Future Directions
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Library
Plan

2024 Draft Report

◁▷ MISSISSAUGA

We acknowledge the lands which constitute the present-day City of Mississauga as being part of the Treaty and Traditional Territory of the Mississaugas of the Credit First Nation, The Haudenosaunee Confederacy, the Huron-Wendat and Wyandot Nations. We recognize these peoples and their ancestors as peoples who inhabited these lands since time immemorial. The City of Mississauga is home to many global Indigenous Peoples.

As a municipality, the City of Mississauga is actively working towards Reconciliation by confronting our past and our present, providing space for Indigenous Peoples within their territory, to recognize and uphold their Treaty Rights and to support Indigenous Peoples. We formally recognize the Anishinaabe origins of our name and continue to make Mississauga a safe space for all Indigenous Peoples.

Acknowledgements

Mississauga City Council

- Bonnie Crombie, Mayor
- Stephen Dasko, Ward 1
- Alvin Tedjo, Ward 2
- Chris Fonseca, Ward 3
- John Kovac, Ward 4
- Carolyn Parrish, Ward 5
- Joe Horneck, Ward 6
- Dipika Damerla, Ward 7
- Matt Mahoney, Ward 8
- Martin Reid, Ward 9
- Sue McFadden, Ward 10
- Brad Butt, Ward 11

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- Deryn Rizzi, Fire Chief, Fire and Emergency Services
- Nadia Paladino, Director, Parks, Forestry & Environment
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- Rona O'Banion, Director, Library Services
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Project Consultants

- Nordicity Group Ltd.

We would like to thank all residents, groups with interest, community groups, and organizations that participated by providing input through our surveys and various engagement events. We truly appreciate your time and input. We would also like to thank City staff and the Library Board who contributed directly and indirectly to the completion of this plan.

Commissioner's Message

Libraries and library services have continued to be important in the lives of Mississauga residents. We heard this throughout the pandemic where our services constantly adapted to meet the needs of the community. From outdoor story times, to increasing access to digital services, to curbside pick-up of materials, residents demonstrated their appreciation for library services.

The Community Services Department is committed to providing excellent customer service to our Mississauga residents. To achieve this goal, it is important to solicit feedback from residents and groups with interest on an ongoing basis. The Future Directions Plan uses that feedback, along with demographic information and user data, to help guide decision-making in how Mississauga Library spends its time, resources, and funds on community priorities.

Thank you to everyone who has provided feedback into the development of this plan.

Sincerely,
Jodi Robillos
Commissioner, Community Services

Director's Message

The role of the modern public library is constantly evolving to meet the changing needs of the communities we serve. Along with traditional services such as providing access to print and digital resources, public libraries now provide space to encourage connections and community-building, access to technology, and more opportunities to learn and explore. Through numerous engagements with residents and groups with interest during the development of the 2024 Future Directions Library Plan, these new library roles have been recognized by the Mississauga community. This plan reflects on opportunities to advance library services in Mississauga and positions the Mississauga Library to remain responsive to the community by providing the resources, services, programs, and spaces that our residents want and can benefit from. We remain committed to supporting literacy, creativity, and innovation with a future-ready focus on technology skills to help our community thrive.

I would like to extend my gratitude to members of the community who provided their valuable feedback and helped shape this plan, as well as Council and the Library Board for their ongoing support. I will also take this opportunity to recognize the hard work of our dedicated library staff and thank them for their commitment and dedication to serving the residents of Mississauga.

Sincerely,
Rona O'Banion
Director, Library

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Executive Summary

Meadowvale Library

Purpose

The purpose of this plan is to provide Mississauga Library with a five-year plan and a 10-year horizon – setting goals for a longer-term (10-year) future direction but with shorter term (five-year) action recommendations towards those goals.

Strategic Priorities

Five strategic priorities have been identified to guide the 2024 Future Directions Library Plan based on the most important needs and priorities identified through multiple research streams. Advancing and refining the strategic priorities identified in the 2019 Future Directions Library Plan, these priorities reflect significant developments within the library and the broader community.

1. **Expand and Extend Library Spaces**: Increase the physical area of library locations and extend the library's presence into non-traditional spaces to address population growth, densification, and changing customer needs.

2. **Be Future-ready and Resilient**: Develop the processes, technology, and infrastructure needed to prepare for and respond to anticipated and unanticipated pressures over the next 10 years.

3. **Enhance Customer-centred Service**: Apply a user-first and evidence-based approach to service and program planning and delivery.

4. **Advance Community Cohesion**: Build on the library's role as an accessible social institution to encourage community connections, mutual understanding and democratic values.

5. **Champion the Value of Library Services**: Promote greater understanding of how public libraries serve and strengthen their communities and celebrate Mississauga Library's impact.

Each priority is shaped by Mississauga Library's areas of focus (as listed below) and each recommendation connects with one or more of these areas of focus:

Facility Development   **Digital Services**   **Community Engagement**

Service Evolution   **Staff Development**   **Lifelong Learning**

Recommendations

The strategic priorities are organized under two complementary library strategies – the Facility Strategy and the Service Strategy – which collectively contain 21 recommendations.

Together, these strategies outline how Mississauga Library can address population growth, densification and changing customer habits to become more efficient and responsive to community needs over time.

As Mississauga continues to grow and urbanize, access to free and flexible-use space will be increasingly important. In addition, sufficient space is essential to bridging the digital divide by providing access to Wi-Fi services and public workstations for those with limited technology access outside the library. At the same time, land in Mississauga is scarce and creative solutions are needed to address population growth pressures.

The following strategies recognize that Mississauga Library should expand its physical spaces in keeping with industry standards where possible while also exploring non-traditional service delivery solutions that can serve more people with less space.

Facility Strategy

1 Redevelop or expand Lakeview Library to service anticipated population growth.

2 Replace the Cooksville Library with a new location as part of the development of a new community centre and/or mixed-use development.

3 Redevelop or expand Mississauga Valley Library as part of a broader renovation of the Community Centre.

4 Introduce express libraries that meet the community where they are.

5 Consult residents to determine the future of library services in the Sheridan community.

6 Explore adding reading gardens at library locations.

7 Identify appropriate sites and timelines for Storywalks, aiming for one Storywalk in each service area.

Service Strategy

8 Refresh Mississauga Library's vision, mission and value statements to better reflect how the Library aims to serve the community.

9 Develop a proactive strategy for service and program planning, delivery, and assessment using data-driven decision making.

10 Invest in furniture, equipment and design features that enable flexible use of space.

11 Invest in essential technology services to help bridge the digital divide.

12 Invest in enhanced technology to support creativity and innovation, specifically through Maker Mississauga services and programs.

13 Develop collections to be inclusive and to reflect community demographics and interests.

14 Explore offering increased hours of operation through an extended access or self-serve hours model.

15 Optimize the library website and expand virtual branch services.

16 Support the creation of the City's Reconciliation Plan and actively explore the creation of a Community Circle with our Indigenous partners which will inform and guide programming as well as relevant initiatives across the City.

17 Advance Equity, Diversity and Inclusion (EDI) commitments to retain and develop a talented workforce that reflects Mississauga's diverse community.

18 Expand equitable library access for underserved and vulnerable residents.

19 Highlight and build on the library's role in supporting civic engagement and climate action by encouraging an informed and active community.

20 Increase marketing and communications efforts to build greater brand recognition and acceptance throughout the community.

21 Contribute to sector-wide efforts to strengthen and sustain library services in line with City and library priorities.

Burnhamthorpe Library

Introduction

Section 1: Introduction

Overview of Mississauga Library and Services

Mission Statement

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

Mississauga's Commitment To:

Indigenous Communities

In 2015, The Truth and Reconciliation Commission of Canada published 94 Calls to Action to forward Reconciliation between Indigenous and Non-Indigenous Peoples in Canada. The City of Mississauga has committed to take action on 13 of those that are actionable by municipal governments and, in addition, has taken several notable actions over the past several years in its efforts to renew and strengthen relationships with Indigenous communities and residents. In addition to commemorating the history and legacy of residential schools with the rest of Canada on National Truth and Reconciliation Day, the City celebrates Indigenous Peoples Day and regularly collaborates on Indigenous policy matters, as well as programming and operations with Indigenous communities. Our Indigenous partners include the Mississaugas of the Credit First Nation, the Six Nations of the Grand River First Nation, the Huron-Wendat First Nation and the Haudenosaunee Confederacy.

The City is deeply committed to the ongoing work of reversing the erasure of Indigenous Peoples, their history and their culture. Reconciliation efforts have been made in every area of the Community Services department and will continue to take place. The Mississauga Library has also supported Reconciliation education through initiatives such as the Moccasin Identifier program and the REDress project. The City will continue to ensure that Indigenous perspectives, considerations and comments are included into its collective work as a municipality. This plan is just one part of the pathway forward to improving our shared future.

Equity, Diversity and Inclusion

The City's commitment to Equity, Diversity and Inclusion (EDI) is grounded in two fundamental goals:

a. To create a respectful and supportive workplace that attracts, retains and develops a talented workforce that reflects our communities and residents.

b. To include EDI considerations in a meaningful manner into all City policies, programs and services with a goal to consistently produce equitable outcomes for the communities we serve.

To support these goals, the City has undertaken key steps:

• Developed a Workforce Diversity and Inclusion Strategy to assess the diversity and inclusion of the City's workforce, and make adjustments to ensure the workforce continues to provide excellent service and engender trust.

• Developed its first Workplace Psychological Health and Safety Strategy to promote the mental health of employees.

• Hired dedicated Subject Matter Experts (SMEs) in HR and the City Manager's Office to further its EDI goals.

• Produced EDI-based learning and development curriculum/training for the City including all leaders.

• Produced tools and resources to help all staff incorporate EDI considerations in their practices.

• Instituted an annual reporting mechanism to Council on EDI progress across the City.

Erin Meadows Library

The Mississauga Library also supports the City's EDI goals by offering diverse and multilingual collections, and inclusive programming such as a Pride Book Club in partnership with Brampton and Caledon libraries, diverse author talks, English conversation circles, and story times in various languages that reflect the community we serve.

This plan, along with other developed strategies and programs, plus the ongoing education and training of employees, helps to support the City's goals and its commitment to equity, diversity and inclusion.

Environmental Sustainability and Climate Change

As a City, Mississauga is committed to doing its part towards securing a better future by transforming into a low carbon, sustainable and resilient city. For more than a decade, the City has embraced this transformation through the City's Strategic Plan and dozens of plans and supporting strategies, standards and policies. More recently, the City declared a climate emergency and passed the Climate Change Action Plan (CCAP), which is built around this central vision, and is the City's 10-year roadmap that outlines concrete actions that directly support building a greener, smarter, and more sustainable and prosperous city.

The Mississauga Library supports the City's environmental goals with lending practices that promote a circular economy by encouraging reuse of products, resulting in waste reduction.

As part of our journey to reach these ambitious goals, the City has taken a more deliberate approach to applying climate and sustainability measures in the development of this plan and its supporting recommendations.

COVID-19 Pandemic Impact

The COVID-19 pandemic, along with the resulting facility closures and service changes, had and continues to have a profound effect on the Mississauga Library.

The closure of facilities due to health regulations in 2020, and to varying degrees through 2021 and into 2022, severely impacted library key performance measures such as circulation of physical materials, foot traffic (in-person visits) and program attendance. During this time, the library successfully introduced curbside pickup to allow customers access to physical collections, and introduced online programming. Customers greatly appreciated being able to continue connecting with the library. A strong marketing strategy led to significant increases in digital circulation, resulting in digital circulation outperforming physical circulation for the first time.

As the community continues to readjust to life in a post-pandemic era, the impacts of the pandemic are still evident. While in-person visits to the library have been slow to increase, the growth is consistent and there is confidence that pre-pandemic usage will be reached and surpassed as customers rediscover all the library has to offer. A significant number of customers will continue to rely on digital collections and services, and will expect a vibrant and growing virtual branch. The library needs to find ways to deliver high-quality services both in person and online.

COVID-19 also had a lasting impact on the staff of Mississauga Library. Staff and staffing levels are still recovering. During what were difficult and uncertain times, library staff worked hard to deliver services in new ways but it was a challenge. Resignations, layoffs and illness caused stress on the staff team. As we focus on rebuilding, managers continue to look for ways to help staff adjust to new ways of work and staff development is a key priority.

Notable Achievements

The Mississauga Library has experienced many notable achievements over the past four years that demonstrate a commitment to being responsive to community needs and continuous improvement.

- The virtual library branch has dramatically expanded its services in order to increase access. Customers can now create virtual cards online for access to digital collections, make library account payments online, and attend online programming. Since the launch of these services, the library continues to see great interest and demand in these areas.

- The library has partnered with other public libraries in Ontario to increase access to digital collections through participation in a reciprocal lending agreement. Partner libraries include Ottawa, London, Hamilton, Burlington, and Kingston Frontenac public libraries.

- The library has expanded upon the Library of Things and now offers additional lending services with hotspots, Chromebooks, CO_2 monitors, and a second seed library location. The technology lending program positions the library to help bridge the digital divide in the community.

Chromebooks are available at all library locations.

- To meet the growing needs of its customers and changing business priorities, the Hazel McCallion Central Library (HMCL) closed in early 2021 for a major renovation. During the closure, an estimated 120,000 kg of City-owned items were diverted from landfill as library and City of Mississauga staff were able to reuse, recycle and donate a number of items to reduce environmental impacts. The HMCL is slated to reopen to the public in late 2023, offering various new services, technologies and spaces.

- The library has expanded the Maker initiative with 3D printing services at eight library locations, and four dedicated Makerspaces. HMCL will host an additional Makerspace

3D printer at Malton Library's Makerspace.

location following its re-opening. A team of staff, led by the new manager of Makerspaces, will ensure a strategic program featuring high-quality services continue to be provided through these spaces.

- In early 2022, the Mississauga Library eliminated fines for overdue materials. By going fine-free, the library is promoting equitable access to its services.

Erin Meadows Library

Plan Foundation

Section 2: Plan Foundation

Developing the Plan

Every five years, the City of Mississauga updates the Future Directions Library Plan with new research, updated population forecasts, engagement feedback and other valuable inputs.

The graphic below illustrates the process for updating the plan:

Research	**Engagement**	**Draft Plan**	**Feedback**	**Final Plan**
Population Forecasts	Public	Review of Recommendations	Public	Final Recommendations
Benchmarking	Community Groups	Presentation to Council	Community Groups	Implementation Plan
Industry Trends	Indigenous Peoples		Indigenous Peoples	Presentation to Council
	Staff		Staff	
	Council		Council	
	Library Board			

The plan was developed with a number of key inputs based on research, engagement and needs assessments. The study began with research into trends in library service provision and examples of best practices from other municipalities and libraries. While research was underway, a series of engagement activities identified the current state of the Library Division's services, recent accomplishments, key challenges and areas of focus for the 2024 Future Directions Plan.

There may be upcoming changes to legislation, provincial policies (e.g., the Provincial Policy Statement) and Minister's Zoning Orders that may impact the population forecasts assumed within the horizon of this plan.

An example of a recent change to legislation is Bill 112 (the Hazel McCallion Act), which was passed by the Ontario Government in June 2023. The legislation will effectively dissolve the Region of Peel by January 1, 2025, and convert Mississauga, Brampton and Caledon into independent, single-tier municipalities. The 2024 Future Directions Library Plan was developed under the context that Mississauga is part of the Region of Peel.

Any required changes to recommendations affected by updated population growth forecasts, the dissolution of regional governance or other legislation will be assessed, and the City will remain flexible and respond accordingly to provide high-quality facilities and services.

Children's area at Malton Library

Alignment with City Plans and Policies

To ensure consistent planning, the Future Directions Library Plan considers policies and recommendations set out by other City plans including the City's Official Plan, other City strategic and growth plans, and the 2022 Library Infrastructure Study along with other municipal documents.

Mississauga Strategic Plan

The City's Strategic Plan establishes the vision and priorities that define what the City wants to be. This vision is supported by five Strategic Pillars: Move, Belong, Connect, Prosper and Green. These pillars represent the main objectives that drive all City actions and initiatives (including the preparation of policies and plans such as Future Directions). The strategic pillars reflect a common purpose: a collective desire for success in leadership, quality of life, and civic pride – all of which are relevant to the Future Directions Library Plan.

In order to realize our strategic goals, the City needs to regularly adapt and plan for change. To that end, in 2023 the City of Mississauga is conducting a review and update of the Strategic Plan to ensure its priorities remain relevant and that actions are being taken to realize its goals and objectives. The updated Strategic Plan is scheduled to be launched in 2024 to coincide with the City's 50th anniversary. The Future Directions initiatives have taken steps to ensure alignment to both the current and future iterations of the City's Strategic Plan.

Mississauga Official Plan

The Mississauga Official Plan guides how the City will grow and develop, as required by the Ontario Planning Act, and provides policies to manage and direct land use and the physical change of the city, in line with the City's Strategic Plan. Its policies address important parts of city-building that affect everyone who lives and works in Mississauga including housing, transportation, cultural heritage, the natural environment and the economy. The 2024 Future Directions Library Plan was developed in consideration of these policies and in alignment with its objectives.

City's Budget

The City works hard to achieve value for money and sound financial stewardship in the development of the annual Business Plan & Budget. The City prepares the Business Plan & Budget using a rolling four-year planning horizon for the operating budget and a 10-year horizon for capital budget planning. This multi-year approach allows the City to respond to political, economic, social and environmental circumstances.

Management of the City's services is organized into 14 administrative service areas. Each service area prepares an individual business plan and budget in line with City priorities that are established and communicated by the City's Leadership Team. This annual process starts in May and concludes in December (in a non-election year) with Council's approval of the budget for the upcoming year. Council reviews estimates and forecasts for the full four-year period; however, when Council votes each year to authorize spending and taxation, it is for the first year of the new cycle only.

When Future Directions Plans are endorsed by Council, the funding required to implement actions identified within the plans is not approved at the same time. Instead, service areas with Future Directions Plans bring items forward for consideration during a future business planning and budget cycle. Only once these items have been approved in the budget can they move forward for implementation.

Library Infrastructure Study

The Library Infrastructure Study (LIS) was completed in 2022 as a background study for the Future Directions planning process. Intended to guide Mississauga Library's capital development strategy to the year 2031, the LIS evaluates the ability of existing library locations to respond to future growth as well as potential needs for new locations.

Based on a city-wide and Service Area-based analysis of Mississauga Library's 18 locations, the LIS identifies 14 recommendations to guide system-wide and location-specific decisions. These recommendations are prioritized within five initiatives to guide the library over the next 10 years. The main focus of the priority initiatives is the need for increased space and the introduction of less resource-intensive express service points.

The LIS recommendations and priority initiatives were taken into consideration throughout the Future Directions planning process and are reflected in the plan's recommendations.

