blog.Learningbird.com.

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Sustained Connectivity

All systems, in-house and online, are dependent on connectivity integrity. Demands on the scope, quality, and security of information systems will continue to grow. Reliable, robust, and affordable broadband capacity will continue to be essential. In order to ensure distributed access to all, wireless hotspot lending is an established service across many libraries.

Furthermore, with the prevalence of technology in day-to-day life, the "digital divide" is becoming more and more significant. Those individuals who have limited or no access to technology are becoming further disadvantaged by not being able to access the services and content available online from governments, schools, potential employers and private industries.

On-line Services

The public library must now be viewed as a distributed and connected virtual system: the library without walls. Many public libraries now offer extensive on-line administrative and collection access services and, chat services and on-line customer communication by e-mail. Some libraries are exploring online interactive programming. The library needs to continue to evaluate the extension of programming and supports through video and streaming to ensure equitable service access through the virtual channel.

E-books

For example, in the last six years, ebooks have risen in popularity among consumers of all ages and as a result, libraries have seen exponential growth in ebook borrowing.[9] In 2013, five large urban Canadian libraries reported eBook circulation to be at 2,871,514 downloads. This was a 60.9% increase over the previous year.[10]

However, there are issues. For example, at this time ebooks can be more expensive–sometimes 3 to 5 times more expensive–for libraries

than for consumers.[11] The high cost of ebooks and other materials has been exacerbated by the exchange rate of the Canadian dollar. Access to electronic audiobooks is a new challenge due to restrictive publishing and licensing practices, leaving some ebooks inaccessible to Canadian public libraries.

Innovative Applications

Greater demands are being made on IT systems and peripheral applications that support private career, business and creative and recreational initiatives. Coding skill development and gaming opportunities are two examples of applications that may be found in public library systems.

Customers are now expecting and making use of multifunctional maker spaces equipped for both analogue and digitally supported creative processes such as 3-d printers, audio production and editing software, and video editing software as well as conventional tools. The library needs to make hardware and software available through programs but also for use to allow for skill consolidation and technical knowledge acquisition.

3D Printer at Gail Borden Library

[9] (Vancouver Public Library. (2014). Ebooks in 2014: Access and Licensing at Canadian Public Libraries.[9]

[10] Kozlowski, M. (2014). The State of Worldwide Library eBook Lending https://goodereader.com/blog/digital-library-news/the-state-of-ebook-library-lending

[11] http://www.fairpricingforlibraries.org/

The maker movement and makerspaces have swept the country and grown in numbers in libraries in recent years, as communities and libraries work to support science, technology, engineering, arts, and mathematics education by offering spaces and equipment where users can learn as they create." [12]

Many maker type spaces are technological in nature. The Toronto Public Library offers a 'Hack Lab' that gives free access to 3-D printing, vinyl cutting, soldering, and electronics

In Port Talbot, UK, the aim of 'Technoclubs' is to involve children and young people with science, technology, engineering and mathematics. The clubs are operated in partnership with local schools with the involvement of library staff, participants, Lego Mindstorm robots, and Scratch software coding.

Another trend is the creation of digital media labs that allow customers to engage in active learning, experience new media and information formats, and collaborate in technology-rich spaces. The Edmonton Public Library offers, in addition to 3-D printers, sound booths and a green screen, along with specialized applications for digital media exploration, and Photoshop applications.

Other examples include the introduction of interactive visualization walls at Edmonton Public Library's Central Library (currently under renovation) and at the newly constructed Mount Royal University Library.
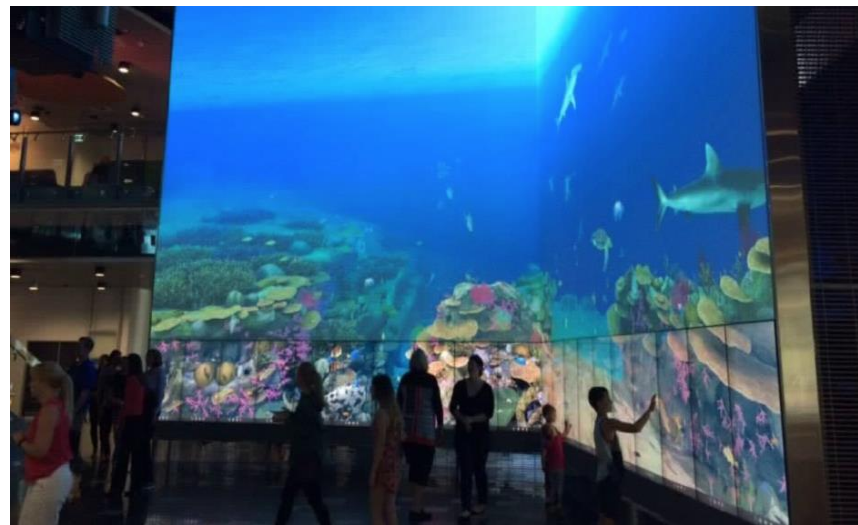
Interactive media wall (Queensland University of Technology)
Photo Credit: www.skyrisecities.com

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Facilities

The Importance of Place

Most libraries are highly used first choice civic destinations. For optimal community impact, operational efficiency, public library facilities require high levels of visibility, architectural presence, and public and service access.

Examples of prominent new, proposed and/or re-vitalized central libraries in Canada include those in Winnipeg and Halifax, Calgary and, Edmonton (both of which are under construction), and Ottawa (which is in the planning phase). There are examples of prominent, architecturally distinguished, recent community libraries in almost all major Canadian metropolitan public library systems.

Urban Development

Library facilities are typically viewed as critical components of city planning and urban development, due to the large numbers of people attending.

Attendance at public libraries shows no indication of decreasing. Typically, when new facilities are introduced, attendance nearly doubles. For example, "There were 1.9 million visits during the Halifax Central Library's first year of operation, more than double the 900,000 visits officials had anticipated while planning the library."[13]

Co-location with civic, commercial and/or residential partners and with key urban transit points offers the opportunity to create and sustain urban energy and focus libraries have increasingly become important components of such urban development, with cities adopting a variety of strategies around partnering. An example is the joint understanding between the City of Calgary planning department and the Calgary Public Library, in which the location of community libraries is understood to be a critical factor in the identification and design of emerging urban nodes throughout the developing city, where transit and public and private services intersect.

Additionally, with the City of Vancouver densifying many of its neighbourhoods, Vancouver Public Library has libraries included as part of large recreation centres or community centres (Terry Salman Library at Hillcrest Recreation Centre and Mount Pleasant Library at Mount Pleasant Centre), with fire halls (Fire Hall Library located atop Firehall No. 4) and with specialty housing like at Strathcona Library which provides housing for women.
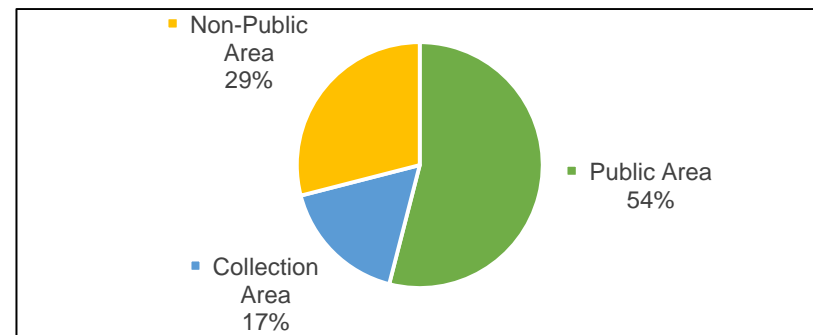
Flexible and Welcoming Spaces

The library has become more about what people do, and less about what the library has; space planning will continue to reflect the need for multi-functional versatility.

The interiors of public libraries are actually interior urban spaces. Increasingly, public libraries are being designed or modified to improve spatial clarity, sight lines, and optimize public navigation and ease of use. Spaces are designed to be barrier-free and easily adaptable.

For example, planning for the proposed new Ottawa Central Library incorporates optimal concepts to promote ease of customer navigation. Functional planning for collection storage and display areas in Edmonton and Calgary stipulates that collection shelving be no higher than five feet. to optimize spatial clarity and promote user orientation.

Figure 12: Percentage of Public Space, Collection Space, and Non-public Space in Ottawa's Proposed New Central Library

Source: Ottawa Public Library

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[13] http://thechronicleherald.ca/metro/1330761-new-halifax-library-draws-1.9-million-visitors-in-first-year

Trends in library interior design emphasize reconfigurable and modular furniture, mobile shelving, and bright colors. Ergonomic response and user comfort are critical to encourage customer utilization and satisfaction. Seating and shelving can form new spaces and delineation between functions.

Additionally, high quality, appropriately sized staff workspace is now understood to be a major incentive in attracting the professional community and in developing and maintaining the quality of the future staff complement.

Allocation of Spaces by Function

The proportions of space allocated for social and program interaction versus collection storage and display continues to evolve. More library space is now designated for public accommodation and interaction than is required for collection materials.

Collection planning in all major Canadian public libraries now involves a significant decrease in collection sizes; space planning has reflected this decrease and now includes a corresponding increase in spaces for customer activities and interaction. Many of these spaces are meant so customers can spend time socializing, collaborating and learning.

Comparative Library System Review

Whereas the previous section focussed on many qualitative changes that were occurring within libraries, this section focusses on quantitative trends through time, looking at a number of key performance indicators (KPIs) and how they have changed both for the Library as well as other comparative and nearby library systems. It also reviews how the Library compares to those systems.

Comparative systems, selected due to their size and library system include:

- Calgary Public Library
- Edmonton Public Library
- Halifax Public Library
- Montreal Public Library
- Ottawa Public Library
- Toronto Public Library
- Vancouver Public Library
- Winnipeg Public Library

These systems will be reviewed both for trends and comparison systems, in that they are most similar in size and organization. Toronto and Ottawa may be particularly beneficial comparators as they are both in Ontario.

The following library systems are reviewed because of their proximity to the Library:

- Brampton Public Library
- Hamilton Public Library
- London Public Library

The charts on the following pages are based on data extracted from the Canadian Urban Libraries Council Key Performance Indicators (KPI) for 2010 and 2015 for peer Canadian Library systems. Note, that Winnipeg Public Library, one of the Library's peer systems, has not provided information except for overall system floor space. Calgary Public Library did not provide any data.