Burnhamthorpe Library

Planning in the Context of Growth and Change

Since 2004, Future Directions Plans for Recreation, Parks & Forestry, and Library Services have organized the City into six functional service areas in order to provide the basis for sub-geographic analysis. In 2022, the six original service area boundaries were revisited to recognize the evolution of Mississauga's urban structure and population density characteristics. Through further analysis conducted during the 2024 Future Directions process, slight adjustments have been made to the service area boundaries and validated through a population, case study, and service level analysis that has resulted in:

- Renaming service areas using an alphabetized list rather than a numbered approach to avoid confusion with ward numbers;

- No changes to the original Service Area 1, Service Area 3 and Service Area 4 which were respectively renamed as Service Area A, Service Area C and Service Area D;

- Creating a new Service Area E specifically to reflect the Hurontario LRT network and the higher densities that are found along the urban growth centre (UGC) corridor. This adjustment integrates the Uptown Major Node found in the original Service Area 2 and separates the Mississauga Valley and Cooksville Neighbourhoods from the original Service Area 5; and

- Dividing the original Service Area 6 in half and create new Service Area G and Service Area H using the Credit River to separate the area into two districts with the QEW remaining as the northern boundary.

The 2024 Future Directions plan now includes eight service areas which better align with the City structure outlined in the new Mississauga Official Plan. These service areas better reflect the evolution in the City structure, transportation network and planned growth patterns. They also provide a basis to potentially differentiate service levels based on land densities and developments, account for land economics, and allow the City to tailor its strategies based on provincial legislation. The adjusted service area boundaries offer a balance between reflecting Mississauga's urban structure and the City's historical approach to planning.

Original and Revised Service Area Boundaries
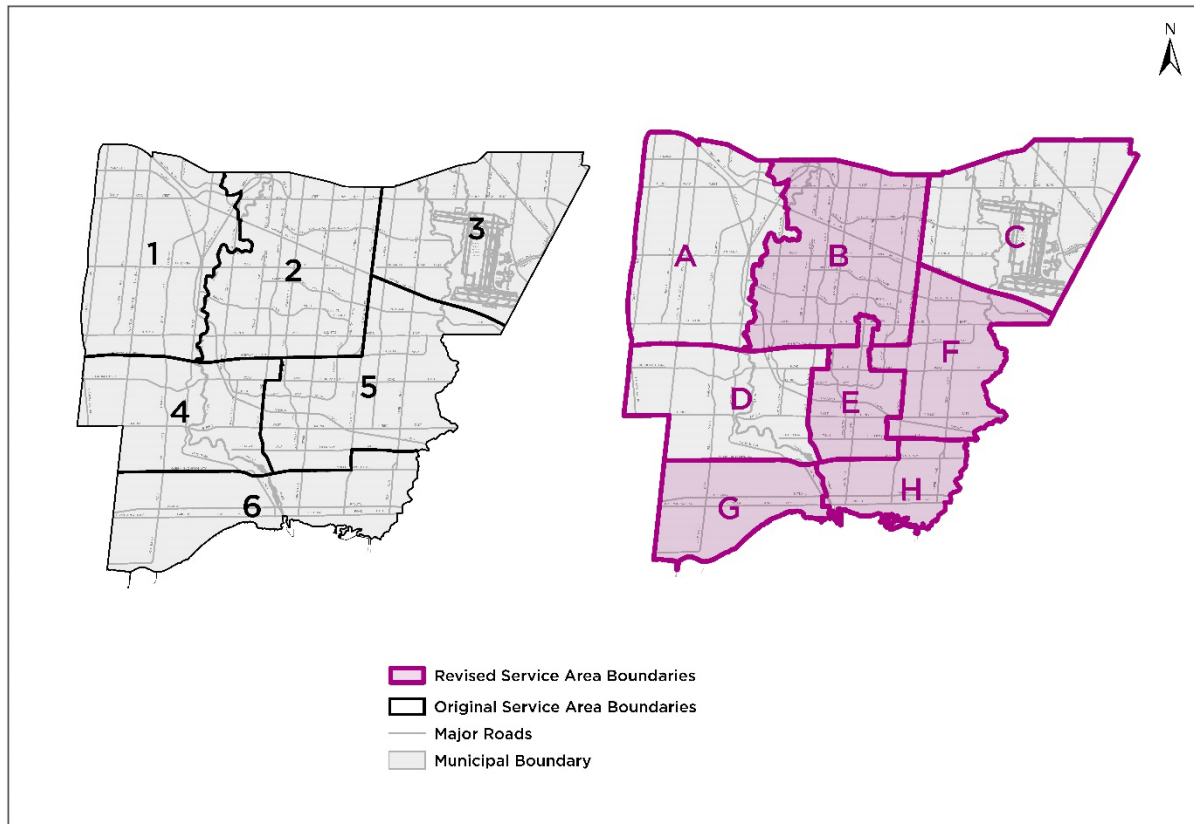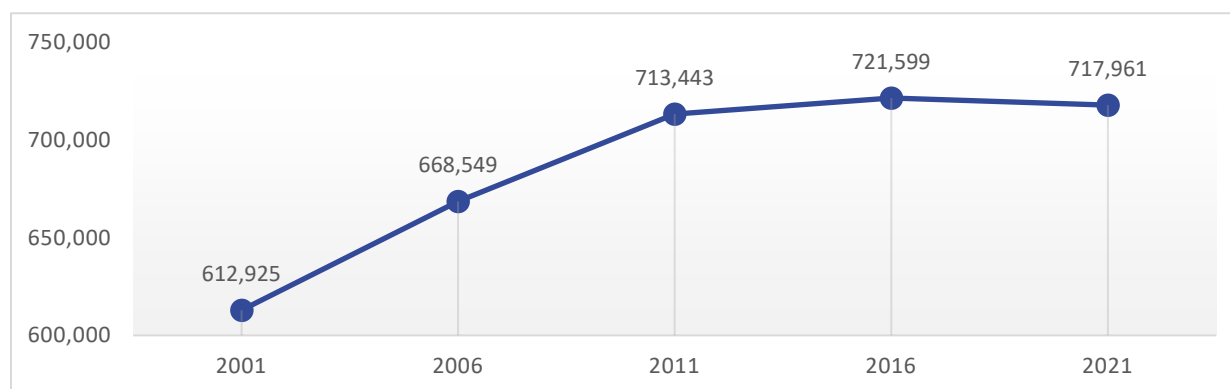
Population
Growth

Section 3: Population Growth

Historical and Current Population

Between the 2001 and 2021 census periods, the City of Mississauga's recorded population grew from 612,925 to 717,961 persons (unadjusted for net census under coverage),[1] resulting in 105,000 more people or an increase of 17 per cent. Between 2016 and 2021, however, the City's population declined by 3,638 persons which may be a result of multiple factors. The COVID-19 pandemic likely contributed to this decline due to the construction delays affecting a large number of developments, online learning decreasing the number of post-secondary students, and restrictions limiting immigration.

The annualized growth rate has been declining since 2001 which could be a result of an aging population and aging-in-place trends, and/or financial barriers to home ownership. The City's population is expected to grow again and 'catch up' to the approved short-term forecast based on submitted planning applications and building permit activity.

The City's current growth forecasts estimate a 2021 population of 795,040 persons and to ensure consistency with other City reports, this figure is used as the baseline for this plan.

City of Mississauga Census Recorded Population, 2001-2021

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[1] Statistics Canada Census, 2001 - 2021

Projected Population Growth

Growth forecasts show that Mississauga's population will grow from the current year estimate of 795,040 to reach 852,060 by 2031. Beyond the current Future Directions planning period, Mississauga's population is projected to reach 995,040 by the year 2051.

Table 1 illustrates the distribution of Mississauga's population and forecasted growth by Service Areas.

Table 1: Forecasted Population Growth by Service Area Boundaries, 2021-2051

Service Area	2021 Population Estimate	2031 Population Estimate	2051 Population Estimate	10 Year Growth Rate (2021-2031)	30 Year Growth Rate (2021-2051)
A	187,410	195,280	209,320	4.2% (7,870 persons)	11.7% (21,910 persons)
B	159,570	161,210	167,950	1.0% (1,640 persons)	5.3% (8,380 persons)
C	39,430	39,060	40,900	-0.9% (-370 persons)	3.7% (1,470 persons)
D	102,440	101,990	107,730	-0.4% (-450 persons)	5.2% (5,290 persons)
E	140,000	172,490	226,750	23.2% (32,490 persons)	62.0% (86,750 persons)
F	74,840	75,540	91,410	0.9% (700 persons)	22.1% (16,570 persons)
G	47,640	53,480	66,450	12.3% (5,840 persons)	39.5% (18,810 persons)
H	43,710	53,010	84,530	21.3% (9,300 persons)	93.4% (40,820 persons)
Total	795,040	852,060	995,040	7.2% (57,000 persons)	25.2% (200,000 persons)
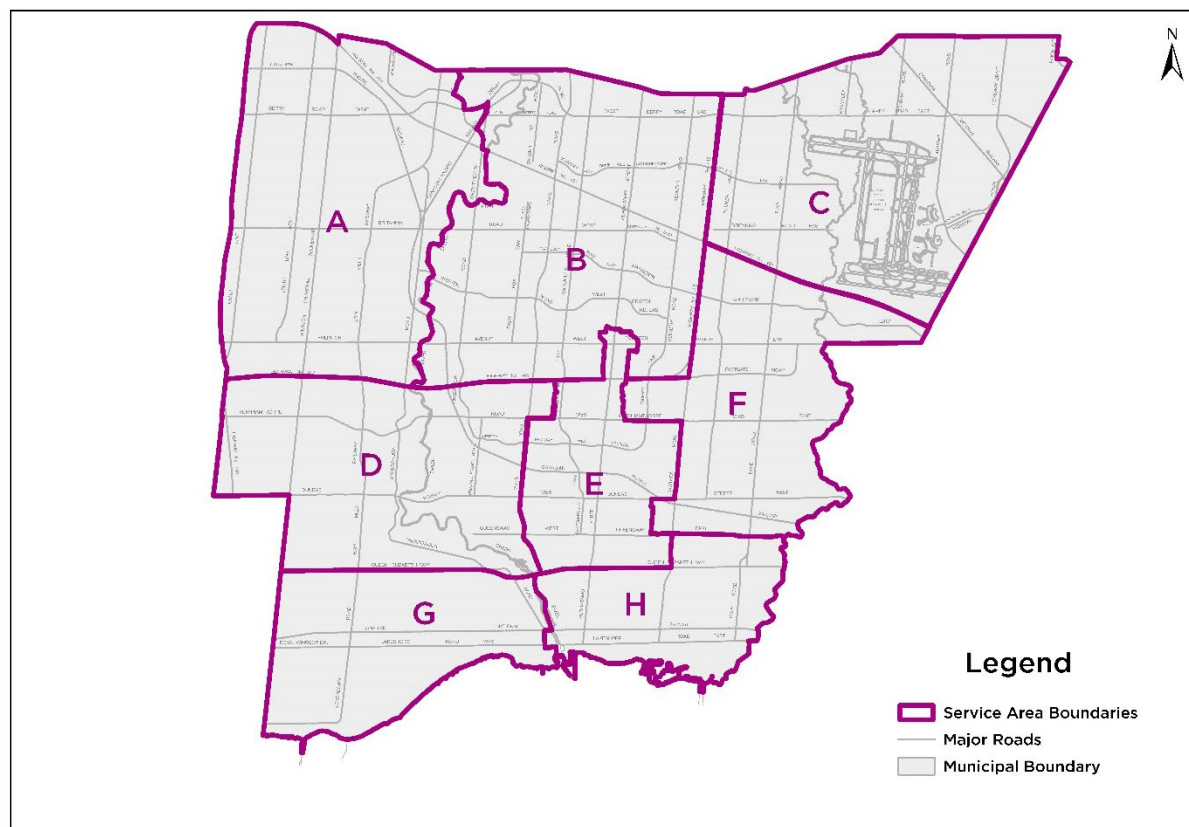
The projected distribution of Mississauga's population has been analyzed for each Service Area. The following trends are noted:

- **Service Area A** is Mississauga's largest by population with a year 2021 estimate of 187,410 persons. The area has seen considerable development in recent years through the Churchill Meadows area in the north-west and its previously undeveloped land base is now considered to be largely built. There are still 7,900 new residents forecasted for this service area by 2031 and 22,000 more people in total by the year 2051. Growth is mostly located within the Central Erin Mills Major Node (nearly 50 per cent of the service area's net share of the population increase by 2031); the Ninth Line and Streetsville Neighbourhoods will experience most of the remaining growth. Notably, the Ninth Line Neighbourhood is projected to experience substantial growth as much of its undeveloped land base has approved plans for a subdivision which will account for approximately half of this service area's population growth over the next eight years.

- **Service Area B** has a present-day population of 159,570 and is expected to grow to 161,210 over the next eight years.

- **Service Area C** contains Mississauga's smallest population total (largely because the majority of this service area is composed of non-residential character areas), with a year 2021 estimate of 39,430 persons that is projected to remain about the same over the next eight years before increasing slightly to 40,900 persons by the year 2051. Virtually all of this service area's future development activity is planned to be directed to the Malton Community Node.

- **Service Area D** is forecasted to have little change in its total population – presently estimated at 102,440 persons. Growth is projected in the post-2031 period with approximately 5,300 persons to be added by the year 2051 over and above present day estimates. The Sheridan Community Node, Sheridan Neighbourhood and Mavis-Erindale Employment Area are expected to account for 75 per cent of long-range growth.

- **Service Area E** contains the City's Urban Growth Centre which is comprised of the Downtown Core, Uptown Node, Fairview, Cooksville and Hospital Character Areas, and a number of stable areas like the Mineola and Cooksville Neighbourhood Character Areas. It has a population of 140,000 and is projected to increase by nearly 32,500 to reach a population of 172,500 by 2031. This service area will see the highest growth over the next 10 years and second highest growth over the next 20 years.

- **Service Area F** has a population of 74,840 and is projected to remain relatively unchanged, increasing by 700 persons between 2021 and 2031.

- **Service Areas G and H** have a current population estimate of 91,350 and are collectively forecasted to experience major growth over the next 30 years. The forecasted population will total 106,500 persons by 2031 and over 150,000 persons living south of the QEW in Mississauga by 2051 with development activity primarily being directed to the Port Credit Neighbourhood West, Port Credit Major Node, Lakeview Waterfront Major Node, and Lakeview Neighbourhood.

Meadowvale Library

In May 2023, an Enhanced Minister's Zoning Order (EMZO) was released to permit increased density and other changes to Lakeview Village in Service Area H. The EMZO identifies that

Lakeview Village will have a maximum of 16,000 residential units, which is double what is currently planned for in this development area. At the time of preparing this Future Directions Library Plan, City staff are in the process of understanding the full scale of the impact the EMZO will have on this area as it relates to projected population. Once adjusted population forecasts are developed and changes to the overall development vision is understood, future needs will need to be assessed during the next Future Directions Plan.

Bill 23 requires the City to make a pledge to build more homes. The City's Planning & Building Department indicates that Mississauga will still use the current growth forecasts to support their infrastructure planning, with the caveat that Bill 23 indicates that the Province will prepare a new Growth Plan for the Greater Golden Horseshoe. The City of Mississauga would have to consider how any new provincial Growth Plan will affect population allocations and approved growth forecasts.

Areas of Intensification

Development will be primarily directed to the City's Intensification Areas as defined through the City of Mississauga Official Plan. 50 per cent of all new residential population growth in Mississauga forecasted by the year 2031 – amounting to 26,500 people – is being directed to the Urban Growth Centre (referred to as the Downtown in the previous Official Plan) and its associated character areas. The majority of the remaining share of growth by 2031 is forecasted for Mississauga's Major Nodes (25 per cent) and Neighbourhoods (21 per cent).

- The **Urban Growth Centre** is located in Service Area E and is subdivided into four 'Character Areas' around the Highway 10 (Hurontario Street) corridor. Of the four areas, the Downtown Core is expected to receive 81 per cent of the growth representing over 21,400 residents forecasted by the year 2031 and another 22,500 by the year 2051 to reach a total population of nearly 81,000 persons (over double the population that currently exists).

- **Central Erin Mills Major Node** is located in Service Area A north of Highway 403 and in between Winston Churchill Boulevard and Erin Mills Parkway. The Central Erin Mills node is forecasted to add 4,600 persons over the next 10 years and 7,350 new residents by 2051, ultimately reaching nearly 15,000 persons in total. Expected growth in this node will account for nearly one third of all growth in Mississauga's Major Nodes

- **Uptown Major Node** is located in Service Area E north of Highway 403 along Hurontario Street. The Uptown node is forecasted to add 5,500 persons over the next 10 years and nearly 22,500 new residents by 2051, ultimately reaching just over 34,500 persons in total. The 10-year growth in this node accounts for nearly 10 per cent of all growth to occur in Mississauga by 2031.

- **Port Credit Neighbourhood (West)** is located in Service Area G to the south-west of Mississauga Road along Lakeshore Road. Port Credit is projected to increase in population by 5,300 persons in the next 10 years and over 11,100 persons to more than four times its population in 30 years to 14,700 persons in total. This 10-year growth represents nearly 45 per cent of all neighbourhood growth and nine per cent of the total population growth.

- **Lakeview Neighbourhood** is located in Service Area H in the south-eastern portion of Mississauga. This neighbourhood is projected to grow by 3,800 persons over the next 10 years with an additional 9,600 persons by 2051. This growth will result in a total population of 37,500 by 2051, equating to an average annual growth rate of 1.8 per cent.

- **Lakeview Waterfront Major Node** is located in Service Area H and surrounded by the Lakeview Neighbourhood. As previously identified, the province's EMZO identifies that Lakeview Village will accommodate 16,000 residential units, which is double what is currently planned for this area. City staff are currently in the process of understanding the impact the EMZO will have on the projected population and as a result total population growth is currently unknown.

Table 1: Projected Growth by Character Area (Major Area of Intensification)

Character Area	2021	2031	2021 to 2031 Change	Share of City-wide Growth
Urban Growth Centre	79,650	106,170	26,520	47%
Central Erin Mills Major Node	7,620	12,200	4,580	8%
Uptown Major Node	12,090	17,570	5,480	10%
Port Credit Neighbourhood (West)	3,530	8,810	5,280	9%
Lakeview Neighbourhood	24,200	27,990	3,790	7%
Lakeview Waterfront Major Node	0	4,460	4,460	8%

Source: City of Mississauga, 2022
* Population forecast for Lakeview Waterfront Major Node does not reflect the Province's EMZO impacting Lakeview Village as City staff are understanding the population impact at the time of preparing this Future Directions Plan.

Engagement

Section 4: Engagement

Lorne Park Library

Purposeful Engagement

The 2024 Future Directions Library plan was developed in consideration with the vision for community engagement at the City of Mississauga: Meaningful engagement every time. This process provides for open, two-way dialogue, offers an inclusive approach to seek diverse opinions and ensures that decision-making is well informed. To accomplish this, multiple forums were promoted to the community including focus groups, online surveys, pop-up engagements and face-to-face meetings. In addition to the range of methods used to consult residents and groups with interest, the Future Directions 'Have Your Say' engagement page was made available for translation to allow for non-English speaking members of the community to engage in the public consultation process. Regular, purposeful engagement was conducted throughout each phase of the project and outcomes have been incorporated into this Plan. The open, transparent, accessible, inclusive and participatory manner with which engagement for the Future Directions Library plan was conducted strongly upholds the City's vision of meaningful engagement every time.

Consultation Initiatives

15,000+
people engaged

Consultation with residents, groups with interest, staff, Indigenous groups, community groups, Library Board, and Council helped shape the Future Directions Library Plan. Input was received through the following ways:

Public Awareness and Promotion

Community Survey

Virtual Public Engagement Session

Focus Groups

Pop Up Engagements

Library Board Consultation

Staff Engagement and Survey

Council Interviews

Indigenous Communities Consultations

Key Findings/Themes

Mississauga Library has emerged out of the pandemic period and is now navigating what its operations, programming, and service delivery will look like in a range of areas. In this context, engagements explored perceptions of the library, current offerings, use and participation, and future priorities. Key themes reveal the needs and priorities of groups with interest and community members as they look ahead over the next five to 10 years. Recommendations in the 2024 Future Directions Library plan position the library to successfully respond to these needs and priorities, ensuring it can continue to adapt with its community and best serve Mississauga residents in the years ahead.

Capacity and resources to meet increasing demand: Mississauga Library has continually expanded its scope of services to meet community needs without a matching increase in resources. While this expanding scope pre-dates COVID-19, post-pandemic hybrid programming is contributing to a strain on resources as customers expect both in-person and digital options. The Library intends to maintain hybrid programming but, when faced with capacity limitations, in-person programs are prioritized. In addition, there is significant community demand for increased hours of operation, particularly on weekday evenings and weekends, which is also voiced by Library leadership in consultations.

Diversity of community roles: Mississauga Library plays a range of roles in the community. Internally and externally, the library's most important role is seen as supporting literacy and lifelong learning – traditional values for a public library. For library staff, providing access to digital technology and services is essential, though general public awareness of this role is somewhat lower. In addition, internal groups with interest envision a role for the library in delivering innovative services and supporting innovation in the community, though awareness of this role is lower among the general public. Notably, the library plays an important municipal role in connecting vulnerable residents to City and Region of Peel resources through its Open Window Hub, and supporting newcomer services through a range of community partnerships. There is an important opportunity for the Library to better define and promote these many roles.

The third space: Providing accessible, welcoming space is a foundation of Mississauga Library. As the City looks ahead to population growth and densification, particularly downtown, the Library hopes to be a "community living room" where residents can work, study, socialize and find entertainment. As Mississauga Library's largest location and located downtown, the Hazel McCallion Central Library (HMCL) is essential to this aim. Engagements indicate the location's closure for renovation has left a notable service gap and there was a strong desire to see it reopened. Beyond HMCL, the

Meadowvale Library

Mississauga Library must also consider how it can continue to provide a third space for residents across Mississauga with consideration given to specific space needs of community segments such as children, youth, and teenagers and vulnerable community members. Third space considerations will be especially relevant in densely populated areas such as condo developments in the Lakeview Waterfront and Lakeview Neighbourhood areas.

Non-traditional services and service points: Internally, there is a strong desire for the library to adopt and expand non-traditional services (e.g., Makerspaces, Library of Things) and service points (e.g., express libraries). In general, the public shows less interest in these initiatives, though there is significant interest from teenagers and young adults in accessing video games through the library. This lower interest is most likely due to a lack of awareness around the

Computer stations at Erin Meadows Library.

availability of certain non-traditional services, as individuals engaged through community pop-ups frequently expressed a desire for services already offered by the library.

Access to technology and digital services: There appears to be a gap between internal library and external public perceptions about the role of the library in providing access to technology and digital services. The library sector is recognized as being a community leader in these areas and is committed to helping bridge the digital divide. However, the public has relatively low awareness beyond digital lending of eBooks and audiobooks – for example, there is low awareness of the library's technology lending and streaming services. (It should be noted that the majority of public engagement for 2024 Future Directions was conducted virtually and therefore findings may skew toward residents who have less need for the library's technology resources and digital offerings.) On the other hand, the Library's move toward digital services during COVID-19 was very well received and helped raise the Library's profile within the community, indicating great potential in this area. There is an opportunity for the library to build on that momentum to better reach users with its technology and digital services.

Passionate staff team: The library has a dedicated staff team that is respected internally and externally. Staff support for finding information is seen as a key role by staff and the public alike, and staff provide valuable personal touchpoints for library users. Maintaining a strong and resilient staff should continue to be a priority for the library, as staff must feel prepared to adapt to changing technologies, customer expectations and broader community needs.

Existing and Future Conditions

Section 5: Existing and Future Conditions

Erin Meadows Library

Pressures, Challenges and Opportunities

To understand existing and future conditions of the library's operating context, the planning process included a community profile and market analysis of Mississauga's service areas. The analysis draws on current community profiles, population projections and notable behavioural characteristics to identify pressures, challenges and opportunities for the 2024 Future Directions Library plan. Mississauga's current demographics and projected growth and intensification are especially relevant to the library in a number of key areas – both in continuing to serve existing users, and to attract and retain new potential users by understanding and meeting their specific needs.

Increased Demand for Space: The most significant pressure for the library in the next five to 10 years will be the increased demand for space – particularly in Service Area G and Service Area H which are expected to see the city's largest population growth rates. Additionally, spaces for socializing and remote work are likely to be in especially high demand in Service Area B and

Service Area E, while dedicated spaces for children and youth are likely to be in higher demand in Service Area C. Meeting the demand for specific spaces could increase usage among existing users as well as attract new in-person users – particularly among existing residents unaware of the variety of library spaces available and among new Mississauga residents.

Virtual cards as a gateway to library registration: Research shows residents in Service Area A, Service Area B and Service Area E may be more likely to register digitally for a new card than in-person. These areas present opportunities to pilot digital outreach activities aimed at increasing virtual card registration. While digital-only use may be preferred by some residents, for others the virtual card can serve as a gateway registration by introducing them to the range of library offerings and showcasing additional benefits of in-person use such as access to space, technology and specific programs.
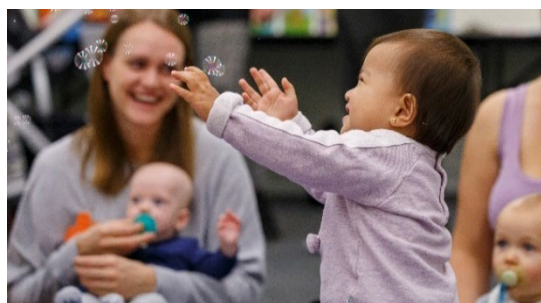

Baby Storytime program.

Family-friendly programming: There are opportunities to use family-friendly programming to increase adult use and participation alongside their children. For example, library staff could mention upcoming adult programs during family-friendly programs or staff could build displays that highlight adult materials that connect to children's program topics. Library locations in Service Area A and Service Area C are well positioned to explore these opportunities.

Serving older adults: The library is well positioned to serve Mississauga's older adult population, particularly through existing digital literacy and technology support services. The Library is also well positioned to provide space to read, host programs to connect older adults and provide valuable personal interactions with staff. Library locations in Service Area D, Service Area F and Service Area H are well positioned to explore these opportunities.

The Library as community hub: There is an opportunity for Mississauga Library to improve its position as a community hub. In particular, library locations in Service Area F, Service Area G and Service Area H are well positioned to be promoted as hubs for civic engagement (including sustainability and climate action) as well as for reliable news and information.

Special-interest materials and programs: The library's large collection is a key strength and there are opportunities to appeal to residents' hobbies and special interests through related content and strategic programming in each service area.

Fun and entertainment: There is also an opportunity for the library to better showcase its entertainment value, specifically through digital materials such as film/TV streaming as well as innovation spaces that include Makerspaces, gaming, and other technologies in Service Area B, Service Area C, and Service Area E.
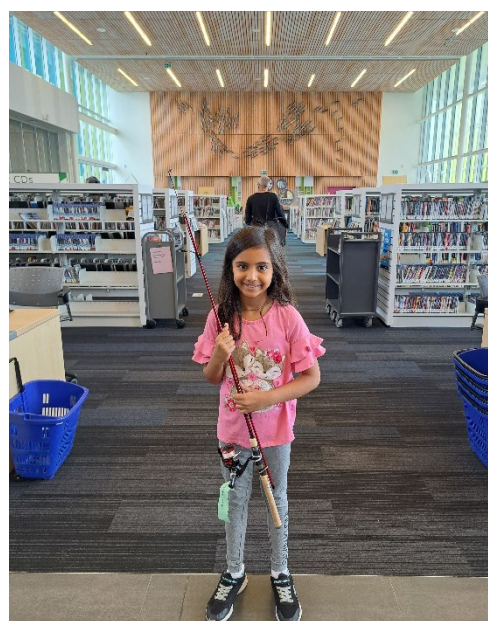
Tackleshare program (fishing rods) available at Meadowvale Library.

Notably, the reopening of Hazel McCallion Central Library (HMCL) presents a significant opportunity to position that location as an entertainment destination to attract the high proportion of adults 25–39 in the area.

Innovations and Trends

Findings from the environmental scan are presented thematically to match the library's commitment to Reconciliation and identified areas of focus: facility development, digital services, service evolution, community engagement, staff development and lifelong learning. Mississauga Library's priorities and focus areas align with trends and areas of innovation across the library sector.

Reconciliation

Libraries across Canada have developed dedicated programs, collections and resources to educate about and celebrate Indigenous cultures. In some cases, these services are guided through partnership with Indigenous organizations and community members. Libraries are also beginning to offer dedicated spaces for Indigenous content and programs – in some cases purpose-built and shaped by Indigenous designers. Alongside these Reconciliation efforts, libraries provide staff training around Indigenous engagement and many have integrated land acknowledgments into their programs.

Facility Development

While LEED certification has historically been a key standard for facility development, some jurisdictions have developed their own customized approaches to meet climate action targets. For example, Mississauga's Corporate Green Building (CGB) Standard is a low-to-zero carbon approach to new construction and major renovation building projects.

Within facilities, libraries are increasingly designing and adapting spaces to be flexible in order to serve a wide variety of functions and respond to changing community needs.

> **One of the key trends in facility development continues to be incorporating sustainability and low-carbon practices into building design.**

In addition to these key trends, libraries are increasingly integrating the outdoors into what is considered library space by offering gardens and terraces for reading and socializing. This approach maximizes the space available to users while also strengthening libraries' placemaking contribution.

Digital Services

Libraries are community leaders in digital services, supporting the adoption of new technologies by providing access and training, both for library staff and users. Digital access and inclusion remain a priority for public libraries. The COVID-19 pandemic revealed an urgent need to provide access to Wi-Fi and Wi-Fi-enabled devices beyond the walls of the library, which resulted in many library systems growing these services.

In addition to providing access to essential technology, libraries also offer innovation spaces with specialized/emerging technologies and entertainment systems. In terms of virtual service, libraries continue to develop their digital branches to offer the same or similar services to those offered in-person – but with the convenience and remote access users increasingly expect from all services.

Makerspace equipment at Malton Library.

Service Evolution

Service evolution has been essential as the role libraries play in communities has expanded. The current digital landscape has created a general expectation for personalized services and content. Libraries aim to provide a personalized experience through a user-first approach that prioritizes direct customer service, providing an increasingly rare personal touchpoint for users. Libraries are also providing customized recommendations directly from library staff and third-party digital platforms. In addition, discovery products allow libraries to add a layer of personalization to their catalogues, providing users with results ranked by relevance similar to a search engine.

The growth of hybrid programming has been a significant development since the pandemic and libraries are now navigating how best to balance in-person programming (a core service) and digital programming (which has greater reach and can improve accessibility).

Libraries are attempting to make programs and services more convenient for a greater number of people through alternative service points such as kiosks and pick-up lockers. Libraries can also bring resources and services directly to community members through mobile libraries and homebound delivery programs. In addition, a number of libraries have added object collections such as toys or tools, broadening the type of materials available to lend.

Lastly, in order to meet community demand, some public library systems have introduced extended access and self-serve hours that see some library spaces open beyond regular operating hours.

Community Engagement

Libraries are key community hubs and community engagement takes place in a number of ways. With service increasingly guided by a user-first approach, libraries are seeking a greater understanding of user satisfaction. However, while user feedback is generally encouraged and some programs such as Library Impact Ontario (formerly the Bridge Project) capture specific types of feedback, it is generally challenging to collect consistent data about user satisfaction – a common gap across the sector.

Through community partnerships and programming, libraries link residents to other community services including cultural attractions, newcomer services and specific initiatives related to topics such as legal advice, art projects and mental health. Urban libraries are increasingly offering dedicated programs and services for vulnerable community members including unhoused individuals and those experiencing mental health and related issues. In many cases, these libraries employ, or partner with, social workers to lead these efforts. While such services are in line with libraries' commitments to equity and access for all, there is often a gap in staff training beyond specialized positions to support individuals in crisis.

Staff Development

Despite many libraries adopting strong EDI mandates and policies, the library sector continues to experience staff diversity challenges. As a result, some libraries are exploring innovative ways to attract more diverse candidates such as sharing job postings within equity-priority communities and considering lived experience alongside traditional educational and professional qualifications.

Staff training is essential to keep pace with EDI initiatives and changing technology, as well as to address the gap between library education and necessary job skills. In addition to traditional organizational training (e.g., customer service, emergency response plans), some library systems have introduced peer-to-peer learning and special initiatives such as innovation challenges to encourage professional development.

It is generally recognized that health and well-being initiatives (health care benefits, fitness programs, paid time off) support work-life balance and contribute to happier, more productive

workplaces. Although there is very little data on health and well-being initiatives for library staff available to the public, there is a growing acknowledgement that such initiatives are important to employees. To this end, some libraries across Canada have generally committed to providing health and wellness programs for staff well-being and a healthy workspace, focusing on a variety of topics including mental wellness, physical activity, healthy eating, and smoke and vape-free workspaces.

Lifelong Learning

Libraries' contribution to lifelong learning is primarily expressed through supporting multiple literacies. In addition to supporting traditional literacy through collections, reading programs and language learning, digital and financial literacy are particularly relevant to libraries' work to support equity in their communities. Alongside supporting multiple literacies, maker and handicraft instruction have gained popularity in recent years.

Maker software help develop STEAM (science, technology, engineering, art, math) skills.

Comparative Library System Review

Mississauga Library's provision, utilization and participation levels were assessed against 11 comparable public library systems. The following library systems were included for comparison because of comparable size to Mississauga Library:

- Calgary Public Library

- Edmonton Public Library

- Halifax Public Library

- Ottawa Public Library

- Toronto Public Library

- Vancouver Public Library

- Winnipeg Public Library

The following library systems were included for comparison because of proximity to Mississauga:

- Brampton Public Library

- Hamilton Public Library

- London Public Library

- Vaughan Public Library

Data sources analyzed in this section include 2019, 2020, and 2021 statistics and therefore do not reflect any changes that may have occurred in 2022 and 2023 that reflect pandemic recovery. In some cases, changes in provision levels over the period examined may be the result of service delivery adaptations in keeping with public health guidelines such as social distancing. Importantly for the Mississauga Library context, HMCL – the system's largest location – closed in early 2021 for renovations and is expected to reopen in late 2023. Explanation is offered where this closure may have impacted provision, use and participation data for Mississauga Library.

Key performance indicators that were analyzed include floor space, opening hours, alternative service delivery, staff and training, technology access, registration, visits, collections and programs.

Lakeview Library

Floor Space

Among comparable libraries, the average floor space provision was 0.55 square foot per capita. In 2021, Mississauga Library's floor space provision was 0.44 square foot per capita, or 21 per cent below the average. Notably, the renovation of Hazel McCallion Central Library (HMCL) will add 28,000 square feet.

Service Area E and Service Area F have the highest floor space per capita. The remaining areas are below the system-wide average of 0.44 square foot per capita. Looking ahead to the City's 2031 population projections, floor space per capita will remain stable for Service Area A, Service Area C and Service Area F. Service Area B and Service Area D are projected to see an increase while Service Area E, Service Area G and Service Area H will see a decrease in floor space per capita by 2031.

Opening Hours

Mississauga Library currently has an average of 61 opening hours per week across library locations. While this provision is above the average for comparable libraries (57 hours), it falls 6 per cent short of the provision guidelines of 65 opening hours per week recommended by the Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO). Notably, only three comparable library systems currently meet the recommended provision guideline – Brampton, Vaughan and Calgary.

Alternative Service Delivery Points

As noted in the trends and innovations sections above, a number of library systems offer alternative service delivery points to users such as lockers, deposit stations and kiosks. Among comparable Ontario library systems, only Toronto, Ottawa and Hamilton Public Libraries reported any deposit stations and kiosks. National statistics collected by Canadian Urban Libraries Council (CULC) did not include alternative service delivery points.

Staff and Training

In 2021, comparable libraries had an average of 4.6 staff per 10,000 population. At 3.9 staff per 10,000 population, Mississauga Library is 15 per cent below the average. This figure is expected to increase when HMCL reopens.

While the amount spent by Mississauga ($310/FTE) on staff training was above the average ($266/FTE) in 2020, 2021 saw a decrease in spending to $250/FTE, well below the average spending in peer library systems ($371/FTE) in that same year. The dip in Mississauga Library's spending does not represent a decrease in budget – the staff training budget has not decreased in this period – but rather reflects limited training opportunities (e.g. cancelled conferences), a focus on urgent priorities (e.g. digital programming and service delivery) and an overall lower number of staff during the COVID-19 pandemic. Staff training activities are expected to return to normal levels in 2023 and beyond.

Technology Access

On average, most comparable library systems saw increases in the number of workstations per capita between 2020 and 2021. Mississauga is one of two systems whose workstations show a considerable decrease (from 338 workstations in 2020 to 140 workstations in 2021), placing Mississauga 70 per cent below the average workstation per capita compared to peer systems. The reduction in workstations is due to two key factors: (i) social distancing requirements during the pandemic (Mississauga Library reported on the reduced number of in-use workstations as opposed to total number in the system, which was 264 in 2021), and

Hotspot devices connect a computer, phone or tablet to wireless Internet for free.

(ii) the closure of HMCL for renovation in March 2021. Therefore, this reduction should be understood as temporary. Notably, all peer systems are below the recommended provision standards in 2021.

In lending technology, Mississauga is nearly in line with the average number of lending laptops, netbooks and tablets per capita for 2021. Notably, Mississauga Library increased the number of lending devices by 160 per cent between 2020 and 2021.

Finally, Mississauga Library has a similar average number of hotspots per capita versus comparable libraries.

Registration

Comparable libraries had a higher number of active cardholders in 2019 prior to the COVID-19 pandemic than in 2020 and 2021. However, there is a decreasing trend of active cardholders as a percentage of the population across library systems. Mississauga was well above the average in 2019 (52 per cent above), but the opposite is true for 2020 (18 per cent below) and 2021 (27 per cent below) compared to peer systems.