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Visits per Capita

The following chart identifies the visits per capita for each system. Generally, in the past 5 years, library visits have increased in many systems, including in Mississauga, from an average of 2.29 to an average of 6.69. The Library with visits per capita of 5.76 and 6.29 respectively shows an increase in visits, in line with the general trend.

Figure 13: Visits per Capita
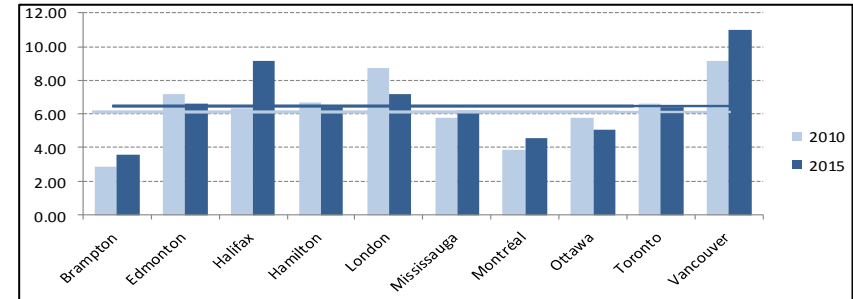
Source: Canadian Urban Libraries Council Key Performance Indicators

E-Visits per Capita

E-visits are an increasing part of library system work loads. Overall, e-visits to library systems have increased from an average of 8.0 visits per capita in 2010 to 8.7 visits per capita in 2015, a 9% increase overall. The Library on the other hand saw a drop of 57% from 10.09 e-visits per capita to 4.36.

Figure 14: e-Visits per Capita
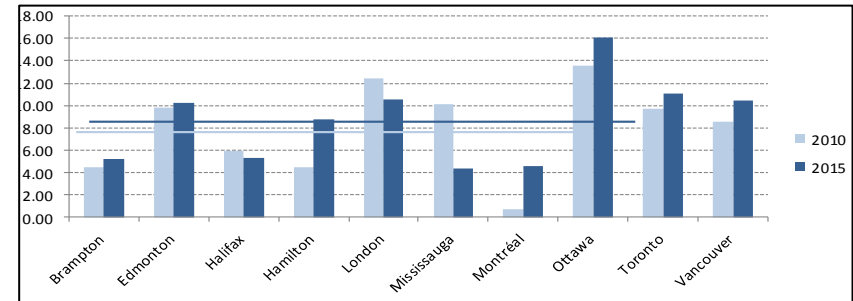
Source: Canadian Urban Libraries Council Key Performance Indicators

Program Attendance

Of all KPIs, the one for program attendance has seen the largest average increase in the past 5 years, rising from 0.25 per capita to 0.35 per capita, a 40% increase. The Library also experienced a dramatic increase from 0.09 to 0.20, a 122% increase. While the Library saw a substantial increase, Mississauga program attendance is still more than 40% lower than the average of peer library systems.

Figure 15: Program Attendance per Capita
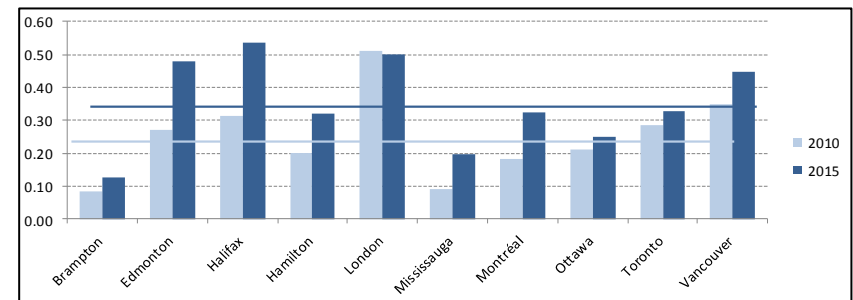
Source: Canadian Urban Libraries Council Key Performance Indicators

Population per Program

Another way to look at programming is to analyse how many programs are offered compared to the population. In this case, a lower number indicates that residents have a greater choice of programs. In 2010, the average population per program was 108.4 and in 2015, it was 71.0, a 34.5% decrease in the population per program.

In 2010, the Library had far fewer programs for the population compared to its peers. In 2015, the number of program offerings increased substantially, such that the population per program is much closer to the average.

Figure 16: Population per Program

Source: Canadian Urban Libraries Council Key Performance Indicators

Holdings per Capita

Library systems are generally reducing the number of holdings per capita, with the exception of Montreal, with a slight increase and Vancouver, with a major increase. The average has reduced from 2.72 holdings per capita in 2010 to 2.37 holdings per capita in 2015.

The Library, with a holdings-per-capita of 1.78 in 2010 and 1.523 in 2015, has one of the smallest collections per capita. The 2015 figure is 36% below the average of comparator library systems. However, recently, more funding was approved to increase holdings which has resulted in an increase the holdings per capita of 1.35 in 2018 which is directly correlated to customer collections preference of having less materials overall, but more of the very current and popular holdings.

Figure 17: Holdings per Capita

Source: Canadian Urban Libraries Council Key Performance Indicators

Figure 18: Circulation per Capita

Source: Canadian Urban Libraries Council Key Performance Indicators

Circulation per Capita

While some library systems have experienced an increase in the circulation per capita others have experienced a decrease. With the exception of Hamilton, almost all Ontario library systems have experienced some decrease. The average circulation per capita was 11.94 in 2010, and falling to 11.25, a 6% decrease,

The Library has the second lowest rate of circulation per capita, next to Montreal, with rates that have fallen by 20%, from 10.37 to 8.34.

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Area per Capita

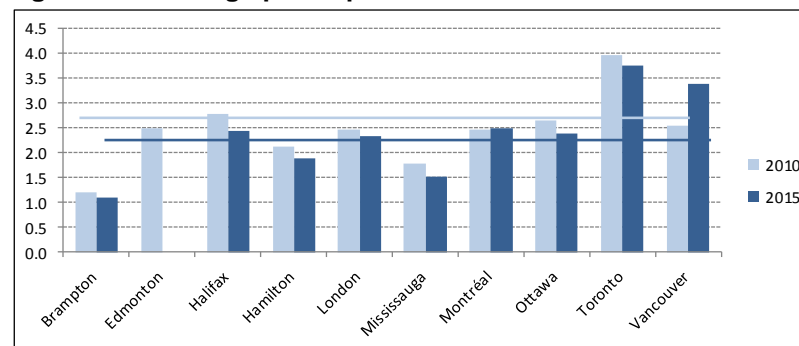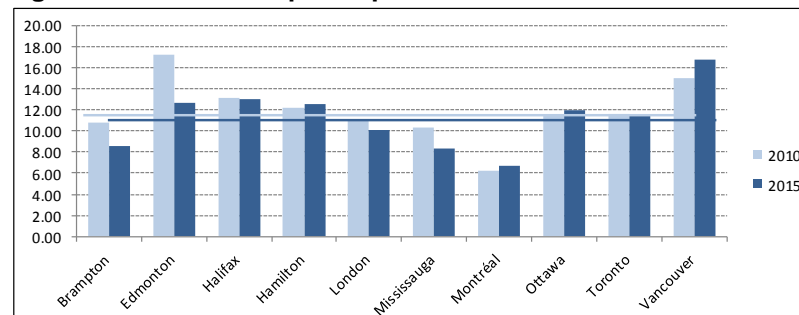Overall, area per capita of peer systems has fallen slightly from 0.56 square feet per capita to 0.55. If no new facilities are built or additions are not constructed to support an increasing population, this number can be expected to decrease.

The significant decrease in area per capita between 2010 and 2015 is largely due to a recalculation of floor space. In 2015, with 0.45 square feet per capita, it was 18% below the average.

Population per Staff

Staff numbers can vary by system for a number of reasons, including the number of libraries and differences in how support or corporate services are provided. Some systems provide financial, human resources, information technology and facilities from within the system, while others have some or all of those services provided by the municipal government. The following chart shows the population per staff FTE. In this case, systems with higher funding may have a lower figure.

The chart shows that Mississauga is within 10% of the average.

Staff Training

Staff training is an increasingly important aspect of library operations as the roles become increasingly complex, and as technology continues to change. The following chart compares the Library with comparators. Note that this information was not reported in 2010 so only the 2015 figures are provided.

The Library staff training budget is 19% below the average of the other library systems. The chart shows that library systems vary widely in the amount spent per staff and that five of the systems spend less, and three systems spend more.

Figure 19 - Floor Space per Capita

Source: Canadian Urban Libraries Council Key Performance Indicators

Figure 20: Population per Staff FTE

Source: Canadian Urban Libraries Council Key Performance Indicators

Figure 21: Staff Training Costs per Staff FTE
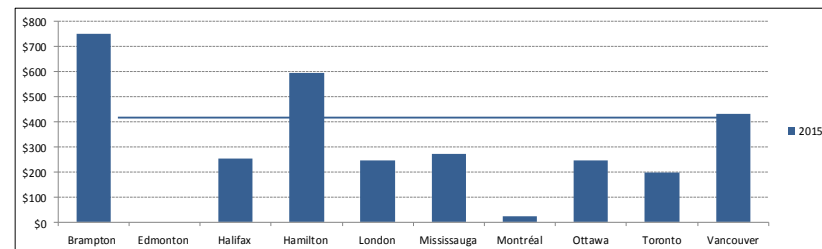
Source: Canadian Urban Libraries Council Key Performance Indicators

Provision Levels

Mississauga has a fairly even spatial distribution of public libraries. However, the provision of library space over the years, have not kept pace with the rate of population growth. With future growth forecasted for Mississauga, particularly in the Downtown Core and Waterfront more pressure will be placed on providing adequate library space in these areas and for the library system as a whole.

Additionally Mississauga is lagging behind its major comparators as it relates to provision levels as well as not keeping abreast with changing industry standards and guidelines for library spaces.