In 2021, Mississauga Library reported 27 per cent fewer active cardholders as a percentage of the population than comparable libraries. It should be noted that Mississauga Library changed how it reports active cardholders – beginning in 2020, Mississauga's data reflects the number of customers who have used their accounts within the previous two years (the same definition currently used for OPLS data). It is not known whether comparable libraries reported in line with this definition or whether they reported on total cardholders in their systems (including inactive accounts).

As of September 2022, 91 per cent of Mississauga Library's active accounts were traditional cards and 9 per cent were virtual accounts.

Visits

In 2019, library visits per capita were higher than in the following years (2020 and 2021). While 2020 saw a decrease due to closures caused by the COVID-19 pandemic, there was an increase in some library systems, including Mississauga, during 2021.

Mississauga's in-person visits per capita more than doubled between 2020 and 2021, although the increase was still below 2019 levels (as well as 6 per cent below the comparable library average in 2021). As noted above, 2021 saw the closures of HMCL for renovations and Port Credit Library for structural rehabilitation, which have significantly affected in-person visits – particularly the HMCL closure as it is the system's largest location. In addition, several public health restrictions were still in place in 2021, which explains why visitation levels had not yet returned to pre-pandemic levels. With restrictions being removed and residents returning to a more active community and public life, Mississauga Library can expect the 2022 and 2023 data to show a return to pre-pandemic visit levels. The reopening of Mississauga's HMCL in late 2023 will further increase visits during the remainder of 2023 and beyond.

In terms of e-visits, Mississauga Library lags behind all but one of the Ontario comparable libraries. National statistics collected by CULC did not include e-visits per capita.

Clarkson Library

Collections

Mississauga Library increased its holdings per capita by 121 per cent between 2020 and 2021, and as a result is 12 per cent above the average among comparable libraries in 2021. However, Mississauga's circulation per capita is 33 per cent below the average for comparable libraries in 2021. As noted above, the temporary closures of HMCL and Port Credit Library significantly impacted library use and participation levels. With HMCL's reopening, Mississauga Library can expect to see circulations increase.

Programs

Among comparable libraries, Mississauga Library had the lowest programs per capita in 2020 and 2021, at 43 per cent and 47 per cent below the averages of for those years respectively. The number of programs Mississauga delivered was impacted significantly by the HMCL renovation.

Mississauga is one of the two peer library systems whose program attendance per capita has increased between 2020 and 2021. Furthermore, Mississauga is the only comparable library that appears to have rebounded to pre-pandemic levels in 2021, placing it 46 per cent above the average attendance per capita among comparable libraries. In addition, although Mississauga offered the fewest programs per capita compared to peer systems, program attendance per capita is higher than some peer systems, suggesting that programming is meeting the needs of existing customers and successfully engaging community members.

Library
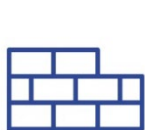# Strategy

Section 6: Mississauga Library Strategy

Mississauga Library is in a period of transition. The system continues to recover from pandemic disruptions and restrictions while looking ahead to significant community growth and intensification.

The city's growing population presents an opportunity for the library to more fully showcase its role as a community connector as it serves increasingly more residents. At the same time, the library can expect to face increased demand for space, programs and services, and will need to invest in growth to meet that demand.

Five strategic priorities have been identified to guide the library through the next five to 10 years as the system evolves and adapts to changing conditions. These priorities are based on the key needs identified through engagements and research into the existing and future conditions of Mississauga Library:

1. **Expand and Extend Library Spaces:** Increase the physical area of library locations and extend the library's presence into non-traditional spaces to address population growth, densification, and changing customer needs.

2. **Be Future-ready and Resilient:** Develop the processes, technology, and infrastructure needed to prepare for and respond to anticipated and unanticipated pressures over the next 10 years.

3. **Enhance Customer-centred Service:** Apply a user-first and evidence-based approach to service and program planning and delivery.

4. **Advance Community Cohesion:** Build on the library's role as an accessible social institution to encourage community connections, mutual understanding and democratic values.

5. **Champion the Value of Library Services:** Promote greater understanding of how public libraries serve and strengthen their communities and celebrate Mississauga Library's impact.

Each priority is shaped by Mississauga Library's areas of focus (as listed below) and each recommendation connects with one or more of these areas of focus:

Facility Development

Digital Services

Community Engagement

Service Evolution
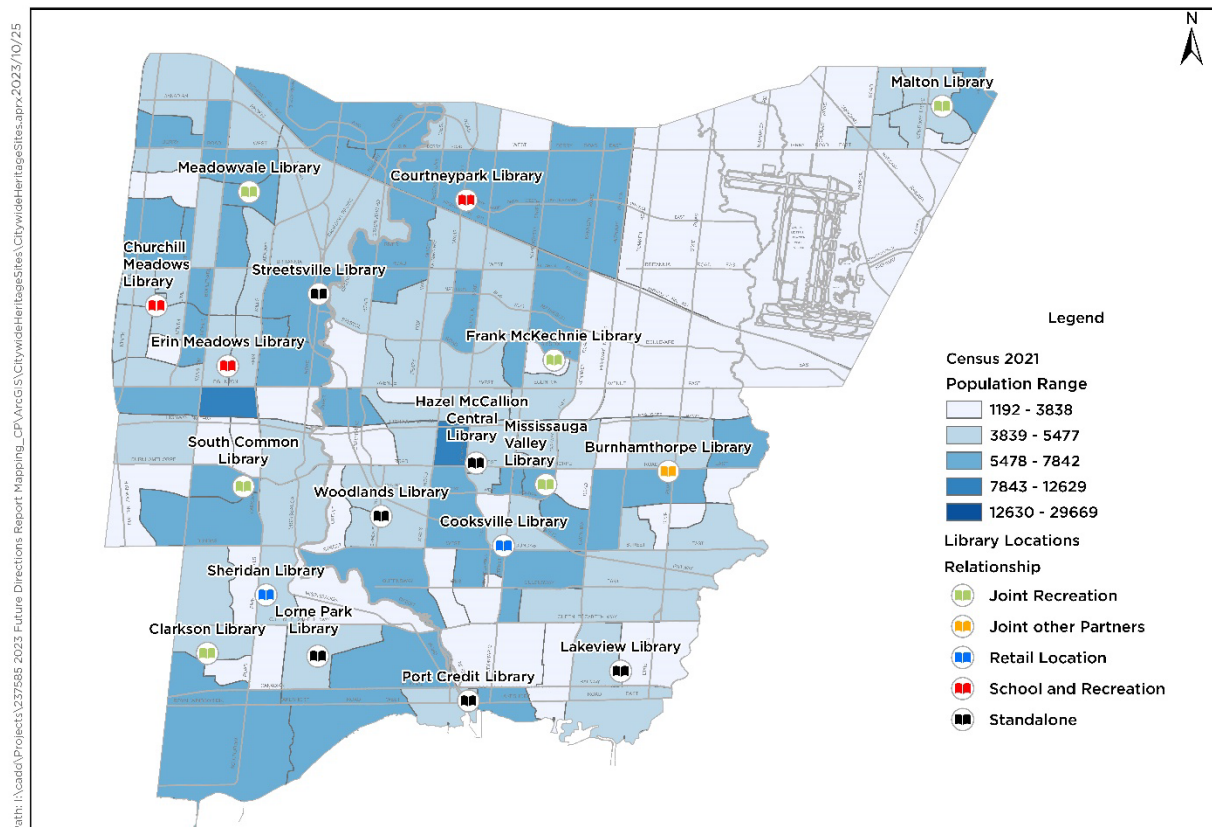
Staff Development

Lifelong Learning

In addition, the following overarching lenses have been applied throughout the Future Directions planning process in developing these recommendations:

- **Equity, Diversity, and Inclusion**: Mississauga Library is guided by a commitment to ensure that the City's diverse community, including staff and the public, is included and belongs at the library.

- **Reconciliation**: Mississauga Library is committed to advancing Truth and Reconciliation inside and outside of the library.

- **Environmental Sustainability and Climate Change:** Mississauga Library supports climate action and incorporates environmentally sustainable practices through its services, programs, and operations.

- **Digital Enablement**: Mississauga Library leverages technology and digital tools to empower community members and to deliver high-quality services.

Facility Strategy

Mississauga Library operates 18 library locations, identified in the map below, that collectively provide 365,040 square feet of floor space.

Library Locations and Population

As Mississauga's population continues to grow and the City manages its land scarcity, library facilities that are integrated with mixed-use or redevelopment projects will help Mississauga Library maximize available space.

At time of writing, the Hazel McCallion Central Library (HMCL) remains closed for a major renovation to meet the growing needs of its customers and changing priorities. The renovation will move the library forward as an important part of an urban community that inspires literacy, creativity and lifelong learning. This is the first large-scale renovation of HMCL to take place since its opening in 1991, and the facility is scheduled to reopen in 2023. The Port Credit Library is also closed at the time of writing as it undergoes structural rehabilitation and routine maintenance. The Port Credit Library is expected to reopen to the public in mid-August 2023.

Starting in 2024, the City of Mississauga is redeveloping South Common Community Centre and Library to meet the needs of the community, including by improving infrastructure to address population growth and the changing demographics in the area. The project will aim to serve the community through improved library and recreational services, and implementing higher accessibility and green building standards.

The 2022 Library Infrastructure Study (LIS) evaluates the ability of existing library locations to respond to future growth in Mississauga as well as potential needs for new locations. It recommends several key construction and expansion initiatives to ensure Mississauga Library can continue to serve a growing community.

The Facility Strategy includes the seven recommendations under the strategic priority to expand and extend library spaces. These recommendations build on the LIS findings and outline how the library can increase space and service provisions to jointly address densification and changing customer needs. Recommendations are supported by Future Directions population projections as well as groups with interest and public consultations. In keeping with City policies, all recommended new construction and major renovation initiatives should meet the City of Mississauga's Corporate Green Building Standard and Facility Accessibility Design Standards.

All recommended new construction and major renovation initiatives should meet the City of Mississauga's Corporate Green Building Standard and Facility Accessibility Design Standards.

Library Space Provision Standard

As Mississauga continues to grow and urbanize, access to free and flexible-use public space will become increasingly important. In addition, sufficient space is essential to bridging the digital divide by providing access to Wi-Fi services and public workstations for those with limited access outside the library. Certain areas in Mississauga will develop at different rates and in different ways – with notable growth and densification expected in Service Area E,

Service Area G and Service Area H. It will be essential to ensure equitable access to library services throughout the city, especially in areas experiencing rapid change and growth.

The library's significant investment in redeveloping HMCL adds approximately 28,000 square feet of public space. This location will be a major community asset and is set to be a significant hub for those who live, work, and study Downtown. At the same time, HMCL is not the primary location for all Mississauga residents and does not serve all parts of the city equally. To account for HMCL's significant contribution to Mississauga Library's services more broadly without altering the picture of provision levels in specific areas, the library should target city-wide and service-area–specific provision standards.

Where possible, the Library will target a space provision standard of 0.5 square foot per capita system-wide. This target recognizes that Mississauga Library is growing its physical footprint to effectively serve the city's growing population while also leveraging opportunities for less space-intensive service delivery (e.g. through express service points and innovative community partnerships).

This system wide provision standard is based on a target of 1.0 square foot per capita in Service Area E and .35 square foot per capita through the rest of the City's service areas. Service Area E, which includes HMCL, serves users beyond the immediate residential areas, including those who work and study nearby and those who travel downtown specifically to access programs, services, and spaces at this flagship location, which justifies its need for a larger provision standard.

This approach recognizes that the library sector has seen a shift away from system-wide area-per-capita recommendations. Provision guidelines are increasingly more specific, with some guidelines recommending user-seat calculations tied to the types of user spaces or functions. For example, a standing public access computer station requires less area than a workstation intended for personal laptop connection, while a children's area or a teen area will each have its own space provision standards. This change in approach to industry provision standards reflects the reality that library locations and spaces vary based on the local needs of the communities they serve.

At the same time, land in Mississauga is scarce and creative solutions are needed to address population growth pressures. The Facility Strategy recommendations recognize that Mississauga Library will continue to increase space to meet community needs in line with industry standards where feasible, while also exploring non-traditional service delivery solutions such as kiosks, holds lockers and digital express libraries that can serve more people with less space.
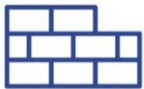
Expand and Extend Library Spaces

Recommendation:
1 Redevelop or expand Lakeview Library to service anticipated population growth.

Outcome: Lakeview Library effectively serves a growing, densifying population.

Related Areas of Focus:

Facility Development

Lakeview Library is a stand-alone branch located in the designated Lakeview Neighbourhood servicing Mississauga's southeastern areas. Lakeview Library is one of the less-visited and lower-circulating branches in the library system, due in part to its location within a residential neighborhood and limited accessibility by transit. However, the location's average attendance per program is in line with the system-wide average. This attendance level may be due in part to younger households and families moving into the area, which may indicate a growing interest in library services and programs in the area.

Lakeview Library

There will be a need for additional library space in Lakeview as the area sees population growth due to intensification projects and the introduction of rapid transit. Lakeview Library's current size, and the funding identified in the current 10-year capital plan, will not be able to address the post-2031 demand for library space generated by projected population growth. The Enhanced Minister's Zoning Order (EMZO) up to doubles the number of residential units that are currently planned in Lakeview and therefore may have further impacts on the needs for local library services.

The current site is located within the existing neighbourhood and adjacent to a park. As expansion opportunities may be limited, the City will need to investigate whether renovating or relocating this location will most effectively provide increased space and improved accessibility.

Recommendation:

2 Replace the Cooksville Library with a new location as part of the development of a new community centre and/or mixed-use development.

Outcome: Cooksville Library provides quality library space and services for its high-density community.

Related Areas of Focus:

Facility Development

Cooksville Library is currently located in a leased space on the second floor of the Cooksville Colonnade. It is surrounded by high-density housing yet is the smallest Mississauga Library location. The facility is in poor condition and consultations indicate community needs are not being as effectively met at Cooksville compared to other locations.

Cooksville expects additional residential intensification and the introduction of rapid transit post-2031. As a result, there will be an even greater need for library space and services in the area.

The current location should be replaced with a new library co-located as part of a community centre and/or mixed-use development. This project was endorsed by Council in May 2023.

Recommendation:

3 Redevelop or expand Mississauga Valley Library as part of a broader renovation of the Community Centre.

Outcome: Mississauga Valley Library has more space and improved visibility within the Mississauga Valley Community Centre to better serve a growing population.

Related Areas of Focus:
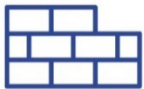
Facility Development

Mississauga Valley Library is co-located within Mississauga Valley Community Centre, a multi-use community centre. Despite the community centre being relatively busy, the library location experiences below-average in-person visits. This contrast is likely due to the library's small size and location in an area of the building with low foot traffic.

The area served by Mississauga Valley Community Centre and Library is anticipating significant population growth in the coming decades. As such, the City is reviewing options to redevelop Mississauga Valley Community Centre by 2030. This redevelopment provides an opportunity to expand Mississauga Valley Library to effectively position the branch to serve the growing community – including by ensuring its visibility within the community centre development.

Recommendation:

4 Introduce Express Libraries that meet the community where they are.

Outcome: Residents have convenient access to library services as part of their regular routines.

Related Areas of Focus:
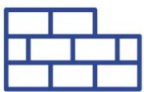
Facility Development   **Digital Services**   **Community Engagement**   **Service Evolution**

Express Library service points will enable the library to serve Mississauga's growing population and meet residents where they are in their daily lives. Express service points may take the form of kiosks and holds lockers. Other services that can be considered include providing digital access to the library catalogue and remote customer service that connects customers to staff for support.

Internal consultations reflected a desire to "go beyond the walls of the library" and bring services directly to community members. The public survey further revealed that the top reason residents do not use the library is due to a lack of time. Express services provide a valuable opportunity to bring the library to the community, increase awareness and access, and address customers' time limitations.

The research identified several priority sites for express library service points. The City Centre Transit Terminal is a high-traffic, Wi-Fi-enabled site located near HMCL. As such, it is a prime location for an express library intended as a gateway to increased library use, both in-person and virtually.

Frank McKechnie Community Centre and Library is situated within the designated Hurontario Neighbourhood and services the Uptown Major Node. Based on specific community needs, current levels of use and anticipated population growth in the area, Frank McKechnie Library does not have adequate floor area to meet local needs. Exploring opportunities to incorporate express service points and/or additional library space as part of upcoming mixed-use developments in the area will allow library services to keep pace with growth and respond to diverse community characteristics in and around the Uptown Major Node.

Port Credit is expected to see significant population growth through residential intensification and the introduction of rapid transit to the area post-2031, which will amplify pressures on the Port Credit Library. Including express service points as part of a prospective mixed-use development in Port Credit will help relieve the pressures on the library post-2031.

The City is considering redeveloping the Small Arms Inspection Building North Building in the Lakeview area. As this area expects significant population growth, there will be a need for additional library services in the area, which can be supported by an express library service point at the Small Arms Inspection Building North Building.

Specific Actions:

a. Introduce an express library at the City Centre Transit Terminal.

b. Explore opportunities for express service points and/or additional library space as part of mixed-use developments in the Uptown Major Node.

c. Explore adding express service points in Port Credit as part of a prospective mixed-use development.

d. Redevelop the Small Arms Inspection Building North Building to include express library services alongside recreation and cultural amenities to address increased population growth.

e. Pursue other opportunity-based express service points (e.g., in City parks).

Recommendation:

5 Consult residents to determine the future of library services in the Sheridan community.

Outcome: Library services for the Sheridan Community evolve to meet local needs, guided by community input.

Related Areas of Focus:
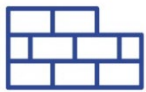
Facility Development   **Community Engagement**   **Service Evolution**

The Sheridan Library occupies leased space on the lower level of the Sheridan Centre. The branch has one of Mississauga Library's smallest floor areas and lowest number of in-person visits and circulation rates, which may be due to its low visibility within the mall.

The lease agreement for this location expires in 2027. Ahead of the lease expiry, Mississauga Library should consult with the community to understand Sheridan residents' needs for library services and programs. If consultations reveal a need for ongoing library services in the area, the City should ideally pursue developing a library location as part of a mixed-use or redevelopment project. This approach will maximize limited land availability. To ensure appropriate service provision, a new Sheridan Library will require a minimum of 10,000 square feet.

Recommendation:

6 Explore adding reading gardens at library locations.

Outcome: Accessible, welcoming outdoor space that expands community access and improves engagement with Mississauga Library.

Related Areas of Focus:
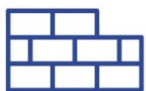
Facility Development   **Community Engagement**   **Service Evolution**

Meadowvale Library Reading Terrace

Mississauga Library should continue to extend its presence outdoors through parks and other outdoor areas around library buildings. The importance of accessible, welcoming outdoor spaces was highlighted during the COVID-19 pandemic when indoor facilities were closed or significantly restricted. The library has an opportunity to meet the growing demand for public space while increasing its visibility within the community and reaching residents who are less likely to walk through the library's doors.

Working with other City divisions such as Parks, Forestry & Environment and Recreation & Culture Mississauga Library should explore constructing outdoor reading gardens, seating and/or library program space at the Burnhamthorpe, Erin Meadows, Frank McKechnie, Malton, Lakeview, Lorne Park and South Common Libraries as well as at other locations as opportunities present themselves.

Recommendation:

7 Identify appropriate sites and timelines for Storywalks, aiming for one Storywalk in each service area.

Outcome: Mississauga Library promotes storytelling and literacy through outdoor spaces across the city.

Related Areas of Focus:
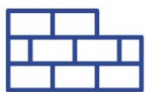
Facility Development

Community Engagement

Lifelong Learning

Libraries are helping to animate areas within parks, along trails and within streetscapes by creating Storywalks – temporary or permanent installations that embed stories into outdoor spaces. Mississauga Library should curate Storywalks relevant to the city's diverse communities, which may include featuring popular children's stories, works by local authors, traditional cultural stories and natural or local history narratives. To this end, the Library should work with the City's Parks & Culture Planning team to explore collaboration, including support from Heritage Planning and Museums staff as well as opportunities to integrate Storywalks with public art.

To showcase diverse stories and celebrate literacy across the city, the library should target a minimum of one Storywalk in each service area. Appropriate sites may include existing park pathways, major playgrounds, historical districts and other areas with high pedestrian traffic. Site selection should be opportunity-based with specific locations determined in consultation with the Parks, and Forestry & Environment Division and the Parks & Culture Planning team.

Service Strategy

The Service Strategy includes 14 recommendations under four strategic priorities: be future-ready and resilient; enhance customer-centred service; advance community cohesion; and champion the value of library services.

In addition to reflecting and addressing the library's key needs and priorities, these recommendations build on the library's rapid service evolution during the COVID-19 pandemic to meet evolving community needs. This strategy aims to leverage those successes, enabling Mississauga Library to be more efficient and responsive to community needs over time.

Be Future-ready and Resilient

Recommendation:
8 Refresh Mississauga Library's vision, mission, and value statements to better reflect how the library aims to serve the community.

Outcome: The library's vision, mission, and value statements reflect the organization's aspirations for high-quality service delivery in a modern context.

Related Areas of Focus:

Community Engagement   Service Evolution   Staff Development

The aim of the vision statement is to define the role the library aspires to play in the community, while the mission statement defines how it aims to achieve that vision. Value statements should complement the vision and mission by summarizing the library's core

principles. Given major developments over the past decade in the information and service landscapes (as well as in Mississauga itself), the Mississauga Library's vision, mission and values should be revisited to ensure they remain current.

The library's commitment to literacy and lifelong learning remains unchanged – staff and community members identified these as key roles. At the same time, there is an opportunity to better reflect the direction of modern library services, which includes new and emerging literacies (e.g. digital, environmental, financial, nutritional) and equitable access to technology.

Internal consultations suggested that the library has sometimes struggled to define its unique value proposition to decision-makers and community members who are less familiar with the services it provides. Refreshing the vision, mission, and value statements will let the library better define itself so internal and external groups with interest and the broader community better understand its role and value.

In addition, this refresh will allow the library to develop a more aspirational, future-oriented vision statement that captures the dynamism of Mississauga Library better than the current descriptive statement – and to share that vision with the community.

Specific Actions:

a. Work with the Library Board to update the library's vision, mission, and value statements.

b. Update the library website so the vision, mission, and values are up-front and easily found by visitors.

c. Provide regular library-wide communication on applying the library's and City's visions, missions, and values to ensure these principles are guiding day-to-day service delivery.

Recommendation:

9 Develop a proactive strategy for service and program planning, delivery, and assessment using data-driven decision making.

Outcome: The library identifies evolving customer needs and expectations and knows how to meet them.

Related Areas of Focus:

Digital Services   Community Engagement   Service Evolution   Lifelong Learning

Throughout consultations, a common theme was how the scope of library services has expanded over the past decades. From the growth of digital service delivery and the increased need for technology services to helping vulnerable residents access support services, what it means to work at Mississauga Library – or any urban public library – has evolved and expanded significantly.

To deliver meaningful services to existing and potential customers in formats they want and will use, the library needs to stay informed about service trends both within and beyond the library sector. Additionally, using a framework to assess programs and services against community needs, the library can ensure it is meeting as many community needs, in the right format, as efficiently as possible.

Service trends across libraries show an expansion of non-traditional services, including hybrid programs, expanded self-service options, and even home delivery. Beyond the direct impact of library services, the library is influenced by industries including publishing, gaming, and retail. The library should also look to its commercial competitors such as Audible and Netflix to understand what service models and interfaces customers expect.

In addition to staying informed about these trends, the library will need to develop processes to share knowledge within the organization. Consultations highlighted that the library's frontline staff have in-depth knowledge of the community they serve. Given its strong customer service foundation, the library can blend personal staff service with emerging service models to become a leader for community-oriented customer service in Mississauga.

Specific Actions:

a. Expand straightforward data collection opportunities to collect and analyze feedback on services and programs. In addition to ongoing participation in Library Impact Ontario Bridge surveys, implement methods to track number of unique and repeat customers, collect simple satisfaction ratings and invite suggestions for improvement. Ensure non-users are regularly engaged through surveys designed to identify barriers to library use and participation.

b. Regularly analyze data to assess how successfully services and programs achieve their intended aim, and adapt services and programs accordingly to test new approaches.

c. Regularly analyze trends, including customer service best practices in comparable industries and commercial competitors to identify slowing/emerging trends and current/anticipated service gaps.

d. Explore creative ways to engage staff in identifying key library challenges and proposing solutions. Leverage the Library's internal knowledge-sharing forum to increase communication and information sharing in the library, including by exploring peer-to-peer opportunities.

e. Conduct a review of services and programs to identify the required library resources (particularly staff time); relevant staff skills and competencies; whether delivery can be in-person, hybrid, and/or virtual-only; and how each meets the needs of current/potential customers and contributes to the library's strategic goals. Use this review to outline a pathway to a service delivery and programming framework. Explore adapting or discontinuing programs and services that do not meet today's customer needs.

f. Work with relevant external partners to co-develop and deliver community engagement training on working with specific community segments (e.g. youth, vulnerable community members, Indigenous residents, non-English speakers).
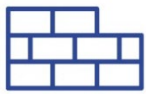
10 Invest in furniture, equipment, and design features that enable flexible use of space.

Outcome: Library locations adapt and respond to changing conditions and opportunities.

Related Areas of Focus:

Facility Development   **Service Evolution**

Greater design flexibility across Mississauga Library will enable each location to serve a variety of functions and respond to evolving community needs and expectations.

Sector research shows a clear trend toward flexible library spaces that can be easily rearranged and support the varied use of space – from quiet study and research spaces to event and meeting spaces to program and exhibition spaces. Engagements further highlighted the range of spaces customers expect from their library location. The public survey, community pop-ups and staff survey all addressed the need for space to study and work as well as the need for group areas and lounges.

The value of flexible spaces was especially evident during the COVID-19 pandemic which saw the need to quickly adapt spaces to new social distancing requirements.

Moveable furniture at Burnhamthorpe Library.

Specific Actions:

a. Purchase furniture and equipment that allow flexibility (e.g. shelves on wheels that can be moved easily, tablets to support roving customer assistance, movable walls that can create temporary closed spaces as needed, height-adjustable tables that can be raised for receptions and other social events).

b. Ensure the technical infrastructure is in place to support digital needs (e.g. high-quality Wi-Fi, plentiful outlets to support changing seating configurations).

c. Conduct sound analyses at all locations and integrate additional soundproofing and absorption measures, prioritizing analysis at open-concept and higher-use locations. Improved sound absorption and soundproofing throughout library locations will allow the library to adapt how space is used at specific times (e.g. exam study period) or for specific programs (e.g. English conversation classes) with less risk of disruption to other activities taking place in the same space or nearby.

d. Explore opportunities to rebalance floor space between physical materials and other uses (e.g. study space, program space). Consideration should be given to material holds and browsing patterns to support efficient use of space that continues to support discoverability (e.g. through displaying books face out vs. spine out and curated selections). Consideration should also be given to how rebalancing floor space can best support flexible space uses (e.g. by creating central non-shelved areas that can be used for events and programs, by ensuring shelves are moveable).

e. Explore environmental design considerations that support safety and security.

Recommendation:	
11 Invest in essential technology services to help bridge the digital divide.	

Outcome: Mississauga residents have equitable access to technology services.

Related Areas of Focus:

Facility Development   Digital Services   Community Engagement   Service Evolution   Lifelong Learning

To fulfil Mississauga Library's commitment to help bridge the digital divide, the library must have effective technology services – especially at locations that serve lower-income residents.

Results from the 2019 Bridge Patron Survey show that while Wi-Fi is by far the most used technology service at Mississauga Library, customers are frustrated by restricted access that limits their ability to use some common apps and websites. Customers expressed similar frustrations during community pop-up events, relating in some cases that they have had to leave the library to find Wi-Fi elsewhere that allows them to make calls over the internet.

While the library has significantly grown its technology lending collection (e.g. Chromebooks), the number of public workstations per capita lags behind comparable libraries. Providing access to these workstations is a critical component of helping to bridge the digital divide for residents who have limited computer access elsewhere.

Laptop & iPad lending kiosks at Clarkson Library.

Specific Actions:

a. Seek upgrades to City Wi-Fi to improve internet access inside and outside of library locations, including updating security protocols to allow access to apps and websites commonly used for communication, education, and job applications.

b. Publicize upgraded Wi-Fi, including through traditional and outdoor media to ensure the message reaches residents who may have limited exposure to digital communications and advertising.

c. Increase the number of computers available for public use, prioritizing locations that serve lower-income residents such as the Malton and Cooksville Libraries. Where space issues limit the number of public workstations, explore installing self-serve laptop kiosks that allow users to borrow laptops within the library and promote flexible use of technology within the space.

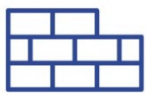d. Increase awareness of technology lending and ensure the supply continues to meet demand over time.

12 Invest in enhanced technology to support creativity and innovation, specifically through Maker Mississauga services and programs.

Outcome: The library is the go-to place to build creativity and innovation skills in the community.

Related Areas of Focus:

Facility Development **Digital Services** **Community Engagement** **Service Evolution**

Staff Development **Lifelong Learning**

Mississauga Library provides access to technology and equipment (e.g. 3D printers, recording equipment) that are not easily available elsewhere. With the growing Maker Mississauga program, the library is well positioned to expand these activities and support creative expression, innovation, experimentation and new forms of lifelong learning.

Engagements revealed limited public awareness about the library's enhanced technology offerings. As these services grow, there is an opportunity to better publicize them and explore integrating them with better-known City offerings such as summer camps.

Recording studio at Malton Library Makerspace.

Specific Actions:

a. Continue to implement and expand the Maker Mississauga program.

b. Explore a Maker-in-residence program at HMCL. As part of this program, a local maker (someone who engages in hands-on, do-it-yourself activities involving creating, inventing, designing or building physical objects) would be provided with resources and support to work from HMCL for a set period of time while sharing their expertise through workshops and events with the community. It aims to encourage collaboration, knowledge sharing and inspire others in the art of making.

c. Explore integrating new Makerspaces at Churchill Meadows, Frank McKechnie, Erin Meadows and Lorne Park Libraries.

d. Identify opportunities to further develop and integrate Maker services with other library services (e.g. crochet and knitting circles with programmed events), City divisions (e.g. City-wide Programs) and local education programs.

Enhance Customer-centred Service

Recommendation:
13 Develop collections to be inclusive and to reflect community demographics and interests.

Outcome: The library's collection is responsive to community needs, preferences and interests.

Related Areas of Focus:

Digital Services   **Community Engagement**   **Service Evolution**   **Lifelong Learning**

The Community Profile and Market Assessment identified an opportunity to build on targeted, local approaches that match library services to local interests. In many cases, the library already has materials that customers want, but customers are unaware they are available. With the Community Profile and Market Assessment findings, the library is able to share interest-based materials relevant to each location.

In addition, engagements indicated a desire to see expanded access to bestselling and new titles across library locations, including a specific demand for young adult literature. Engagements also uncovered a desire for more materials available in diverse languages, which can be challenging for Canadian libraries to acquire, especially in digital formats. Census data shows that nearly one-third of Mississauga residents most often speak a language other than English at home. There may be opportunities to leverage provincial library partnerships and explore ways to jointly increase access to materials in more languages.

Specific Actions:

a. Acquire a larger collection of Young Adult materials and develop targeted marketing strategies for those materials.

b. Showcase interest-based materials relevant to each location.

c. Promote the Library's suggest-a-title service, especially to target customer groups (e.g. younger adults).

d. With partner libraries, explore sector-wide solutions to provide greater access to materials in more languages.

e. Explore purchasing models to improve availability and decrease wait times for new and bestselling titles.

Recommendation:

14 Explore offering increased hours of operation through an extended access or self-serve hours model.

Outcome: Increased access to library services.

Related Areas of Focus:

Community Engagement   **Service Evolution**

Opening hours are critical to library accessibility: "The single greatest barrier to library use as reported in community needs assessments is time."[2] Notably, Mississauga Library currently falls short of the recommended provision guideline of an average of 65 opening hours per week for a system of the city's size.

The public survey uncovered a strong desire to see increased library hours of operation, with roughly one in four respondents indicating a desire for more weekend hours.

Looking to the sector more broadly, some public library systems have introduced extended access and self-serve hours that see some locations open beyond regular opening hours, with certain service restrictions in place.

At time of writing, plans are underway to offer after-hours access for holds pick-up and study space at the newly renovated HMCL. In exploring the feasibility of extended access or self-serve hours at other locations, Mississauga Library should prioritize locations that both fall

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[2] Administrators of Rural and Urban Public Libraries of Ontario. (2017). Guidelines For Rural/Urban Public Library Systems. P7. Retrieved from: Guidelines for Rural/Urban Public Library Systems (fopl.ca)

below the recommended provision guidelines for opening hours and that have lower square footage compared to other locations – such as Clarkson, Cooksville, Lakeview and Woodlands Libraries.

Specific Actions:

a. Evaluate effectiveness of after-hours access at HMCL based on usage levels and customer feedback.

b. Explore the feasibility of expanding after-hours access at additional locations, prioritizing locations with the fewest opening hours and lowest space provision.

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Recommendation:

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15 Optimize the library website and expand virtual branch services.

Outcome: Increased discoverability, awareness and use of the library's website and digital services.

Related Areas of Focus:

Digital Services   **Community Engagement**   **Service Evolution**

Libraries are increasingly packaging their digital services (e.g. including online collections, streaming platforms, and other offerings) as a virtual branch or digital library. In keeping with the evolving service landscape, customers increasingly expect digital services to match the quality and breadth of in-person service.

Mississauga Library has developed a virtual branch and rapidly expanded its digital offerings during the pandemic. The virtual branch became critical for libraries to offer multiple access points for their services.

Despite the library's investment in its virtual branch and digital services, e-visits are lower than comparable institutions. This difference is likely due in part to general discoverability and usability challenges with the Mississauga Library website.

For the virtual branch to provide effective services, the website must be easy to navigate and support discoverability. The Mississauga Library should invest in website enhancements to optimize its virtual branch.

Specific Actions:

a. Conduct an SEO and user-experience (UX) audit and implement improvements to increase overall discoverability of library website services.

b. Develop a clear definition of what the virtual branch entails and improve its visibility (e.g. through targeted, paid ads).

c. Prioritize and begin implementing services to be added to the virtual branch based on the review of programs and services.

d. Develop and invest in a virtual customer support model that approximates 24/7 service (e.g. through a mix of live and chat-bot support).
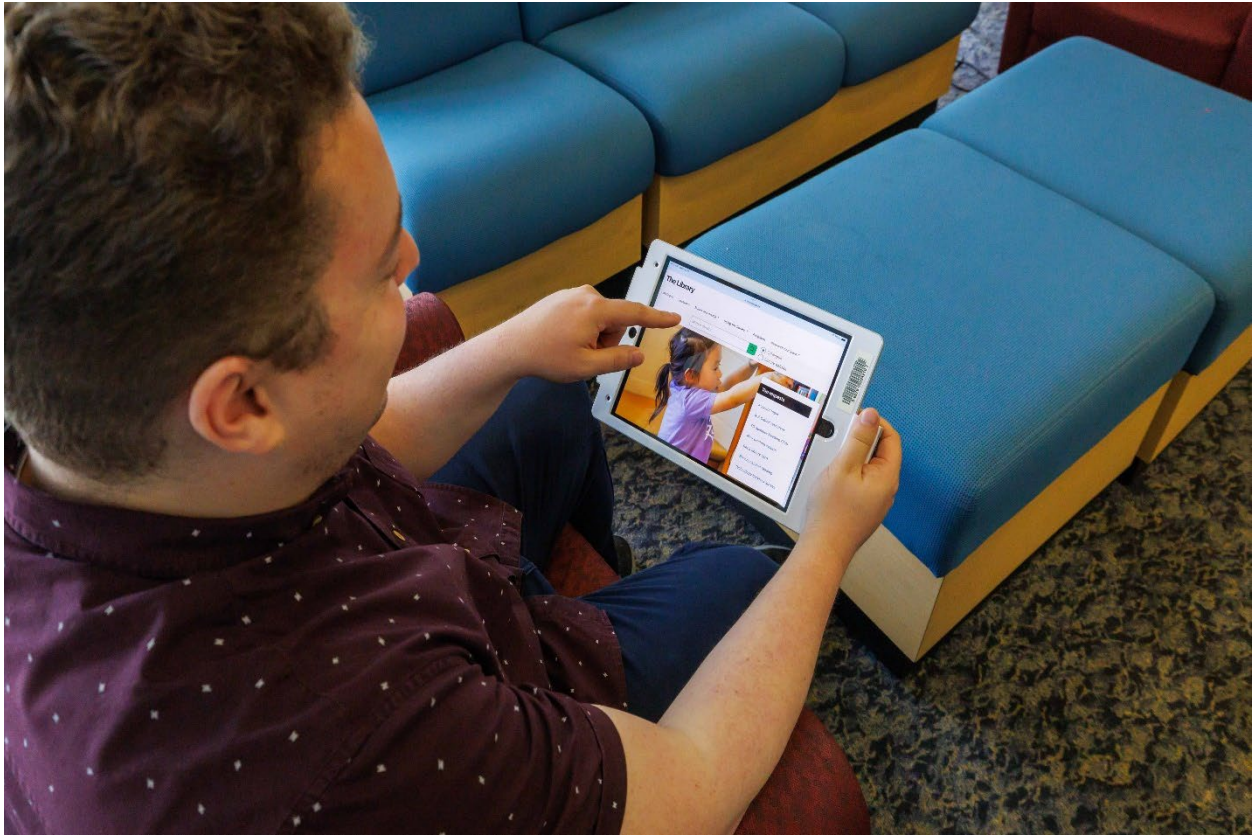
Mississauga Library's virtual branch at mississaugalibrary.ca.