Adjustments to Provision Standard

This Plan recommends that the City adopts a service provision standard of 0.5 square foot per capita and continue to monitor industry trends. This is an adjustment from the 0.46 square foot per capita adopted as a short-term target in the 2014 iteration of the Future Directions Library Master Plan. Reasons to make a slight adjustment to the provision level include the following:

- A slight increase is warranted to better align the Library with comparator and peer systems
- A slight increase is warranted to better align the Library to the guideline set out by the Federation of Ontario Public Libraries and by Administrators of Rural and Urban Libraries of Ontario
- There is ongoing pressure to accommodate space for more people with a greater variety of environments

Comparison of Provision Target to Comparative Libraries

When compared to comparator libraries, the Library's provisioning level of 0.46 square feet per capita is below the average of 0.55 square feet per capita of comparator libraries and is only higher than two systems, Brampton, at 0.22 square feet per capita, and Montreal, at 0.40 square feet per capita.

Table 3: Comparison of Area Per Capita of Mississauga Library to Comparator Library Systems

	Population	Floor Space	Area per capita	Comments
Brampton	571,700	123,636	0.22	
Edmonton	877,926	473,814	0.54	Expanded Central Library
Halifax	390,342	211,253	0.54	
Hamilton	545,850	318,683	0.58	
London	381,310	329,105	0.86	
Montreal	1,731,245	692,976	0.40	
Ottawa	951,727	449,536	0.47	New Central Library
Toronto	2,826,498	1,884,785	0.67	
Vancouver	618,500	499,953	0.81	
Winnipeg	704,800	342,701	0.49	
Mississauga	**766,000**	**347,252**	**0.45**	
Average	942,354	515,790	0.55	

Source: Council of Urban Libraries 2015

A move to 0.5 square feet per capita would move Mississauga from 16.4 % below comparator libraries to just over 9 % below the average of comparator libraries.

Recommendations of Ontario Library Agencies

Provision standards are a starting point to check how each system is doing with regard to other systems and, over time, whether it is maintaining services. For example, the Florida Library Association updated its standards in 2015 with the following provisioning guidelines[14]:

- Populations above 25,000 people or annual attendance over 500,000 should have total gross square feet per capita or per annual attendance of 0.6 square feet.

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[14] Florida Public Library Outputs and Standards 2015, p 28, found at http://www.flalib.org/assets/OutcomesStandards/fla%20outcomes%20%20standards%20final%20formatted.pdf

- Library facilities that need multiple meeting and performance spaces due to a heavy schedule of educational, informational and entertainment events, that serve a population with few personal computing resources in their homes, or that house large special collections should have total gross square feet per capita or per attendee of 1.0.

As noted in the 2014 Future Directions report, the Administrators of Rural and Urban Libraries of Ontario identified in a 2012 report "Guidelines for Rural / Urban Public Library Systems, 2nd edition,[15] a recommended 1.0 square foot per capita.

The Federation of Ontario Public Libraries also suggested increasing the recommended provisioning level to 0.6 square feet per capita in 2012 in its Capital Needs Analysis study.[16]

This guideline has been supported by many within the Library sector for several years as a minimum standard for calculating space needs. This standard is constantly being reassessed given the focus of libraries in modern society. Nevertheless, for the purposes of this study; the findings suggest a gap in infrastructure provision at present (the current Province-wide provision level is 0.55 square feet per capita).

A target of 0.5 square feet per capita in the short term will move the Library closer to the industry standard and would better align with the direction of the two Ontario provincial studies. It will also allow for time to monitor industry trends.

Changing Libraries Require More Space

Changes to the way collections are accommodated, a wider range of collections, services and spaces provided within the library, and the need for a library to be a third space for those in smaller housing units, have all served to increase the area requirements for a successful library. Increasing demand for programs and technology has also led to more need for space.

While collections generally have gotten smaller overall, access and merchandizing concepts have increased the area that is required to accommodate each book through lower shelving, fewer items per shelf, and increasingly wide corridors to support barrier-free access.

As populations have become more diverse, more specialty collections are required, including international languages collections, literacy and English as an additional language collection, and increasing focus on large print materials.

Space needed for customers has increased significantly, to support the requirements of programs, creative activities, quiet study space, congregating space, and socializing space. Many of these activities require unique environments.

The need for spaces for people particularly increases in those areas that have increased density and where many customers live in smaller housing units. Here, the library becomes an important third place where residents can study, meet, collaborate and find refuge.

Current Provision Level

The Library currently has a provision level of 0.44 square feet per capita which is even below the short term target recommended in 2014. The 2014 provision target of 0.46 square feet per capita is currently in place to ensure that, at the very least there was no erosion in area per capita.

The following chart identifies historical population (light blue bars) versus area provided (black line) and the target provision level (green line) adjusted for annual population changes.

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[15] http://aruplo.weebly.com/uploads/2/8/3/7/2837807/aruplo_guidelines_2nd_edition_january_2012.pdf
[16] http://fopl.ca/media/2013/06/Capital-Needs-Analysis-Final-Report-19DEC2011.pdf

Figure 22: Population vs Actual Library Space and Provisioning Target (1996 to 2017)
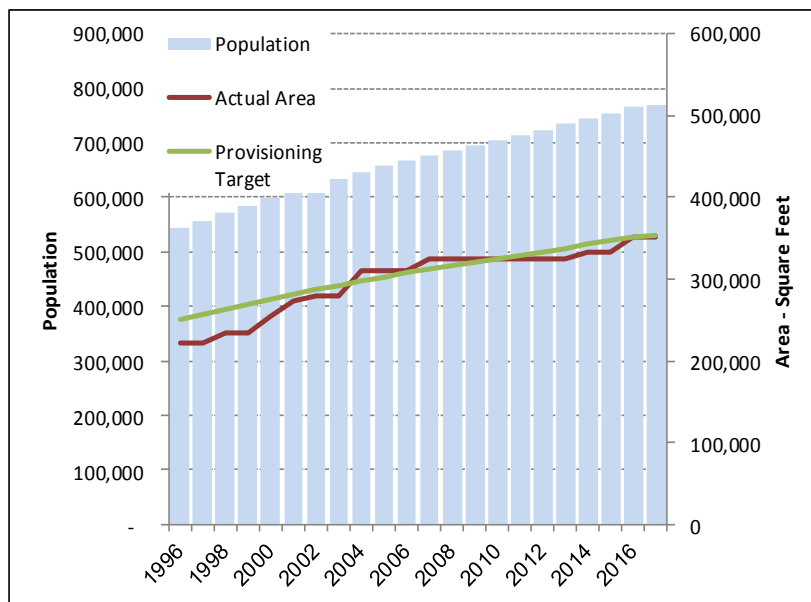
Source: RPG Consulting

The chart shows that historically, the Library has maintained, though fluctuating at times, a provision level close to the 0.46 sq ft. The Library System currently has 335,269[17] square feet of library space. With the current population forecast, if nothing is done, by 2041, the library, even with the current 0.46 sq ft per capita target, will have a deficit of 74,621 sq ft. When the 0.5sf/capita standard is applied, that deficit is increased to 110,264 sq ft.

Future Facility Plans for the Library

Keeping pace with new and emerging capital demands related to population growth and demographic changes continues to be a key focus for the Library. This Master Plan supports previously identified capital projects which includes:

- Approximately 26,000 square foot addition and capturing of infill space at the Central Library
- A new Cooksville Library redevelopment as part of recreation centre with 10,000 additional square foot of library space

Additional projects beyond that are more speculative but may include the following:
- Library redevelopment or expansion in South Common
- Sheridan Library redevelopment or expansion
- Port Credit expansion or redevelopment
- Potential developments to respond to the anticipated growth in the South of Mississauga

These projects begin to approach but never exceed the provision target of 0.5 square feet per capita.

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[17] It should be noted that with more up to date space calculations Burnhamthorpe Library space was reduced from previous inventory as the theatre which was previously included in now excluded

Delivering the Service

Delivering the Service

The Library is directed by the Board in accordance with the Public Libraries Act. The Library consists of a Central Library and 17 libraries which provide physical space for the community to gather, learn, and socialize, for library programs, and for access and use of collections. The Library also supports those who are unable to attend through homebound services. Increasingly, virtual information is available to customers through the Library's website.

The Central Library accommodates the Library's Digital Library Services and Collections team as well as Processing and Material Handling teams, which provide services that support all libraries and customers. Services include the acquisition of collection items, along with the technical services related to cataloguing, processing and distribution of library materials, web-based services, social media and marketing.

The Library works collaboratively with the City's Community Services Department, including Culture, Recreation, Parks & Forestry, Environment and Fire and Emergency Services. The Library is supported by a number of other City divisions including Strategic Communications, Facilities and Property Management, Finance, Human Resources, Information Technology and Legal Services.

As noted below, partnerships with other agencies, including those that work in community development and education are key to the success of the Library, and to its positive role in the community and improving the lives of residents of Mississauga.

Photo Credit: City of Mississauga

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Map 2: City of Mississauga Library Locations
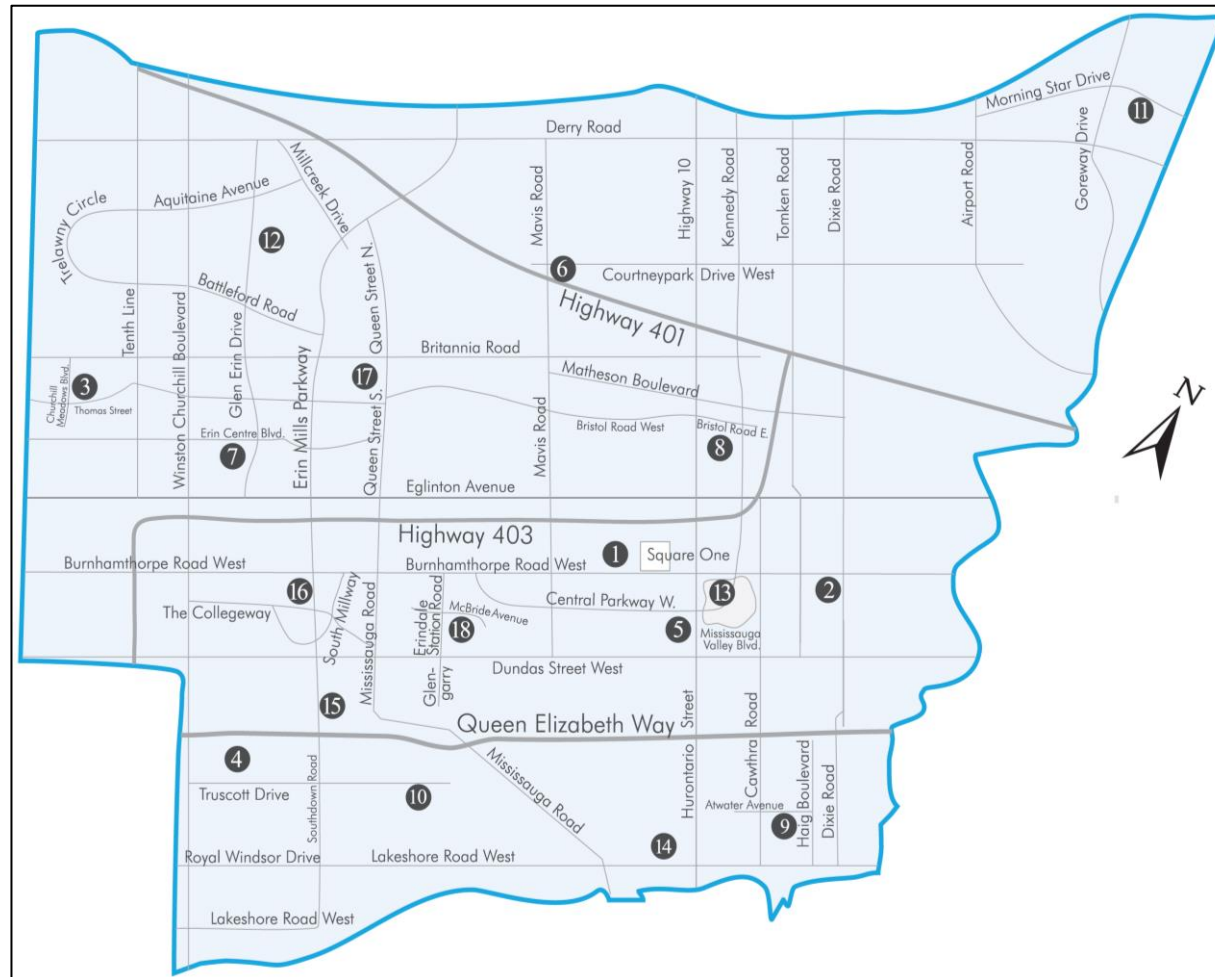
Library Location

1. Mississauga Central Library

2. Burnhamthorpe Library

3. Churchill Meadows Library

4. Clarkson Community Centre & Library

5. Cooksville Library

6. Courtneypark Library

7. Erin Meadows Community Centre & Library

8. Frank McKechnie Community Centre & Library

9. Lakeview Library

10. Lorne Park Library

11. Malton Community Centre & Library

12. Meadowvale Community Centre & Library

13. Mississauga Valley Community Centre & Library

14. Port Credit Library

15. Sheridan Library

16. South Common Community Centre & Library

17. Streetsville Library

18. Woodlands Library

Strategic Priorities

After consideration of the Master Plan foundational information including Consultation Themes, Current Trends, Comparative Library Systems and the Library Board's Ends, Strategic Priorities were distilled for the 2019 Library Master Plan.

These priorities are deemed to be the most significant for the Library to address over the next five years. They build on and expand many of the strategic themes identified in the 2014 Future Directions Master Plan.

The Strategic Priorities themselves touch on many aspects of service delivery, and when explored, produced a series of recommendations that are designed to reflect, expand, and accelerate the Library's leadership role in the Mississauga community.

The nineteen *overlapping and mutually reinforcing* recommendations are presented, and while not prioritized they are organized into addressing the previously identified six major strategic priorities:

The context for the delivery of public library services continues to evolve dramatically; e.g., from Trends: "The technologies, services, facilities, and activities of public libraries are in the process of remarkable metamorphosis. This transformation is continuing, and the public library consequently continues to move ever further into a position of social, cultural, and educational leadership."

The goal of the 2019 Library Master Plan is to build on the 2014 Plan, continue to be guided by the Board's Ends, and expand the Library's response to the evolving challenges and opportunities, as follows:

- Enrich the user experience, improve convenience, open doors, and expand horizons
- Build internal capacities and external partnerships
- Inspire through places that are safe, welcoming, flexible
- Cultivate literacy and lifelong learning
- Strengthen the Library's multi-format collection
- Enhance responsiveness to diverse neighborhoods and communities
- Stimulate discovery and creativity through our technologies

The Strategic Priorities

Tell the Library's Story
Position the Library as a place that drives learning, innovation and community engagement by promoting the wide range of services offered.

Enhance the Customer Experience
Deliver high quality, professional service that is personalized, convenient and responsive to customers of all life stages

Revolutionize Service Delivery
Continuously improve how customers access the Library to meet their current and ongoing expectations

Invest in Our People
Provide staff with the skills and resources to meet our customers' growing literacy and social needs

Invest in Technology to Bridge the "Digital Divide"
Ensure barrier-free access to new technology, the internet, digital information and eResources to improve digital literacy and access to technology

Develop 21st Century Facilities
Modernize the physical space to deliver a leading-edge library experience

Tell the Library's Story

Recommendation

1 In partnership with the Board, develop a renewed and expanded vision and mission that signals the transformation and modernization of the Library

A renewed, expanded and innovative vision can be instrumental in capturing the imagination of the community and in setting the stage for transformational community engagement and enhanced public support for library services.

Assessments of the service delivery context from observation and review of comparator libraries, best practices, and community preferences all point to a need to re-frame public library services. An emphasis on expanded continued community outreach and engagement is required.

The Key Findings of the Community Engagement Study, conducted by Lord Cultural Resources, highlight the need for a new relationship with the community.

Specific Goals:

- Develop a new Vision mission, goals and objective statements to inform and guide many of the subsequent recommendations

Key Considerations:

- Focus on proactive growth and change
- Anticipate future challenges and opportunities
- Raise community awareness of the Library and its services
- Support the transformation of the culture of the Library
- Reflect revaluation of traditional library resources and services
- Initiate exploration of innovative community engagement and partnerships
- Ensure future talent needs for the evolving role of libraries and technology are accounted for

Recommendation

2 Create and implement a plan to raise the community's awareness of what the Library offers to enhance engagement and library usage

Library systems are making increasingly valuable contributions to the development, prosperity and health of communities by fostering innovative outreach and partnerships with other civic services, business and commerce, and with all levels of public education.

In the Focussed Public Survey, 60% of respondents reported that they don't participate at the Library because they are not aware of what the Library has. In order to maintain its currency, the Library will need to build and develop community leadership capacity and position it front and centre in terms of what the community is thinking about, aspiring to and how the Library can contribute to its achievement.

Specific Goals:

- Build a marketing plan to raise profile/public awareness of library services
- Devise a community engagement plan that will ensure the Library continually receives community feedback on library services
- Equip the Social Engagement team with the resources they need to promote the Library's brand in an effort to increase visibility and brand awareness

Key Considerations:

- Employ specialized and focused information gathering, including better utilization of social media, to determine unexplored and/or emerging aspects of community interest, and reach community members who currently do not make use of library programs and resources
- Enhance on-line visibility and accessibility via a website with direct library contact and information
- Opportunities for community partnerships exist for:
    - Newcomer and settlement services
    - Interfaces with all levels of public education

- – Continuing education
- – Professional programs and services
- – Explorations of innovative technology
- – Economic development initiatives
- – Life skills programs
- – Local history projects and resources
- Refer to the findings of the *Environics Analytics Study* for information relating to user socio-economic profile of users and patterns of use by user profile and by Service Area
- Refer to the Key Findings of the *Community Engagement Study*, particularly "Metrics and Methods for Customer Feedback" which identifies the need to look at impact on the community as one of the Library's most important measures of success

Enhance the Customer Experience

Recommendation

3 Improve library experience by creating more intuitive wayfinding for customers

Increasingly, customers expect independent facility orientation, self-direction, information access, self-services, and less dependence on traditional staff-assisted services. At the same time, when customers are able to serve themselves, Library staff are better able to spend more time on services and activities that add value to the customer.

Specific Goals:

- Increase self-service technology to maintain service levels and allow staff to focus on higher value tasks
- Provide opportunities for self-direction at library branches such as signage, location maps, virtual tours and more

Key Considerations:

- Provide standard, easily understood, self-service features
- Ensure that staff and service points are friendly and approachable

- Provide spaces that are readily understood and navigated, including an intuitive and highly visible layout of collection resources

Recommendation

4 Increase the availability, content, scope and exposure of programs and special events to improve literacy, usage and respond to customer expectations

The Library's programs and events are the most visible and essential aspect of community engagement. Between 2010 and 2015, the Library's program attendance per capita has increased 122%. The average increase for comparator libraries was 40%. At the same time, however, program attendance in Mississauga is still lower than most comparator library systems.

As noted in the *Community Engagement Study*, over half of Mississauga's population was born outside of Canada. A highly mobile and growing community, which includes many newcomers, presents a number of challenges in terms of community integration and ongoing learning. These customers are frequently in need of programs and service in reading and writing, civic, legal and financial literacy. Understanding what the community wants and needs is the foundation of delivering effective services.

In addition, the Library's customers present a very wide spectrum of technology literacy challenges. The continuing rapid evolution of technology and information technology applications will present ongoing challenges in technological literacy for both library customers and to library programs, services and staff expertise.

Specific Goals:

- Promote upcoming programs and events through larger marketing and social media campaigns which take advantage of other demand based services in Mississauga such as Transit and Recreation
- Run more programs that focus on practical skills that are relevant in today's workplaces (computer programming, technological literacy, etc.)

- Expand the Library's literacy services to include reading, writing, languages, civic, financial, legal, and vocational literacy, among others
- Improve accessibility of program listings through improved website descriptions to allow customers to search online

Key Considerations:

- Ongoing relevant programs based on ongoing, focused community consultation
- Improve ways customers are able to find programs of interest online
- Provide ample suitable spaces for delivery of programs, especially in the downtown core.