Advance Community Cohesion

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Recommendation:

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16 Support the creation of the City's Reconciliation Plan and actively explore the creation of a Community Circle with our Indigenous partners which will inform and guide programming as well as relevant initiatives across the City.

Outcome: The library's commitment to Truth and Reconciliation is reflected across its operations and services.

Related Areas of Focus:

Community Engagement   **Staff Development**   **Lifelong Learning**

The City of Mississauga has committed to ensure that Indigenous perspectives, considerations and comments are included in its collective work as a municipality. Research found that the City's commitment to Truth and Reconciliation, and the library's work in this area, are in line with sector trends.

Looking ahead, there may be opportunities for the library to deepen its working relationship with Indigenous communities through program design and delivery. Truth and Reconciliation requires ongoing work, and specific actions are needed to advance efforts and ensure that the library's commitment is present across its operations and services.

Specific Actions:

a. Expand programming to educate the community about and celebrate contemporary Indigenous cultures, heritage and other topics including through partnership with Indigenous groups and organizations.

b. Highlight the library's role as a source of information on the lands and full history of Mississauga.

c. Include Indigenous Cultural Competency Training for all library staff.

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Recommendation:

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17 Advance EDI commitments to retain and develop a talented workforce that reflects Mississauga's diverse community.

Outcome: The library is an inclusive working environment whose staff reflects the diversity of Mississauga's community.

Related Areas of Focus:

Community Engagement   Staff Development

The City of Mississauga, like many organizations, lacks staff diversity relative to the community served. This gap is particularly evident at the leadership level. As the Mississauga community continues to grow and diversify, addressing representation within the library division (especially in leadership roles) will need to be a priority.

The City's EDI team currently supports all departments in implementing the City's EDI strategy. The library can build on its relationship and ongoing work with the EDI team to focus on improving its recruitment practices. In addition, mentorship and other professional development opportunities could help diversify the internal leadership talent pipeline.

Specific Actions:

a. Gain an accurate understanding of current library staff diversity by analyzing the library-specific results of the 2022 Employee Engagement and Demographic Survey.

b. Work with the City's EDI team to ensure the EDI strategy is applied in relevant staff development areas, including staff recruitment.

c. Strengthen the internal pipeline for advancement (e.g. specialized training) to create more opportunities for junior staff to reach leadership roles.

Recommendation:

18 Expand equitable library access for underserved and vulnerable residents.

Outcome: All Mississauga residents have equitable access to library services, including technology services.

Related Areas of Focus:

Community Engagement   Service Evolution   Lifelong Learning

The library is a key supporter of the City's EDI commitments, and actively implements these commitments through inclusive programming initiatives.

There is an opportunity for the library to build on existing efforts to reach underserved and vulnerable residents, further advancing City-wide EDI goals. Areas that should be highlighted

include the library's free spaces and technology services that contribute to bridging the digital divide in Mississauga.

Looking ahead, the library will need to adapt to the community's growing population and the pending dissolution of the Region of Peel. The library must develop a plan with the City to ensure that Open Window Hub, a key EDI service, can be sustained through these changes.

Specific Actions:

    a. Expand partnerships with community development agencies to explore solutions that bring library services to underserved and vulnerable residents.

    b. Collaborate with the City to develop a vision for the future of Open Window Hub in consultation with users and community partners.

    c. Explore opportunities for sustainable funding for Open Window Hub.

Recommendation:

19 Highlight and build on the library's role in supporting civic engagement and climate action by encouraging an informed and active community.

Outcome: The library is recognized as a community hub for civic engagement and climate action.

Related Areas of Focus:
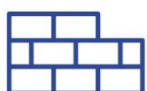
Facility Development   **Community Engagement**   **Lifelong Learning**

Public libraries play a key role in encouraging an informed and active community, promoting democratic values and providing resources and platforms for community members to participate in shaping their communities. The organizational review revealed that the library engages in these areas and supports local climate action. For example, it reduces waste by diverting materials from construction projects and supports sustainability by circulating various materials.

In the current social climate, there is a key opportunity for the library to build on its social and civic engagement activities. By better showcasing existing activities in these areas, the library can promote community awareness and position itself as a source of reliable information about social and civic topics. In particular, Burnhamthorpe, Lorne Park and Lakeview are well positioned to support civic engagement and climate action programs and events, as community members in these areas are more likely to have a strong interest in these themes.

Specific Actions:

a. Create a special event series on topics related to current events. Consider high-profile events at HMCL with partner events at neighbourhood locations focused on hyper-local issues supported by curated reading lists to complement the event series.

b. Highlight sustainable practices and features (e.g. through signage, special tours) to make the library's commitment to environmental sustainability more visible.

c. Increase contributions to the circular economy through collections, programs and services (e.g. Library of Things, Maker skills).

d. Explore opportunities to partner with Parks, Forestry & Environment to develop programming related to climate action.

Community gardens at Woodlands Library.

Champion the Value of Library Services

> **Recommendation:**
>
> **20** Increase marketing and communications efforts to build greater brand recognition and support of library services throughout the community.

Outcome: The library is highly visible within the community, and residents understand and value the range of services provided leading to increased library use.

Related Areas of Focus:

Community Engagement

In addition to its vast collection of physical and digital items, the library has a wide range of services and programs that support everything from access to technology to creative expression, innovation and entrepreneurship. A recurring theme through almost all engagement activities was low public awareness of the full range of services the library offers. From community pop-ups to the public survey, awareness was highest around traditional services like informational resources and book lending. The library can leverage existing digital and in-person opportunities to better communicate what modern library services include and how they deliver value within the community.

In recent years, Mississauga Library's Social Engagement team has advanced the library's marketing and communications efforts through a formal plan. The team is also exploring a shared calendar with other Community Services divisions to identify opportunities to mutually support each other's messaging and increase efficiencies. The next step for the library is greater investment in paid marketing to ensure the library's key messages are reaching community members, and that the library is positioned as a valuable and appealing service.

Alongside paid marketing efforts, the library can leverage existing digital and in-person opportunities to better communicate its value through word of mouth, which is still a strong driver of library use. As a City division, the library is well positioned to help build an understanding of how library services support City priorities. Greater understanding in this area will equip City leaders to spread the word within their networks. Furthermore, the library can engage its Board and other volunteers as local influencers to help build awareness about the library within their community networks.

Specific Actions:

a. Develop standard language that concisely explains how the library serves Mississauga. Use this language when introducing all internal and external library programs and events. Consider distinct adult and children's versions of this language.

b. Integrate community pop-ups into ongoing outreach activities. Prioritize high-traffic locations and well-attended events, particularly in locations that will help the Library reach residents who use library services less regularly. Consider investing in a vehicle that can be used to support short-term service delivery and programming at pop-ups (e.g., Wi-Fi equipped with sound system, modular tables and seating that can be set up in different spaces).

c. Explore marketing approaches or tools to reach specific under-engaged community segments (e.g. post-secondary institutions, non-English newspapers, neighbourhood newsletters, newcomer welcome packages, youth channels).

d. Publish an annual public-facing Mississauga Library impact report.

e. Explore selling Mississauga Library merchandise (e.g. book bags, hoodies) that lets customers celebrate their use of the library.

f. Build on the Library Board advocacy plan to encourage board members to drive word-of-mouth advocacy.

g. Create opportunities to educate City leaders about library services, emphasizing community impact and value (e.g. lead tours of HMCL, host City team meetings in library spaces, deliver impact presentations to Council).

h. Pursue thought leadership opportunities that highlight library expertise and values (e.g. op-eds in major publications, public speaking opportunities, podcast guest spots).

i. Establish a TAG alumni group to maintain a lasting connection that increases library awareness among young adults.

Delivery of items at Meadowvale Library.

Recommendation:

21 Contribute to sector-wide efforts to strengthen and sustain library services in line with City and library priorities.

Outcome: Library services are widely seen as integral to thriving communities.

Related Areas of Focus:

Community Engagement

Library sector professional organizations and associations – such as Administrators of Rural and Urban Libraries of Ontario (ARUPLO), Ontario Library Association (OLA), and Canadian Urban Libraries Council (CULC) – support the sector in a range of ways, from measuring library performance to defining industry guidelines and advocating for increased funding.

Looking beyond the local municipal context, these organizations offer another channel for the library to champion the value of library services through collective efforts. These professional networks also allow Mississauga Library to participate in tackling sector-wide issues.

Specific Actions:

a. Increase involvement in professional organizations and continue to support sector-building advocacy and initiatives.

b. Explore building stronger relationships between the sector and post-secondary institutions that offer library education programs to identify and advise on how to close gaps between what is taught and the skills/knowledge needed to succeed in library services work. Consider how libraries can support skill-building through access to existing resources (e.g. leveraging Makerspaces to support digital and technology skill development).

c. Explore ways to generate broader interest in library education (e.g. through high school and post-secondary career fairs) to support efforts to diversify qualified candidates in the next five to 10 years.

Implementation Plan

Section 7: Implementation Plan

This Implementation Plan is a planning tool to be used in conjunction with the capital recommendations contained within the 2024 Future Directions Plan. City staff should review this Implementation Plan annually to monitor progress on each item and ensure that recommendations are being incorporated into work plans. Key components of the Implementation Plan include:

- Recommendations: The table below summarizes the recommendations contained within the 2024 Future Directions Plan in the order that they appear in this report.

- Reason for Implementation: Highlights a brief summary of the purpose for the recommendations and what it will achieve.

- Timeframe: The timing for implementation of a recommendation should only be considered as a guide. Three timeframes are used: short-term (one to four years), medium-term (five to nine years) and long-term (10+ years).

- Section(s) Most Responsible: Identifies sections of the City responsible for implementing the recommendation.

- Capital/Operating Costs: Recommendations with capital costs will be subjected to the annual planning and budget processes. Recommendations that are anticipated to have an operating impact will also be reviewed through the annual planning and budget process.

Related Areas of Focus	Recommendation	Reason for Implementation	Timeframe	Section(s) Most Responsible	Capital/ Operating
1. Facility Development	Redevelop or expand Lakeview Library to service anticipated population growth.	Population growth	Medium Term	Library Facilities and Operations/ F&PM	Capital
2. Facility Development	Replace the Cooksville Library with a new location as part of the development of a new community centre and/or mixed-use development.	Population growth	Medium Term	Library Facilities and Operations/ F&PM	Capital
3. Facility Development	Redevelop or expand Mississauga Valley Library as part of a broader renovation of the Community Centre.	Population growth Changing customer needs	Short Term	Library Facilities and Operations/ F&PM	Capital

Related Areas of Focus	Recommendation	Reason for Implementation	Timeframe	Section(s) Most Responsible	Capital/ Operating
4. Facility Development, Digital Services, Community Engagement, Service Evolution	Introduce express libraries that meet the community where they are.	Population growth Changing customer needs Awareness gaps	Medium Term	Digital Library Services & Collections/ F&PM	Capital
5. Facility Development, Community Engagement, Service Evolution	Consult residents to determine the future of library services in the Sheridan community.	Leased space	Medium Term	Library Facilities and Operations/ F&PM	Capital
6. Facility Development, Community Engagement, Service Evolution	Explore adding reading gardens at library locations.	Population growth Evolving sector service delivery models	Opportunity Based	Library Facilities and Operations/ F&PM/ Parks, Forestry & Environment/ Recreation & Culture	Capital
7. Facility Development, Community Engagement, Lifelong learning	Identify appropriate sites and timelines for Storywalks, aiming for one Storywalk in each service area.	Celebration and support for literacy Community awareness	Opportunity Based	Library Facilities and Operations/ F&PM/ Parks, Forestry & Environment	Capital
8. Community Engagement, Service Evolution, Staff Development	Refresh the library's vision, mission, and value statements to better reflect how the library aims to serve the community.	Changing sector and community contexts Need for a future-oriented vision	Short term	Library Division/ Library Board	N/A
9. Service Evolution, Staff Development	Develop a proactive strategy for service and program planning, delivery, and assessment using data-driven decision making.	Rapidly evolving trends and customer expectations Capacity challenges Improve adaptability and flexibility	Short term	Operations Planning and Analysis, Library	Operating
10. Facility Development, Service Evolution	Invest in furniture, equipment, and design features that enable flexible use of space.	Evolving sector service delivery models Changing customer use patterns Improve adaptability and flexibility	Medium term	Library Facilities and Operations/ F&PM	Capital

Related Areas of Focus	Recommendation	Reason for Implementation	Timeframe	Section(s) Most Responsible	Capital/ Operating
11. Facility Development, Digital Services, Community Engagement, Service Evolution, Lifelong Learning	Invest in essential technology services to help bridge the digital divide.	Bridging the digital divide Wi-Fi limitations	Short term	Digital Library Services and Collections	Capital
12. Facility Development, Digital Services, Community Engagement, Service Evolution, Staff Development, Lifelong Learning	Invest in enhanced technology to support creativity and innovation, specifically through Maker Mississauga services and programs.	Evolving sector service delivery models Emerging non-traditional literacy areas	Medium term	Digital Library Services and Collections	Capital
13. Community Engagement, Service Evolution, Lifelong Learning	Expand equitable library access for underserved and vulnerable residents.	Library and City EDI commitments Service and access for vulnerable populations	Medium term	Central Library and Community Development	Operating
14. Community Engagement, Service Evolution	Explore offering increased hours of operation through an extended access or self-serve hours model.	Meet customer demand Capacity challenges Evolving sector service delivery models	Medium term	Library Division	Operating
15. Digital Services, Community Engagement, Service Evolution	Optimize the library website and expand virtual branch services.	Discoverability and awareness gaps Evolving sector service delivery models	Short term	Digital Library Services and Collections	Operating
16. Community Engagement, Staff Development, Lifelong Learning	Support the creation of the City's Reconciliation plan and actively explore the creation of a Community Circle with our Indigenous partners which will inform and guide programming as well as relevant initiatives across the City.	Library and City Reconciliation commitments	Ongoing	Library Division	N/A

Related Areas of Focus	Recommendation	Reason for Implementation	Timeframe	Section(s) Most Responsible	Capital/ Operating
17. Community Engagement, Staff Development	Advance Equity, Diversity and Inclusion (EDI) commitments to retain and develop a talented workforce that reflects Mississauga's diverse community.	Library and City EDI commitments Community diversity	Ongoing	Library Division	N/A
18. Facility Development, Community Engagement, Lifelong Learning	Highlight and build on the library's role in supporting civic engagement and climate action by encouraging an informed and active community.	Library and City climate commitments Social climate and evolving community needs	Short term	Library Division/ Parks, Forestry, & Environment	Operating
19. Digital Services, Community Engagement, Service Evolution, Lifelong Learning	Develop collections to be inclusive and to reflect community demographics and interests.	Community demand Community diversity	Ongoing	Digital Library Services and Collections	Operating
20. Community Engagement	Increase marketing and communications efforts to build greater brand recognition and acceptance throughout the community.	Community awareness and perception challenges	Ongoing	Library Division	Operating
21. Community Engagement	Contribute to sector-wide efforts to strengthen and sustain library services in line with City and library priorities.	Sector sustainability to serve changing community context	Ongoing	Library Division	N/A

Funding the Plan

Recommendations in the Future Directions Plan do not always require financial support; 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's 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
- Community benefits charges
- Capital reserves
- Debt financing

Partnerships

The City cannot fund all of its Future Directions Plan projects alone. Partnerships with external agencies can provide welcome funding as well as other resources. 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 priority projects. Where City contributions are required, the City will determine affordability and impacts on its financial position prior to applying for grants.

Development Charges

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

Community Benefits Charges

Section 37 of the Planning Act provides the mechanism for a municipality to impose community benefits charges against high density residential land developments. This revenue tool has replaced the former Section 37 bonus zoning fee. The revenue collected is used to help offset the cost of funding growth-related capital costs related to the servicing needs of residential developments that are five or more storeys.

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 an annual Capital Infrastructure and Debt Repayment levy since 2013. The rate is reviewed annually as part of the business plan and budget approval process.

Debt Financing

Long-term financing is a critical component in funding new construction, and replacing and upgrading capital assets for the City of Mississauga. Taking on long-term debt allows the City to spread out the cost of capital projects over the useful lives of the assets. The amount of debt the City issues each year is determined by how much funding will be yielded by a portion of the capital infrastructure and debt impacts 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.

With all of the City's competing priorities, choices must be made. The 2023-2026 business plan and budget provides detail with respect to which Future Directions projects are currently proposed for funding. Projects identified in the 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.

Appendix

Section 8: Appendix

Community Profile

Age

The 2021 Census recorded the median age in the City of Mississauga at 40.8 years, 2.3 years older than the 2011 Census, indicating the population is aging, however it is slightly younger than the 41.6 years for Ontario as a whole. Between the 2011 and 2021 Census periods, there were approximately 28,500 fewer children and teens under the age of 20 while the number of persons 55 years of age and older grew by over 57,000 persons. The 55+ age group now represents 31 per cent of the City's population whereas the figure was 24 per cent in 2011. The number of younger adults (20 to 34 years) has been modestly increasing over the past three Census periods.

Environics Analytics reports indicate that the largest concentration of residents under the age of 10 is found in Service Area A in the northwest with over 17,000 children. Service Area A also has the largest total population. If using the proportion of any one age group as a percentage of the total Service Area population, Service Areas C and E have the highest proportion of children.

Environics reporting also shows the largest number of older adults 55+in Service Areas A and B due to their large total population. When looking at the 55+ as a percentage of the population, the highest rates are found in Service Areas F, G and H where more than one in every three persons fall under the City's definition of an older adult.

Table 2: Age Structure by Service Area, 2021 Census

	A	B	C	D	E	F	G	H
Children (0 to 9)	9.7%	8.9%	11.5%	8.8%	10.0%	9.0%	8.8%	8.8%
Youth (10 to 19)	12.8%	12.2%	11.7%	10.2%	8.9%	9.9%	10.9%	8.8%
Younger Adults (20 to 34)	23.5%	25.1%	25.8%	23.8%	26.0%	20.8%	20.7%	19.8%
Mature Adults (35 to 54)	27.4%	26.1%	25.7%	23.2%	26.8%	25.0%	25.3%	26.6%
Older Adults (55 to 69)	18.0%	19.0%	14.6%	21.0%	16.6%	20.0%	21.0%	21.6%
Seniors (70+)	8.5%	8.6%	10.6%	13.1%	11.7%	15.3%	13.2%	14.3%

Source: Environics Analytics, 2022.

Income

The 2021 Census reported that Mississauga's average income for private households was $126,500, higher than the Provincial average of $116,000. Environics Analytics reports that communities located south of the QEW along with Service Area B have the highest average incomes while lower average incomes are found in Service Areas E and C, the latter of which is

32 per cent less than the city wide average.[3] Statistics Canada reports that 9.4 per cent of the population falls within its Low Income Measure After Tax (LIM-AT). Notably, 12% of children under the age of 18 and 12% of older adults above the age of 65 are living in LIM-AT households.