Recommendation

5 Develop a multi-pronged strategy to reach out to youth, students, entrepreneurs and young professionals

Service penetration studies (such as Environics) have identified service gaps with the youth and young adult cohort. The *Customer Engagement Background Study's* survey found that residents aged 18-21 were more likely to be non-users (25%) than users (15%). Less than 30% of non-users knew that the Library offered programs for teens, career centre, free music, or makerspaces. The study's key findings described the importance of attracting university students to public libraries. This can support entrepreneurship and start-ups; and can help with the retention of these customers as they advance in life.

Specific Goals:

- Develop a strategy for engaging customers and marketing services to youth and young adults
- Update the Youth Plan, leveraging the Library's Teen Advisory Groups

Key Considerations:

- The Customer Engagement background study's key findings described the importance of attracting university students to

public libraries. This can support entrepreneurship and start-ups; and can help with the retention of these customers as they advance in life
- While reaching out to this new group, continue building successful relationships with other service groups (families, newcomers, older adults, and more)

Recommendation

6 Re-balance the collection to reflect emerging patterns of use and the emerging balance of print and digital information, and expand to incorporate "things"

Collection trends across library systems are showing a reduced number of collections for loan, with an overall increase in circulation of those collections. This shows that the smaller number of loanable materials in libraries catch the attention or match the demands of customers and are borrowed more frequently. This allows most systems to shift portions of their materials budget away from traditional library offerings, maintaining that which is used to loan popular collections, and toward modern loanable materials including "things" such as tools, sports equipment, seeds, technology, and digital materials.

Specific Goals:

- Increase availability of new and popular materials and reduce wait times
- Explore ways to better utilize the metric systems available through the collection management service to further inform collection acquisitions decisions
- Develop strategies to increase collection circulation
- Monitor general print and digital publishing trends to ensure the Mississauga collection reflects the evolving profile of information formats
- Engage the Social Engagement team to increase public awareness of physical and digital collections as well as effectively promote customer knowledge of available formats

Key Considerations

- Support format flexibility
- Maintain up-to-the-minute, real-time access to world events, national, and international news via global video feeds
- Continue to explore and adopt digital collection and service

Revolutionize Service Delivery

Recommendation

7   Analyze hours of operation at libraries to better serve the needs of the public

Benchmarking with comparator libraries shows that the Library's hours are slightly below average open hours per capita. The *Community Engagement Background Study* found that 22% of non-users stated the hours of operation made it difficult to use the resources. As much as possible, the hours that libraries are open should be consistent across the system. In addition, hours of operation should be consistent between a library and site partner organization when located together. This could be achieved by providing access to some portion of the Library that is able to operate with no or minimal staff.

Specific Goals:

- Explore opportunities to expand library hours
- Consider a self-serve library pilot

Key Considerations:

- Explore the idea of aligning hours with other services in joint-use facilities. In the Focussed Public Survey, 85% of the respondents were aware of Library-community centre joint-use facilities. Of that number, 45% reported they use both libraries and recreation at these facilities while only 14% use only the Library

Recommendation

8   Expand Library service with non-traditional service delivery options such as Express Libraries

The *Community Engagement Background Study* recommends extending libraries presence outside the library walls and promote the Library in places where people congregate. Public libraries are critical components of successful public spaces and the creation of community vitality and meaningful destinations. Due to the large numbers of people attending libraries, they are critical components of holistic city planning and urban development concepts and design responses.

Currently, six Mississauga libraries are located on sites that are shared with community centres and four are on sites shared with schools. At sites shared with community centres in particular, customers are able to access recreation services when they cannot access the Library, as hours are not consistent.

50% of respondents of the *Focused Public Survey* identified that they would use the library when someone else they were with was using the recreation facility and 31% identified that they would use the recreation facility when someone else they were with was using the library.

As Mississauga continues along a path of intensification, with more limited opportunities for site selection, it will be important to have a set of criteria for locating, siting, urban elements, and parking requirements as well as for identifying appropriate partners.

Specific Goals:

- Locate library services, including express services in/or adjacent to high traffic locations with preference given to community centres and/or transit hubs
- Identify gaps in service proximity. Seek to enhance service in these areas through innovative alternative service delivery models

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Key Considerations:

- Express libraries provide a mechanism to extend access to library materials to customers in areas where there is increased demand or high traffic outside of regular library locations and hours of operation
- The Focussed Public Survey (Monteith Brown and RPG) found that 31% of respondents reported that libraries were located too far away to access service
- The criteria for identifying appropriate partners for library service should include:
  - Connections to surrounding community activities
  - Visibility, appropriate massing, and civic image
  - Capacity for future expansion
  - Access for pedestrians, public transit, private vehicles
  - Need for parking and suitable parking strategies and responses
  - Proximity to varying densities of housing
  - Proximity to recreational, cultural and educational facilities
  - Co-location with civic, commercial and/or residential partners

Invest in Technology to Bridge the "Digital Divide"

Recommendation
9 Establish a virtual library which will operate as an always open 19th branch

The public now expects public services to be fully accessible electronically; the virtual library available online 24 hours a day. Most public libraries now offer extensive online administrative and collection access services; this access removes barriers to and increases transparency of library services and resources. The Library's effectiveness as an active agent of community development, individual empowerment, and lifelong learning is dependent on the efficacy of its information technology.

Specific Goals:

- Develop the library website as the virtual library, with similar service options as physical libraries
- Ensure customers can pay fines online and register and pay for programs
- Explore content creation (i.e. podcasts, audiobooks, tutorials, live ask-a-librarian connections, live-feeds of presentations) to feature on virtual library
- Improve two way communication and customer to customer communication through the web channel
- Modernize the web catalogue platform to allow for natural language searching, personalized recommendations and social media integration
- Provide curated recommendations for resource use cross format and platform
- Explore online support models to provide just in time support

Key Considerations:

- *The Focused Survey* indicated that for 45% of respondents, use of e-books was increasing and 34% indicated that use of resources such as academic journals and online magazines was increasing. 10% of respondents of the Future Directions Needs and Preferences Survey identified more digital choices for downloading/streaming was a recommended strategy for improving the library experience
- The *Customer Engagement Background Study* found that many non-users preferred online to in-person for study, reading, and searching. When asked about the best way for the Library to communicate with them, 29% responded "website" while 36% responded "Social Media" and "Email"

Recommendation

10 Make the Library known for new technology integration and application by investing significantly in technology and prioritizing the matching of technology offerings by comparator libraries and responding to customer needs

To maintain its relevance as a leader, the Library must be seen as a venue for advanced digital and conventional technologies. It must continue to introduce and operate leading-edge information infrastructures that demonstrate innovation, integrate multiple information systems, and connect to national and global databases. Automated processes will continue to prove invaluable for operational efficiency: examples include collection sorting and distribution, customer communication by e-mailed and centralized electronic signage and display.

The Library can actively advance the City's Smart Cities Master Plan. The Plan aims to create a city-wide data and technology network incorporating community hubs, digital toolkits and enhanced access to services. The Plan supports those at risk, youth, new immigrants and the local community. It includes:

- Providing a digital kit to people who may have financial or other barriers

- Creating community workspaces with amenities to enable learning, places to work, meet and succeed

- Encouraging the use of active and public transportation

- Using Intelligent Digital Signage, Artificial Intelligence A/I, Voice First Services, Augmented Reality, Open Data, Mobility and integration with agency services

Specific Goals:

- Provide equipment to meet customers where they are by moving the point of service out from behind a desk.
- Increase the number of technology staff to support new technology initiatives
- Improve effectiveness of inventory management.

- Automate repetitive processes to allow for staff to focus on high value customer interactions
- Find a mechanism to be more nimble within the business plan process such as an innovation budget which is easily accessible throughout the year
- Integrate digital materials promotion, access and download with related collections in the physical space
- Investigate opportunities to lend out computing or Internet ("hotspots") technology to promote digital inclusion
- Support customers' use of their own devices by providing spaces with power outlets and installing charging stations
- Evaluate self-service models to lend devices for group work at libraries
- Extend programming through virtual means by looking at streamed programs and interactive web development.
- Develop and implement a program of periodic system maintenance
- Implement a program of continual staff training
- Develop programs that encourage private entrepreneurs and private sector professionals to work with Library staff to explore and introduce emerging technology
- Publicize and provide visibly displays of emerging technologies
- Develop strategies for system redundancy and back-up
- Provide programs of renewal for both infrastructure and peripherals

Key Considerations:

- There is a greater need for infrastructure, support services and expertise and connectivity that is robust, reliable, affordable, and secure

- A variety of library trends have an ongoing impact on infrastructural needs:

  - More customers bring their own devices to the Library to use for research and access
  - The need for standard computer stations provided by the library is decreasing
  - With the general growth in public computer literacy, greater demands are being made on IT systems and

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applications that support career, business, creative and recreational initiatives, including use of videoconferencing and visualization of information, and specialized applications to create audio and video works

Recommendation

11 Develop 3 more MakerSpaces at Churchill Meadows, Mississauga Valley and Erin Meadows libraries

Customer expectations of the Library are changing significantly, and in order for the Library system to respond, a significant investment needs to be made in physical and digital technology that will be touchstone of future libraries. Makerspace provides access to technology to promote digital creation, coding, robotics and creative development. Mississauga's students are struggling with STEAM (Science, Technology, Engineering, Art and Math) development. For instance, Education Quality and Accountability Office scores for Peel show that only 49% of Grade Six students passed the math assessment. Barrier free Makerspaces are an important response to tackle the "Digital Divide"

Specific Goals:

- Develop staffing models to extend MakeSpace activities
- Develop lifecycle program for Maker Mississauga to ensure continued success with mobile program offerings
- Develop a comprehensive training program with community partners to extend programming breadth and depth

Key Considerations:

- Engage all age levels with opportunities to invent and create
- Explore new technology relevance to vocational and professional activities
- 16% of respondents in the *Focused Public Survey* noted that their use of makerspaces was increasing
- 8% of respondents to the *Needs and Preferences Survey* identified more technology resources, such as 3D printers and green screens as a way to improve the library experience

- Customers are widening the range of their information applications; for instance, they are now expecting and making use of multifunctional MakerSpaces equipped for both analogue and digitally supported creative processes that may involve 3-D printers and laser cutters, digital creation, as well as conventional tools

Invest in Our People

Recommendation

12 Develop sourcing and retention strategies to attract and retain top talent

The combination of impending staff retirements and emerging future services, leading to changing job profiles and required technical proficiencies, requires that strategies be identified now to attract and maintain the best and brightest staff into the Library.

Specific Goals:

- In alignment with the City's People Strategy, develop a sourcing and retention plan to retain talent and attract top talent to help further the Library's goals
- Look to Our Future Corporation, Alternate Work Arrangements policy, work objectives, and recognition practices to apply them where possible at the Library

Key Considerations:

- Recognize that the best future professionals will seek:
  - the degree of innovation and dynamism in the organization
  - the quality of staff workspace and the public service spaces
  - the availability of adjacent livable communities

Delivering the Service

Recommendation

13 Create and implement a learning plan to ensure skills of all library employees keep pace with literacy, technology, customer health, safety and wellness as well as leadership demands

The changing scope and balance of services and technologies will continue to necessitate an ongoing reassessment of staff capacities and roles.

The Key Findings of the *Community Engagement Study* highlights the changing role of staff in community engagement and the need for training to support more successful engagement: see the "Staff Engagement" and "Staff Qualification and Training" sections in that survey.

As general public informational literacy and dexterity increases, the profile of staff assistance continues to change dramatically. The customer typically finds his or her own way to informational resources. Assistance required by staff has become more specialized, involving advanced database navigation, software interpretation, customer programming, and technology proficiency.

Notwithstanding the above, many traditional competencies have continued to expand including: technology access and applications, literacy scope, information scope and integration; and expertise with social issues.

Specific Goals:

- Provide training and development opportunities for staff in the areas of customer service technology and current social issues
- Document and periodically update the changing profiles and proficiencies required by staff toward on-demand, personal interaction with the public, as opposed to the traditional role of gatekeepers of collection resources
- Focus on leadership development by leveraging the Talent Management Strategy in The People Strategy
- Increase budget to fund staff training and development

Key Considerations:

- Transition from staff role of information gatekeeper to host. Focus on welcoming customers, building relationships, and assisting customers.
- Make outreach to engage the community a strategic priority, while maintaining the importance of maintaining collections and access resources
- Focus staff training on relationship-building and socially interactive skills which are essential to support the array of resources, customers, services and programs that are required to meet the community's needs
- Monitor the quality of staff work experience in the face of evolving capacities and services

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Develop 21st Century Facilities

Recommendation

14 Adopt a service provision standard of 0.5 square foot per capita and continue to monitor industry trends

Industry trends on customer usage at libraries find that more space is needed per citizen. -In addition, access and merchandizing concepts have increased the area that is required to accommodate each book or item, through lower shelving, fewer items per shelf, and increasingly wide corridors for better accessibility. As populations have become more diverse, more specialty collections are also required, including international languages collections, literacy and English as an additional language collection, and increasing focus on large print materials. Space needed for library customers has increased significantly, to support the needs of programs, creative activities, quiet study space, congregating space, and socializing space. These all require the provision of unique environments

The need for these spaces particularly increases in those areas that have increased density and where many customers live in smaller condos or rental units. Here, the Library becomes an important third place where residents can study, meet, collaborate and find refuge

Specific Goals:

- Approximately 26,000 square foot addition and capturing of infill space at the Central Library
- A new Cooksville Library redevelopment as part of recreation centre with 10,000 additional square foot of library space

Additional projects beyond that are more speculative but may include the following:
- Library redevelopment or expansion in South Common
- Sheridan Library redevelopment or expansion

- Port Credit expansion or redevelopment
- Potential developments to respond to the anticipated growth in the South of Mississauga

Key Considerations:

- Rachel van Riel's Opening the Book and the Traffic Flow background study recommended featuring more library collection on display instead of shelved in traditional manner. Doing this requires more floor space to display book covers and emphasize specific titles in sightlines.

Recommendation

15 Create an infrastructure study to ensure our libraries are properly planned, maintained and address the needs and expectations of Library customers

Library services are continually evolving. Library facilities and their building systems wear out with time. As such, libraries need to be evaluated periodically to identify which are in need of minor capital improvements.

The Library recently undertook a *Library Traffic Study,* which included observations of customers, intercept interviews of customers and interviews with staff, and customer use patterns of four libraries to better understand how Mississauga's libraries are used and how they could be improved.

High quality appropriately scaled and designed staff workspace should be seen as a major incentive in attracting the professional staff and in developing and maintaining the quality of the future staff complement. In the *Library Services Staff Survey,* "providing high quality staff workspace" scored 3.6 out of 4 in importance, the highest of any of the scored elements

Building on this information, a systematic approach should be taken to develop a set of criteria that will create a successful library experience, support library programs and activities, and support staff. This will ensure that all libraries maintain their currency, with consistent service concepts and resources. In addition to looking at library experience, consideration should also be given to appropriate

distribution of other City infrastructure offering recreation and culture activities.

Specific Goals:

- Develop a detailed infrastructure study which outlines the plan for library facilities renovations, repairs, and new builds for the next 10 to 20 years as well as addresses the gap in the provision standard to bring the Library to the 0.5 square feet per capita as recommended

Key Considerations

- Examine distribution of Recreation, Culture and Library facilities across the City for effectiveness and accessibility to the community
- Look at the installation of Food Services at new library locations
- Explore the opportunity to lease out portions of new library builds in future.
- Improve sound experience at libraries by installing solutions to absorb sounds from active areas to preserve quieter areas for study and reflection.

a) Exterior Spaces
  - Operation and condition of all building systems
  - Opportunities to improve sustainability and reduce greenhouse gases
  - Visibility of the library and interior activities to create and maintain public awareness
  - Parking availability, (as 44% of Focused Public Survey respondents identified this a barrier to use)

b) Public Spaces
  - Balance space for quiet study, group study, children's areas
  - Seek out opportunities to re-configure space to improve customer experience, customer flow, access to collections, and effectively promote library activities.
  - Create universally accessible space meeting accessibility standards and guidelines

- Openness and sightlines to create an environment of user confidence and safety, effective staff supervision and community inclusion
- Promote greater access to and use of the library's resources
- Adequate space for people and activities, including individual and group workspace
- Provision of flexible program space
- Provide ergonomic and flexible furnishings
- Make staff resources and assistance visible, minimizing physical barriers between staff and customers

c) Staffed Public Service Destinations
  - May involve traditional service desks and/or high profile service touch-points. In either case, design solutions must facilitate barrier-free interaction between the customer and the staff member

d) Staff Workspaces
  - Non-public staff spaces require varying degrees of privacy, are frequently shared across service shifts, and often involve a substantial amount of materials handling
  - Standards for workstation sharing need to be established
  - Staff workstations need to accommodate specialized work and material processes

Recommendation

16 Maximize the opportunity to redevelop Central Library by expanding the scope of construction to include ancillary spaces and other spaces not included in original construction estimate

The Central Library opened in 1991. At that time, the population was less than 500,000 and it has since grown by more than 50%. The Central Library is well supported by residents of Mississauga at this time, with almost 31% of survey respondents identifying the Central Library as the library they go to most often. In 2013, the City

undertook the *Mississauga Central Library Feasibility Study* to study how to "optimize and revitalize" the facility.

As a result of that study, the Library was able to capture an additional 26,000 square feet, with the project expected to be completed by 2022. The project will move the Central Library from a "resource-focused approach to a customer-oriented approach".

An opportunity to increase the area of the fourth floor of the Central Library has now been identified. It would add approximately 6,000 square feet of space to the Library and help support the Central Library's role in the system and assist with reaching the provisioning target. The infill project could be conducted at the same time as the revitalization project.

Central Library has evolved its services to meet the changing realities of information and information access. The library still provides access to authoritative resources to meet information needs, but has expanded the formats to provide the best in physical and electronic formats and evolved its services to become a core community hub, linking people with both resources and services it needs to promote lifelong learning and literacy. The service is well loved, according to trip advisor, its #4 on the best list of all 151 things to do in Mississauga.

The Library has embarked on increasing its role in digital literacy programs through its Maker Mississauga programs, expanding knowledge and skills in Science Technology Engineering Arts and Math. The Central Library provides a rotating collection of introductory and 3D printing capabilities, but is limited in its ability to provide more complex programs itself and through partnerships by its lack of dedicated facilities. These programs are in significant demand, and with the increased growth expectations in the next five years, this demand is expected to increase.

Environics found that 54% of those attending the Library came to access computer programs and services. Central Library PCs provided over 112,000 access sessions to provide access to basic software and Internet in 2017, complementing the 1.1M wifi sessions estimated at Central Library alone. The facility struggles to provide the power required by personal device use, specialized software programs that are high in demand for knowledge creation, web and

graphic design, and integration with key systems to support digital collaboration.

The Library has also evolved as a key community space and is often referred to as "the third place" after work and home. Libraries are a safe space to meet, study, collaborate and learn outside of home and work. With the increased population density and collocation of Sheridan College the Library has found that its study and collaboration spaces are constantly full with increased demand for more technology for new types of collaboration.

Specific Goals:

- Balance space for quiet study, group study, and children's areas
- Ensure sightlines create an environment of customer confidence and safety
- Design library to maximize use of technology throughout the library
- Maximize operational effectiveness of high volume transactions using technology
- Develop digital hub to provide maker and digital creation opportunities for customers
- Extend service hours for browsing collection and pick up through use of technology
- Seek out opportunities to re-configure space to improve customer service, customer flow, access to collections, and effectively promote library activities
- Create universally accessible space
- Display library collection to allow for searching and browsing.
- Install solutions to absorb sounds from active areas to preserve quieter areas for study and reflection
- Redevelop Noel Ryan Auditorium and Glass Pavillion/Breezeway
- Add Food Services offerings

Recommendation

17 Continue planning and implementation of the Cooksville Library

The recently completed *Recreation Indoor Facility Infrastructure Strategy* identified that a new community centre should be developed in the Cooksville area in proximity to the Downtown intensification corridor, within a 10 to 25-year planning horizon.

The Cooksville Library is currently the smallest library, with levels of circulation and program attendance that surpass other libraries in the system. Smaller libraries do not support the community as well as larger libraries in terms of collection size, customer space, and space for programs. They are also less efficient from a staffing perspective. The previous Future Directions plan for the Library identified replacement of the current 5,005 square foot Library with a 16,000 square foot library as part of a partnership-based approach.