Table 3: Average Private Household Income by Service Area, 2021 Census

Service Area	Average Income
A	$138,238
B	$140,371
C	$86,206
D	$137,040
E	$90,442
F	$105,372
G	$180,946
H	$143,269
Citywide	$125,736

Source: Environics Analytics, 2022

Education

Among those age 15 years and over, the 2021 Census reported that 61 per cent of the population held a postsecondary certificate, diploma or degree compared to 57 per cent across the Province. 25 per cent of Mississauga's population held a high school diploma or equivalent, slightly lower compared to the Province (27 per cent). The remaining population (13 per cent) do not hold a certificate, diploma or degree.

Language

According to the 2021 Census, 44 per cent of Mississauga residents list English as the language most often spoken at home, a significant decrease of 16 per cent from the previous Census. This rate is consistent with the Regional rate (47%) although significantly below the Provincial rate (68%). More than one out of four residents (26%) list a non-official language (e.g., other than English and French). The top five non-official languages spoken at home across Mississauga in 2021 were Urdu (5.0%), Arabic (4.6%), Mandarin (3.2%), Polish (3.1 per cent), and Punjabi (2.9%). Over the past 10 years the top five non-official languages spoken at home have remained similar although each has grown around 2%.

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[3] Future Directions Report: Environics Analytics, 2022

Table 4: Top Five Non-Official Languages Spoken by Service Area, 2021 Census

Service Area	Top Five Non-Official Languages Spoken at Home
A	Urdu (8%), Arabic (8%), Mandarin (4%), Tagalog (2%), Spanish (2%)
B	Urdu (8%), Arabic (6%), Punjabi (5%), Cantonese (4%), Mandarin (3%)
C	Punjabi (21%), Urdu (5%), Gujarati (4%), Hindi (3%), Italian (3%)
D	Urdu (5%), Polish (4%), Mandarin (4%), Arabic (4%), Tagalog (3%)
E	Arabic (10%), Urdu (5%), Polish (4%), Tagalog (4%), Spanish (3%)
F	Polish (6%), Ukrainian (5%), Urdu (4%), Italian (3%), Arabic (3%)
G	Polish (4%), Arabic (2%), Mandarin (2%), Spanish (2%), Tagalog (2%)
H	Polish (4%), Portuguese (3%), Italian (3%), Spanish (2%), Ukrainian (2%)

Source: Environics Analytics, 2022

Immigration

Similar to previous Census periods, 53% of Mississauga's population was made up of immigrants in 2021 which is comparable to that of Peel Region (52%) but significantly higher than the Provincial rate (30%). Recent immigrants arriving in the five-year period between 2016 and 2021 represented 14% of the total foreign-born population. Service Area E has the largest proportion of immigrants (63.7%), closely followed by both Service Area C and B (62.9% and 62.6% respectively). Even in Service Areas G and H which have the smallest proportion of immigrants, more than one out of three people are reported as foreign-born residents.

The 2021 Census records 62% of Mississauga's population as being racialized, a consistent increase since 2011 and 2016 when the rates were 54% and 57%, respectively. In comparison to the Region of Peel as a whole whose racialized population comprises 69%, Mississauga is slightly lower but is nearly double that of the province (34%). In 2021, the three largest racialized cultural groups consisted of South Asian (25%), Chinese (7%), and Black (7%) populations.

Table 5: Proportion of Immigrant Population by Service Area, 2021 Census

Service Area	Proportion of Immigrant Population
A	55.6%
B	62.6%
C	62.9%
D	50.1%
E	63.7%
F	56.7%
G	36.3%
H	35.0%

Source: Environics Analytics, 2022

Engagement Participants

The following table provides details about each engagement activity, specifically the audiences reached, the engagement format, the research lead and the number of participants. Information has been supplied jointly by Nordicity and City of Mississauga staff.

Table 1: Overview of Internal and External Engagements

Audience	Format	Lead	Joint Consultation	Participants Reached
Council				
Mayor and Councillors	Individual interviews	City staff	Yes – All divisions	12 participants
Internal – Library				
Commissioner and Division Director	Virtual meeting	Nordicity	No	2 participants
Library Leadership Team	Virtual meeting	Nordicity	No	5 participants
Facilities and Operations (Library Branch Managers)	Virtual meeting	Nordicity	No	10 participants
Collections and Material Handling/ Library Innovation and Technology/ Makerspaces/Social Engagement	Virtual meeting	Nordicity	No	6 participants
Program Development and Training/Community Development and Open Window Hub/ Local History	Virtual meeting	Nordicity	No	4 participants
Library Staff	Online survey (November 28 – December 31, 2022)	Nordicity	No	84 responses
Internal – City of Mississauga (Non-library)				
Environment	Virtual meeting	Nordicity	No	2 participants
EDI	Virtual meeting	Nordicity	No	1 participant
Economic Development Office	Meeting	Nordicity	No	3 participants
External Groups with Interest				
Library Board	Virtual meeting	Nordicity	No	9 participants
School Boards	Virtual meeting	Nordicity	Yes – Recreation, Library, Parks, Forestry, and Environment Culture	8 participants and 1 email response (4 boards invited)
UTM	Meeting	Nordicity	No	1 participant
Sheridan College	Meeting	Nordicity	No	1 participant

Audience	Format	Lead	Joint Consultation	Participants Reached
Teen Advisory Group (TAG)	Meeting	Nordicity	No	10 participants
Older Adult Providers and Clubs	In-branch engagement; Email communication	City staff	No	~15 participants through email, staff facilitation and poster engagement (40 groups invited to virtual meeting – cancelled due to low registration)
Region of Peel and Peel Regional Police	Virtual meeting	Nordicity	Yes – Recreation, Library, Parks, Forestry, and Environment	15 participants(22 staff invited)
Youth	Virtual meeting; Survey	City staff	Yes – Recreation, Library, Parks, Forestry, and Environment, Culture	9 participants and 5 survey responses
Community Agencies	Meeting	Nordicity	Yes – Recreation, Library, Parks, Forestry, and Environment, Culture	18 participants (78 groups invited)
Indigenous Groups				
Mississaugas of the Credit First Nation	Presentation (upcoming)	City staff	Yes – All divisions	TBD
Six Nations of the Grand River	Meeting	City staff	Yes – All divisions	
Public				
Virtual Public Engagement	Virtual meeting	Nordicity	Yes – All divisions	20 participants
Community pop-up events	2 x pop-ups	Nordicity	No	150 participants
Public survey	Online survey (November 14 to December 30, 2022)	City staff and Nordicity	Yes – All divisions	7,021 responses representing 15,424 residents
Passive engagement	Posters; Digital ads; Emails; Recorded message; Road signs; Website; etc.	City staff	No	n/a

Public Survey Demographic Summary

The following is a high-level summary of the demographic profile of responding households.

- There were a total of 15,424 people living in responding households, representing approximately two per cent of Mississauga's population.

- Compared to the 2021 Census, responding households were over-represented in infants and toddlers (under 4 years), children and youth (ages 5 to 13 years), teenagers and young adults (ages 14 to 25 years), and mature adults (36 to 50 years). Conversely, responding households were under-represented in adults (26 to 35 years), older adults (51 to 69 years) and seniors (70+ years). This is common as family households are more likely to complete a survey of this type.

Table 6: Age Group Distribution of Responding Households

Age Group*	Survey Sample Number of Persons	%	2021 Census	Difference (+/-)
Under 4 Years	917	6%	4%	2%
5 to 13 Years	2,201	14%	11%	3%
14 to 25 Years	2,364	15%	13%	2%
26 to 35 Years	2,002	13%	14%	-1%
36 to 50 Years	3,441	22%	19%	3%
51 to 69 Years	3,295	21%	27%	-6%
70+ Years	1,204	8%	13%	-5%
Total	15,424	100%	100%	

Note: Age categories used in the public survey are not consistent with the age categories used in the Statistics Canada 2021 Census; however, for high-level comparative purposes they are acceptable for the objectives of this analysis.

- 43 per cent of survey respondents were between the ages of 30 and 49 years.

- More than one-quarter (26 per cent) of survey respondents have lived in Mississauga for more than 30 years. One in five (22 per cent) of survey respondents have lived in the City for 11 to 20 years. 17 per cent of survey respondents are generally considered to be new residents who have lived in Mississauga for less than five years.

- English is the most common language spoken at home, which was identified by nine in ten (91 per cent) survey respondents. Other common languages included Urdu (six per cent), Hindi (six per cent), French (five per cent) Arabic (four per cent) and Cantonese (three per cent). This is generally consistent with the 2021 Census as the most common languages spoken at home are English, Chinese (e.g. Cantonese, Mandarin, etc.), Urdu, Arabic, Punjabi, Polish and Tagalog (Filipino).

- Responding households in the L5N postal code area were over-represented compared to Canada Post household data by Forward Sortation Area (FSA). The L5N area is bound by Highway 401 to the north, Highway 407 to the west, Britannia Road West to the south and Levi Creek to the east. By contrast, responding households in the L5B postal code were

under-represented compared to Canada Post household data by FSA. The L5B area is bound by Highway 403 to the north, Mavis Road to the west, Queen Elizabeth Way to the south and Hurontario Street to the east. Generally speaking, responding households are representative of the distribution of households across Mississauga. Less than one per cent of survey respondents were non-residents (e.g. Milton, Oakville, etc.); experience demonstrates that this response rate from non-residents has no impact on the overall survey results.

Table 7: Distribution of Responding Households by Postal Code

| Postal Code | Survey Sample | | Canada Post | Difference |
	#	%	Postal Code FSA	(+/-)
L5M	666	15%	13%	2%
L5N	663	15%	11%	4%
L5L	340	8%	6%	2%
L5B	337	8%	12%	-4%
L5A	257	6%	8%	-2%
L5V	233	5%	6%	0%
L5J	229	5%	4%	1%
L4Z	209	5%	6%	-1%
L5G	193	4%	4%	1%
L5C	161	4%	4%	0%
L5R	156	4%	5%	-2%
L4W	134	3%	3%	0%
L4Y	128	3%	4%	-1%
L5H	124	3%	2%	1%
L5E	119	3%	2%	1%
L5W	114	3%	2%	0%
L4T	97	2%	4%	-2%
L5K	91	2%	2%	0%
L4X	74	2%	3%	-1%
L4V	4	0%	0%	0%
L5P	4	0%	0%	0%
L5T	2	0%	0%	0%
L5S	0	0%	0%	0%
Don't know/Prefer not to answer	66	1%		
Other	36	1%		
Total	**4,437**	**100%**		

Table 8: Geographic Distribution of Responding Households by Postal Code
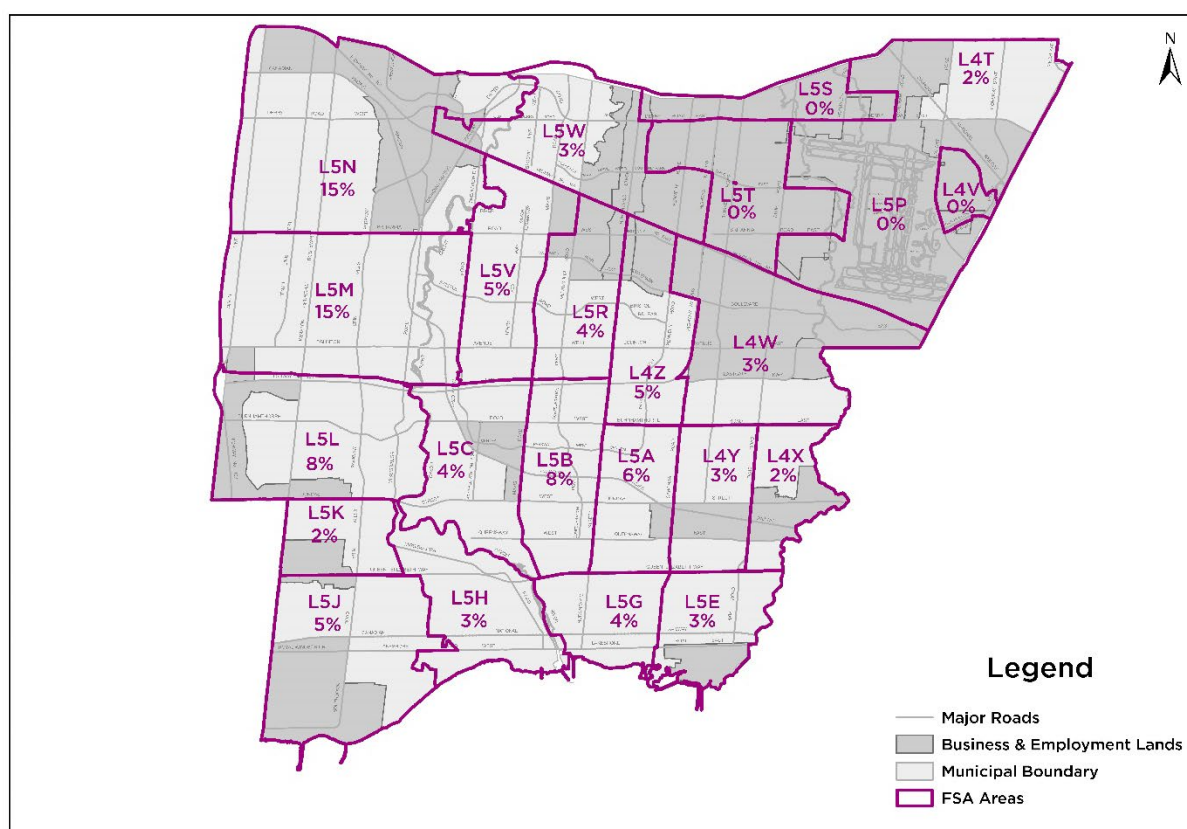
- Nearly two-thirds (61 per cent) of survey respondents identified as a woman and one-third (33 per cent) identified as a man. Approximately one per cent of survey respondents identified as gender non-confirming/non-binary or genderqueer and five per cent preferred not to answer.

- More than one-quarter (26 per cent) of survey respondents had a household income of $110,000 or more. By comparison, the median household income in 2020 was $102,000 or $89,000 after tax.

- Four in five (80 per cent) survey respondents use a personal vehicle as their primary mode of transport, either as a driver or a passenger. Other common modes of transport included MiWay public transit (nine per cent) and walking (six per cent).

- More than one-third (38 per cent) of survey respondents identified as a Racialized Person, which included people who are non-Caucasian in race or non-white in colour and do not include Indigenous Peoples of Turtle Island/North America. Less than one per cent of survey respondents identified as an Indigenous Person of Turtle Island/North America, half (54 per cent) of whom were a First Nations Indigenous Person and nearly one-third was Metis (31 per cent).

- Nearly one-tenth (nine per cent) of survey respondents identified as a person with a disability. Among this sub-group, 43 per cent had a mobility/dexterity limitation such as a physical disability. 35 per cent had a mental/emotional health disability and 34 per cent had a chronic health condition. Other disabilities that were identified included, but were not

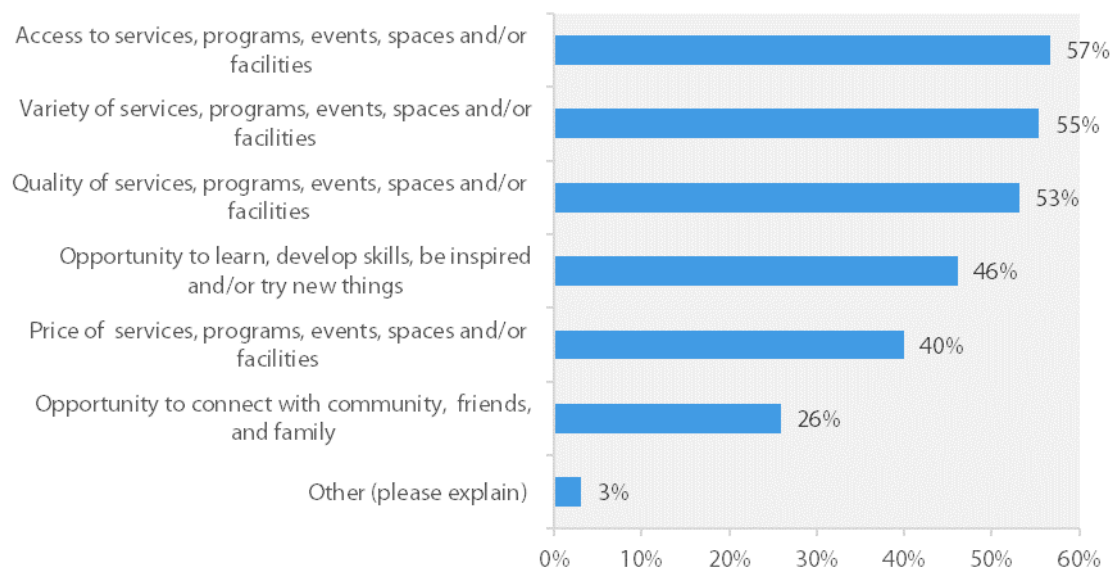limited to, hearing, learning or behavioural, neurological, vision, developmental and speech/language.

Overview of Public Survey

This section provides an overview of public survey findings relevant to the library. It includes charts for the library components of the common questions as well as all library section questions.

Common Questions

The following charts show responses related to library services from the common questions section of the public survey.

Figure 1: What Do You Like Best About Library Services in the City of Mississauga? (Select up to 3) (n=7,021)

Horizontal bar chart:
- Access to services, programs, events, spaces and/or facilities: 57%
- Variety of services, programs, events, spaces and/or facilities: 55%
- Quality of services, programs, events, spaces and/or facilities: 53%
- Opportunity to learn, develop skills, be inspired and/or try new things: 46%
- Price of services, programs, events, spaces and/or facilities: 40%
- Opportunity to connect with community, friends, and family: 26%
- Other (please explain): 3%

Source: City of Mississauga Future Directions Public Survey

Among those who selected "other," common themes included variety of materials and services for all different ages (especially children and families); access to technology and digital materials; help from professional and friendly staff; engaging programs and guest lectures/workshops; and supportive and safe environment that can bring together all different cultures to connect.