Given the limited availability of land in the Downtown Intensification Corridor and the need to take a nontraditional approach to development, the Library will need to be ready for opportunities as they arise. Readiness includes identifying criteria for siting, urban planning concepts and requirements, and identifying library size so that they are able to assess the acceptability of any proposed initiative and take advantage of timing, with sufficient funds identified and allocated for development.

 Specific Goals:

- Align with Recreation division's development of Cooksville Community Centre as the library and community centre will be exploring co-location opportunities

Key Considerations:
- The population of the Cooksville community is expected to increase due to intensification projects and the completion of the Hurontario Light Rail Transit (in 2022). Additional community space is necessary for current and future residents.
- Integrate responsive climate change and sustainability practices into all redevelopment projects.

Recommendation

18 Look for opportunities to relocate Sheridan Library from leased space to a city-owned space.

Sheridan Library serves a unique community, including newcomers/ESL, families, older adults, students, homeless customers, and more. Some of the key needs are library cards, computer help, help filling out forms, language learning materials, quiet study space, and citizenship study help. Sheridan Library customers request more hours, more space including a dedicated program room. The computer lab at Sheridan, shared with Polycultural Immigrant and Community Services, provides the community with access to computers and computer-related programs beyond library hours.

Specific Goals:

- Identify suitable long-term location for library services in the Sheridan community

Key Considerations:
- The future of the Sheridan Centre (mall) is uncertain. Lease renewal periods have been shortened at the request of mall management.
- Explore opportunities if the parking lot is sub-divided into pods
- Explore public-private partnerships (P3)

Recommendation

19 Pursue opportunities to:

a) Redevelop South Common Library with the Community Centre's planned redevelopment

b) Explore the feasibility of increasing services to meet the demand caused by future waterfront development

Specific Goals:

- Redevelop or expand libraries where population is forecasted to grow to ensure current and future residents receive quality service.
- Investigate the lifecycle replacement of libraries that are collocated with Recreation facilities

Key Considerations

a) South Common Library

- Demographic projections indicate that Service Area 4 will grow by only 1,000 between 2017 and 2041. However, the review of provisioning level by Service Area indicates that Service Area 4 is already 7,500 square feet below the existing provisioning target of 0.46 square feet per capita and that it will be approximately 9,000 square feet below the provisioning target by 2029
- The South Common Library is located with the South Common Community Centre. At 12,500 square feet, it is slightly smaller than the identified optimal minimum library size of 16,000 square feet. As well, the recently completed *Recreation Indoor Facility Infrastructure Strategy* recommended that, because of the low Facility Condition Index (FCI) of 0.26–the lowest of all community centres– within 10 years there be a major renovation, reconstruction or expansion of the Centre and lists this as the third project in order of priority. This will provide the opportunity for the Library to redevelop the South Common Library as a part of the site redevelopment. This project alone, likely adding approximately 4,000 square feet, does not provide sufficient additional area, however, for the longer-term future.

b) Service Area 6 Growth
- Service Area 6 serves the City south of the QEW highway. The Service Area has the smallest library locations in its inventory (Lakeview, Port Credit and Lorne Park) with all locations below the 13,000 sq.ft citywide average footprint. Combined, the locations

account for approximately 10% of the 2016-2017 Library foot traffic.   All three locations are stand-alone libraries and are not integrated as an extension of another well used community space such as a community centre or school. Library locations with a footprint larger than the average, accounted for the majority of foot traffic (64-66%). Of these, most are attached to civic institutions.

- By 2041, Library will have a citywide deficit of – 110,264 square feet of space at the 0.5 square foot per capita target. Port Credit Library currently holds one of the top penetration rates of all branches (32% within a 2 km radius). With the projected increase in population in Service Area 6, this will place additional pressure on Port Credit and Lakeview libraries in particular to expand the footprint. Any expansion will aid with reducing the deficit. There is potential for additional pressures to emerge given the undefined nature of the Inspiration projects and how many people they could ultimately house. As a result, the City should plan for "contingency" options in the event that other community facilities servicing the southern intensification become fully subscribed before or upon reaching their buildout.
- Postal code analysis of Inspiration Lakeview shows the average distance to the Lakeview Library location will be 2.44km, almost a kilometer further than the recommended service radius of 1.5km. Further analysis is required to see if placing a library location within Inspiration Lakeview itself would be feasible. Additionally, as facility renewal and development opportunities allow (such as the redevelopment of the Carmen Corbasson Community Centre), Library may consider integrating space within other civic amenities.

Funding the Master Plan

Funding the Master Plan

Not every action in the Master Plan requires funding – sometimes improvements can be accomplished through changes in approach or in policy. Most projects, however, require funding to proceed. Many projects are funded in The City of Mississauga's (the City) current Business Plan and Budget, with many still requiring funding sources to be identified. The City must balance service provision with affordability and will thoughtfully seek funding for projects as opportunities present themselves.

Capital initiatives are typically funded through a combination of sources. Existing and new sources are evaluated annually to determine the best approach for funding the City's projects. The following provides detail on currently available funding sources:

- Partnerships
- Federal and Provincial grants
- Development Charges
- Capital Reserves
- Debt financing

Partnerships
The City cannot fund all of its Master Plan projects alone. Partnerships with external agencies can provide welcome funding as well as other resources. The Region of Peel is a key partner in many initiatives. Other opportunities can be found in the sharing of resources, such as the co-location of different services in a single facility. This can help to reduce the costs of any one agency. Similarly, there may be partnership opportunities with Mississauga's community organizations and corporations that can benefit both parties.

Federal and Provincial Grants
The City receives funding from both Federal and Provincial levels of government. Much of this funding is targeted to specific programs by the granting authorities, and every effort is made to use these funds for our priority projects.

Development Charges
Funds collected under the *Development Charges (DC) Act* are collected and used for funding growth-related capital costs. DCs are structured so that "growth pays for growth" but revenues collected through DCs are insufficient to fully address all of the City's growth initiatives.

Capital Reserves
Reserves and Reserve Funds are created to assist with long-term financial stability and financial planning. The City has a long history of prudently managing its Reserves and Reserve Funds. One of the purposes for maintaining strong reserve funds is to make provisions for sustaining existing infrastructure and City building. The City has implemented a 2% annual Capital Infrastructure and Debt Repayment levy (reflected on the tax bill since 2013).

Debt Financing
The issuance of debt is a critical component in financing future infrastructure for the City. There is nothing wrong with issuing debt as long as it is well managed. Debt does have an impact on the property tax; the larger the debt that a city holds, the larger the percentage of the property tax that must be allocated to service that debt. The City has a strong debt policy which defines stringent debt level limits to be adhered to.

With all of the City's competing priorities, choices must be made. The 2019-2022 Business Plan and Budget provides detail with respect to which Master Plan projects are currently proposed for funding. Projects identified in the Master Plan that do not have funding sources identified will be brought forward in future budget cycles for approval as viable funding sources become available. Each year, Council will direct which projects can be funded based on business cases and project plans through the annual Business Planning process.

# Appendices

Appendix 1: Library Public Feedback Report

In December 2018, the City undertook a series of consultations with the community to test the Draft Future Directions prior to its finalization. The City hosted public information centres that presented key themes from each Future Directions Master Plan, as well as promoted a community survey that garnered 932 responses in total. The themes from consultations conducted during the Draft Master Plan stage are presented in this Appendix.

Libraries Master Plan Draft Phase Consultation Themes

Marketing and Service Awareness

Through the consultations, participating residents support the City's current and future efforts to improve marketing and publicizing to actively and consistently build awareness of what the Library offers to enhance engagement and usage. The importance of doing so is so that the Libraries not only attract existing users, but also to inform non-users of the many services that establish libraries as the cornerstones of their communities beyond traditional offerings. Among survey respondents, 81 per cent rated libraries' marketing and public awareness of service offerings as a high priority or medium compared to only nineteen per cent that rated it as a low priority.

Figure 23: Survey Responses on Libraries' Services Awareness

Low Priority, 19%

High Priority, 39%

Medium Priority, 42%
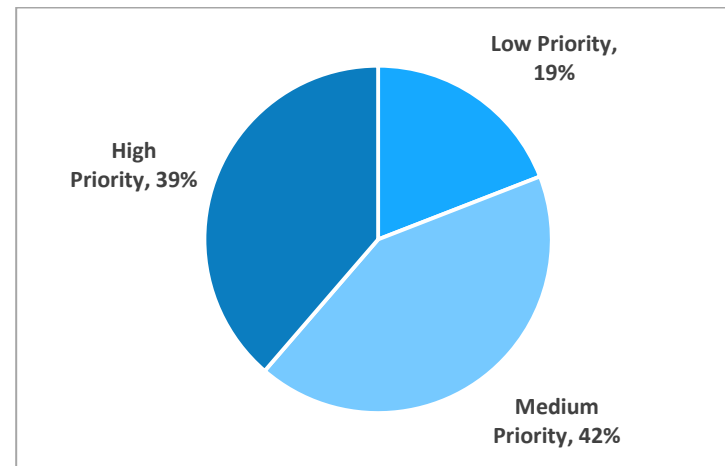
Improving Literacy

Survey respondents identified increasing the availability of programs and special events to improve literacy in all its forms as a high priority for Libraries, in line with the common notion that literacy lies at the foundation of the role of Libraries in their communities. Almost half (48 per cent) of the survey responses rated literacy improvement as a high priority, 39 per cent identified it as a medium priority, and only 14 per cent identified it as a low priority.

Figure 24: Survey responses on improving literacy

High Priority, 48%
Low Priority, 14%
Medium Priority, 39%
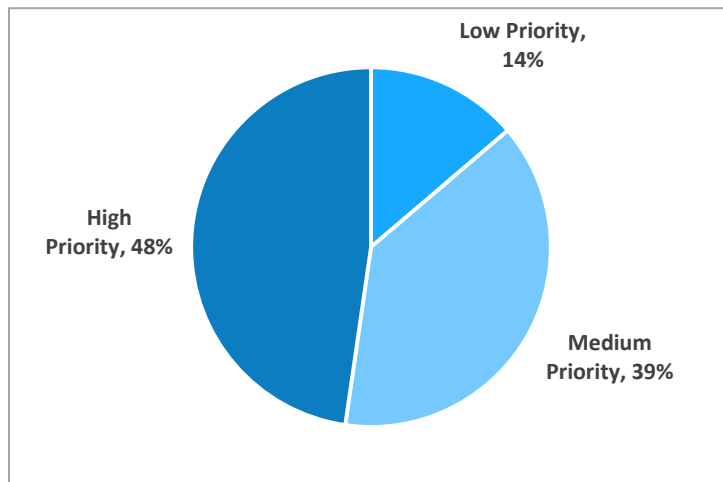
Alternative Service Delivery Options

Survey respondents were fairly balanced between being either High Priority and Low Priority when considering exploring investments in alternative service delivery options such as "Express Libraries" (e.g., smaller libraries for material pick-up/drop-off, computer access, Wi-Fi, etc.) and an enhanced and expanded online presence.

31 percent of responses rated investments in alternative service delivery options as a high priority and as compared to 28 per cent that identified it as a low priority, with the remaining 41 per cent identifying it as medium priority, indicating a balanced approach between traditional and alternative service delivery options is important.

Figure 25: Survey Responses on alternative service delivery options

High Priority, 31%
Low Priority, 28%
Medium Priority, 41%

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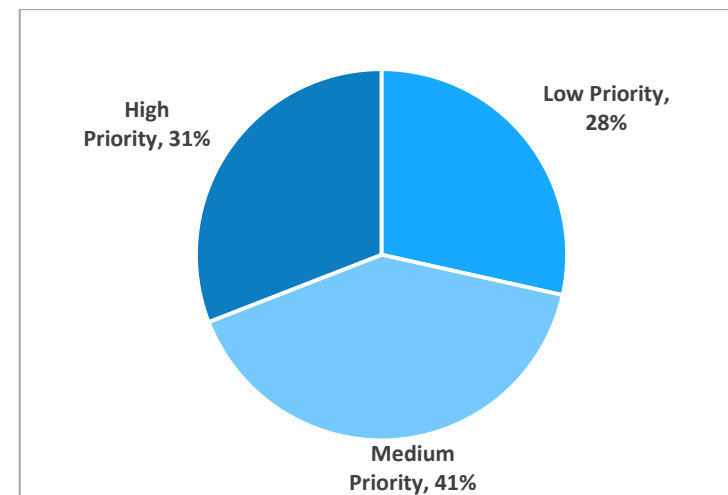
Barrier-Free Access to Technology

The offering of more barrier-free access to technology that promotes digital creation, physical learning, coding, robotics and creative development, is important to respondents. 43 per cent of responses rated increasing barrier-free access to technology as a medium priority initiative, 37 per cent as a high priority initiative, and only 20 per cent as a low priority initiative. Overall, the importance of inclusivity for Libraries is highlighted as 80 per cent rated barrier free technology investment as medium or high priorities.

Figure 26: Survey Responses on barrier-free access to technology
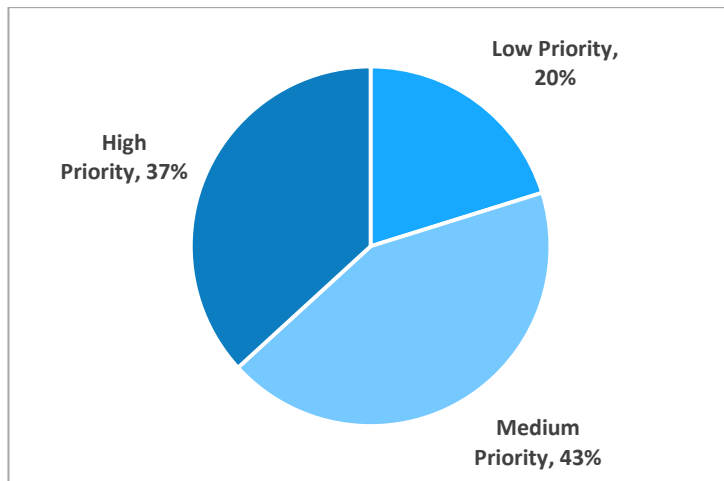
Appendix 2: Library Implementation Guide

This Implementation Guide is a planning tool to be used in conjunction with the capital recommendations contained within the 2019 Library Master Plan. City Staff will review this Implementation Guide annually to monitor progress on each item and ensure that the recommendations are being incorporated into workplans.

Key elements of the Implementation Guide include:

Implementation Trigger(s)

Refers to the factors that should be considered prior to initiating the recommendation.

Timeframe

Refers to the timing for implementation of a recommendation. For the purpose of this guide, four time frames are used: short term (1-4 years); medium term (5-9 years); long term (10+ years); and ongoing. Timing is often synonymous with priority. Recommendations are listed under each area of focus in order of suggested start.

Section(s) Most Responsible

Identifies those business unit(s) within the Community Services Department that have a major role in implementing each recommendation. The lead business unit is identified in bold.

Capital Costs and Additional Operating Costs

Recommendations with capital costs will be subjected to the annual corporate business planning and budget processes. Some of these recommendations are already in the 2019-2028 ten year capital budget and forecast. Recommendations that are anticipated to have an operating impact will also be reviewed through the annual corporate business planning and budget process.

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Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
Tell the Library's Story						
1	In partnership with the Board, develop a renewed and expanded vision and mission that signals the transformation and modernization of the Library	• Election of new Board Members • Board agenda availability • Availability of staff time	Short Term	Library Leadership Team	N/A	*N/A*
2	Create and implement a plan to raise the community's awareness of what the Library offers to enhance engagement and library usage.	• Virtual Library implementation • Determine budget needs for Social Engagement team • Availability of staff time	Ongoing	Library Social Engagement	N/A	Yes
Enhance the Customer Experience						
3	Improve library experience by creating more intuitive wayfinding for customers	• Development of business cases for self-serve technology • Central Library redevelopment	Ongoing	Digital Library Services and Collections	Subject to annual budget process	No
4	Increase the availability, content, scope and exposure of programs and special events to improve literacy, usage and respond to customer expectations	• Virtual Library development • Central Library redevelopment • Latent/unmet demand for literacy programming and STEAM skill development	Ongoing	Program Development and Training	N\A	No

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
5	Develop a multi-pronged strategy to reach out to youth, students, entrepreneurs and young professionals	• Update the Recreation Youth Plan • Central Library Redevelopment	Short Term	Planning, Development and Analysis	N\A	Yes
6	Re-balance the collection to reflect emerging patterns of use and the emerging balance of print and digital information, and expand to incorporate "things"	• Increased demand for popular offerings • Analysis of the metric systems available through collection management services • Approvals of budget request(s)	Ongoing	Library Collections and Material Handling	N\A	Yes
Revolutionize Service Delivery						
7	Analyze hours of operation at libraries to better serve the needs of the public	• Central Library Redevelopment • Budget availability • Negotiated Collective Agreement • Availability of Staff Time	Short Term	Planning, Development and Analysis	N/A	Yes

2019 LIBRARY MASTER PLAN

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Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
8	Expand Library service with non-traditional service delivery options such as Express Libraries.	• Capital Budget approval • Partnership Opportunities • Infrastructure Projects such as LRT • Latent/unmet demand in high traffic facilities	Short Term	Library Innovation and Technology	Subject to annual budget process	Yes

Invest in Technology to Bridge the "Digital Divide"

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
9	Establish a Virtual Library which will operate as an always open 19th branch	• Capital Budget approval • Citywide internet redevelopment project • Availability of Staff time	Ongoing	Library Innovation and Technology	N|A	Yes
10	Make the Library known for new technology integration and application by investing significantly in technology and prioritizing the matching of technology offerings by comparator libraries and responding to customer needs	• Virtual Library development • Capital Budget approval • Central Library redevelopment • Availability of Staff time	Short term	Library Innovation and Technology	Funded as per 2019-2028 Capital Plan	Yes
11	Develop 3 more MakerSpaces at Churchill Meadows, Mississauga Valley and Erin Meadows libraries	• Capital Budget approval • Latent/unmet demand for STEAM skill development	Long term	Library Innovation and Technology	Funded as per 2019-2028 Capital Plan	Yes

Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
Invest in Our People						
12	Develop sourcing and retention strategies to attract and retain top talent	• Our Future Corporation progression • Approval of People Strategy	Ongoing	Library Leadership Team	N\A	No
13	Create and implement a learning plan to ensure skills of all library employees keep pace with literacy, technology, customer and leadership demands	• Operating Budget Approval	Ongoing	Library Leadership Team	N\A	Yes
Develop 21ˢᵗ Century Facilities						
14	Adopt a service provision standard of 0.5 square foot per capita and continue to monitor industry trends	• Capital Budget Approval • Cooksville Library Design • Population growth • South Common Community Centre Redevelopment	Long term	Library Leadership Team	Subject to annual budget process	TBD
15	Create an infrastructure study to ensure our libraries are properly planned, maintained and address the needs and expectations of Library customers	• Future Directions endorsement and approval • Approvals of budget request(s)	Short Term	Planning, Development and Analysis	Subject to annual budget process	No
16	Maximize the opportunity to redevelop Central Library by expanding the scope of construction to include ancillary spaces and other spaces not included in original construction estimate	• Capital Budget approval	Short term	Library Leadership Team	Funded as per 2019-2028 Capital Plan	Yes

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Rec.#	Recommendation	Implementation Trigger(s)	Timeframe	Section(s) Most Responsible	Estimated Capital Costs	Additional Operating Costs
17	Continue planning and implementation of the Cooksville Library	• LRT Construction • Partnership discussions with School Board • Cooksville Community Centre Feasabillity study	Long term	Library Leadership Team	Subject to annual budget process	No
18	Look for opportunities to relocate Sheridan Library from leased space to a city-owned space.	• Termination of the current lease at Sheridan Mall • Public, Private Partnership opportunity	Long Term	Library Leadership Team	Subject to annual budget process	No
19	Pursue opportunities to: a) Redevelop South Common Library with the Community Centre's planned redevelopment b) Explore the feasibility of increasing services to meet the demand caused by future waterfront development	• Approval of Capital Budget for South Common Community Centre • Completion of the Facility Infrastructure Plan • Population growth • South Common Community Centre Redevelopment	Long term	Library Leadership Team	Subject to annual budget process	Yes