Figure 2: What Are the Reasons You Are Unable to Participate in Library Services Provided by the City of Mississauga? (Select up to 3) (n=7,021)
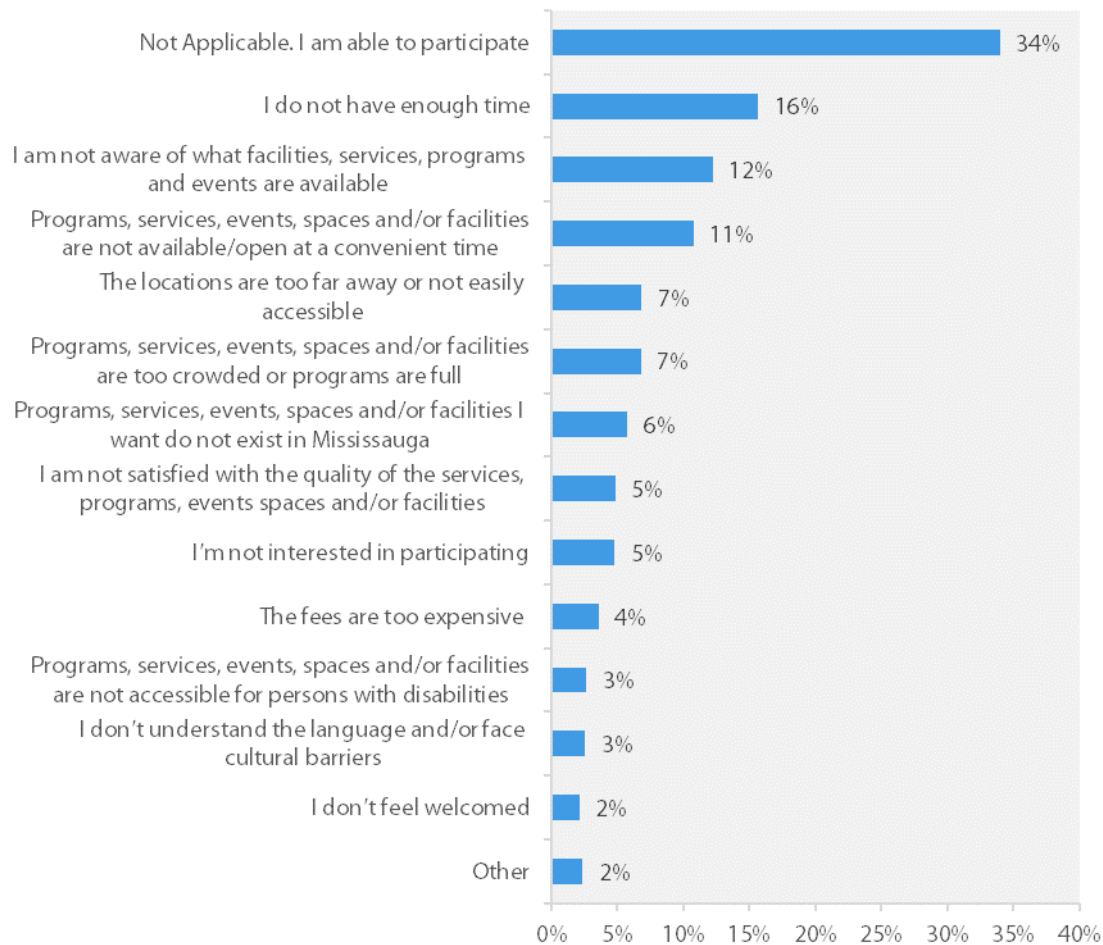
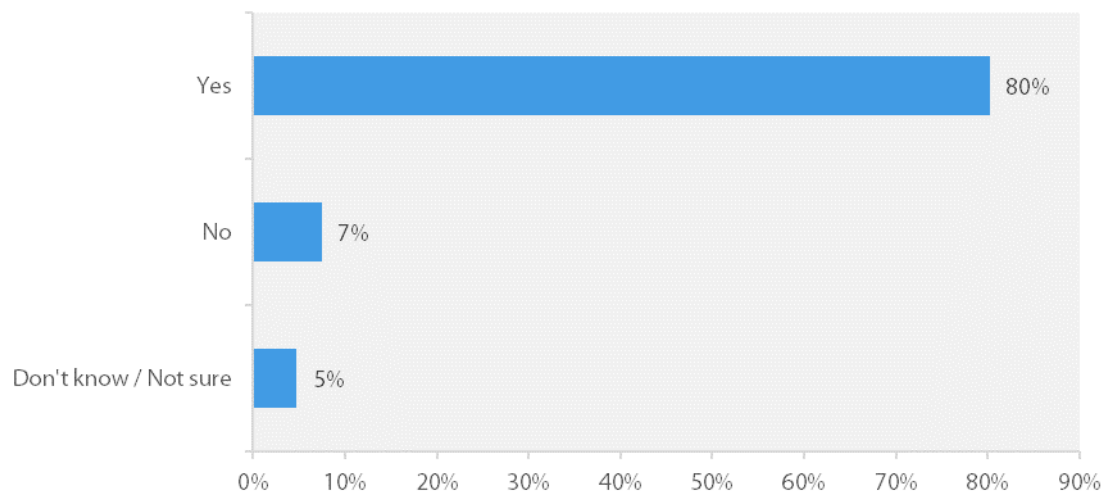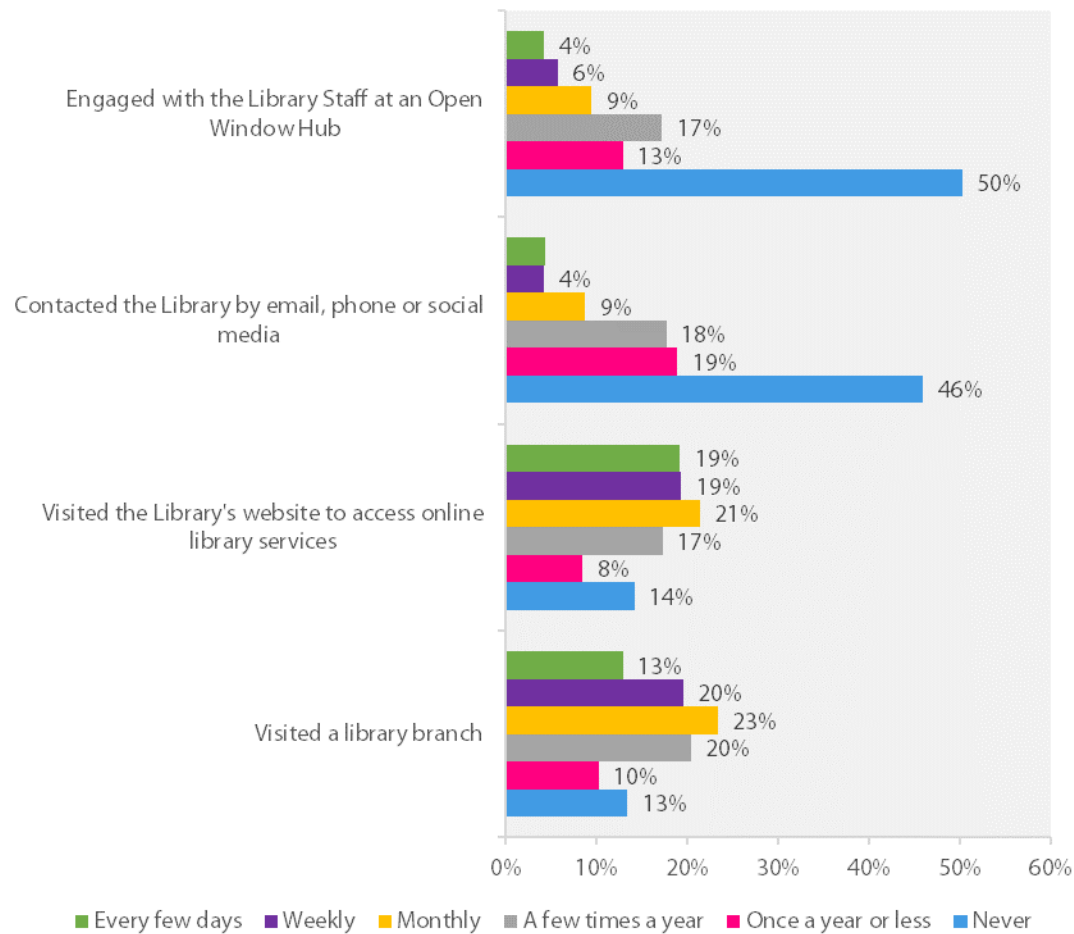Source: City of Mississauga Future Directions Public Survey

Among those who selected "other," common themes included reluctance or hesitance to use programs and services (or returning to in-person facilities) due to COVID-19, and the impact of closures across a variety of the library facilities due to renovations and construction.

Figure 3: How Has Your Use of Library Services or Attendance to Programs and Events Changed Since the Onset of the COVID-19 Pandemic in Spring 2020? (n=7,021)
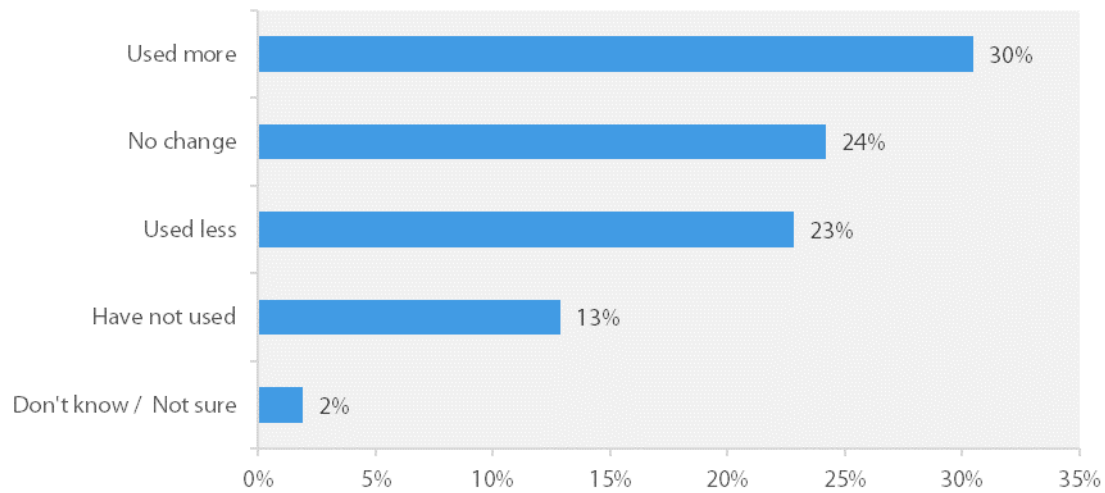
Source: City of Mississauga Future Directions Public Survey

Figure 4: Are You Satisfied With the Amount of Time It Takes You to Travel to Library Services? (n=7,021)

Source: City of Mississauga Future Directions Public Survey

Figure 5: What Is the Best Way for You To Learn About Services, Programs, Events, Spaces, and Facilities Offered by the City of Mississauga? (Please select all that apply) (n=6,652)

Category	Percentage
City Webpages (including mississauga.ca, mississaugalibrary.ca, mississauga.ca/recreation,…	64%
E-Mails or E-Newsletters	54%
ActiveMississauga.ca	48%
Social Media (including Twitter, Facebook, Instagram, TikTok)	39%
Posters at Community Centres, Libraries, Arenas, etc	31%
Search Engines (e.g. Google)	31%
Brochures and Flyers	22%
Media and News Stories	18%
Electronic Display Boards at Facilities and Transit/Bus Stops	15%
Transit Shelter Posters or Advertisements on Buses	13%
Newspaper Print	9%
Radio Advertisements	9%
Other (please explain)	3%

Source: City of Mississauga Future Directions Public Survey

Among those who selected "other," common themes included word of mouth; City or library booths at community events; TV and other media stories surrounding community updates and events; and involvement through schools and school outreach efforts.

Library Questions

The following charts show responses from the library-specific section of the public survey.

Figure 6: In the Past Twelve Months, Please Identify How Frequently You Have Accessed the Mississauga Library in the Following Ways: (n=7,021)

Engaged with the Library Staff at an Open Window Hub
- 4%
- 6%
- 9%
- 17%
- 13%
- 50%

Contacted the Library by email, phone or social media
- 4%
- 9%
- 18%
- 19%
- 46%

Visited the Library's website to access online library services
- 19%
- 19%
- 21%
- 17%
- 8%
- 14%

Visited a library branch
- 13%
- 20%
- 23%
- 20%
- 10%
- 13%

Legend: ■ Every few days ■ Weekly ■ Monthly ■ A few times a year ■ Once a year or less ■ Never

Source: City of Mississauga Future Directions Public Survey

Figure 7 Why Do You Not Access the Library and Its Materials, Programs or Services More Frequently? (Please select your top 3) (n=1,388)
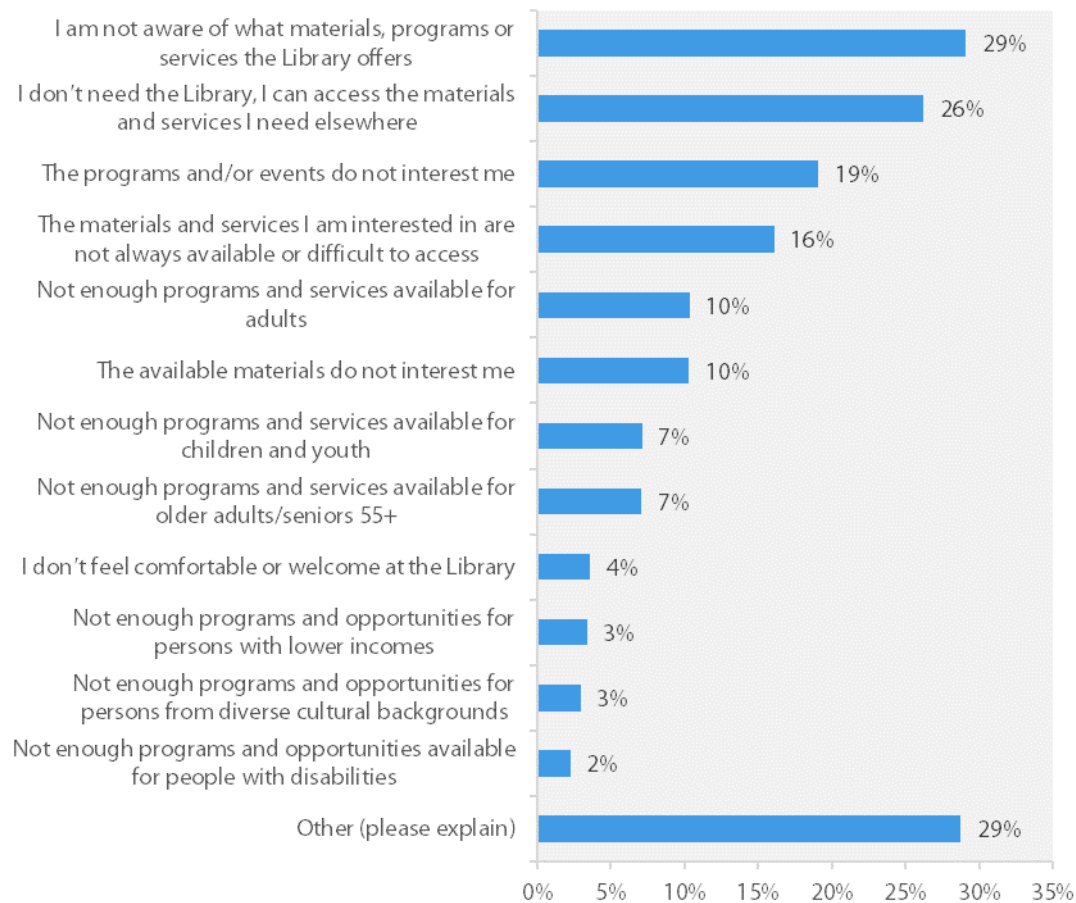
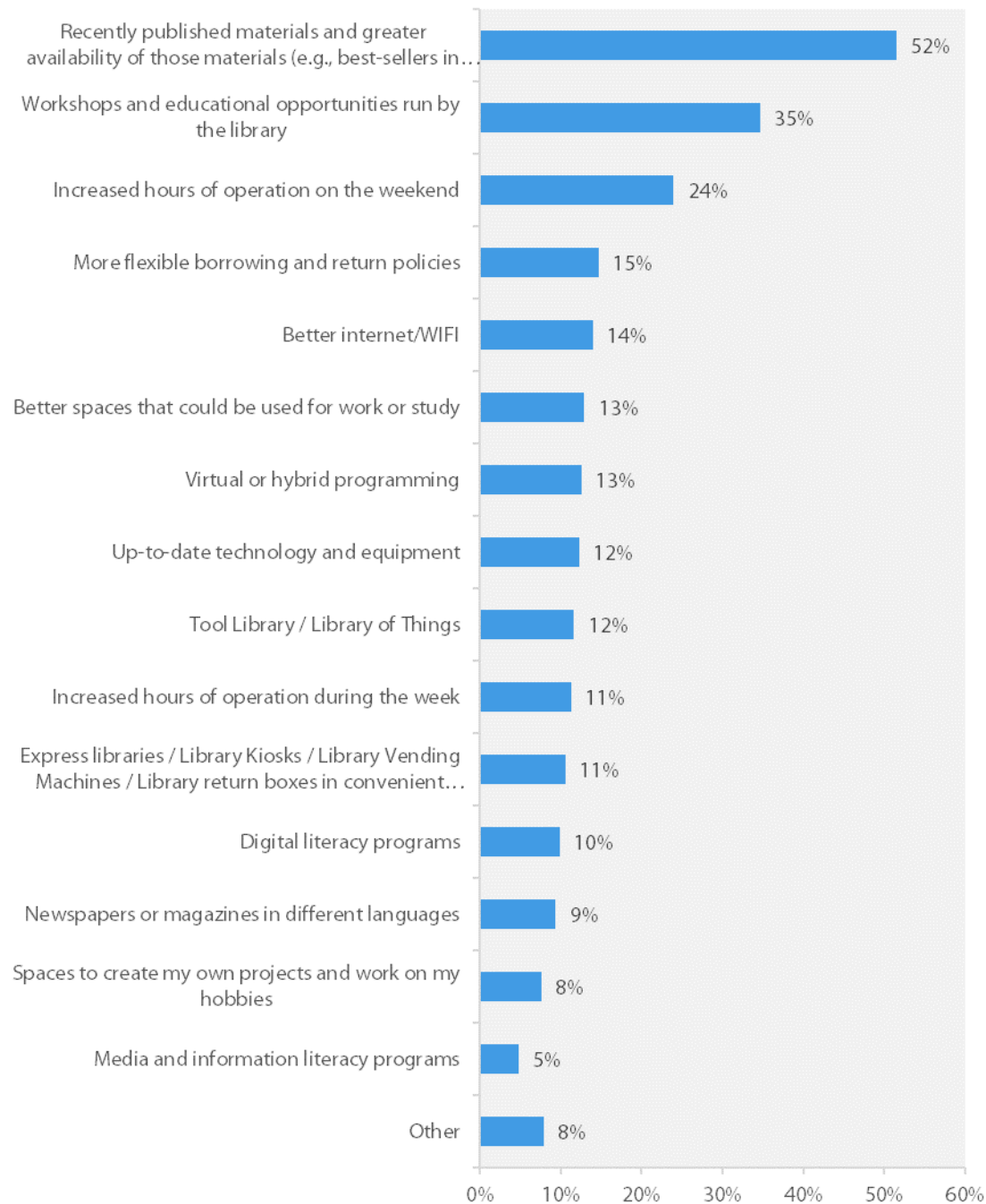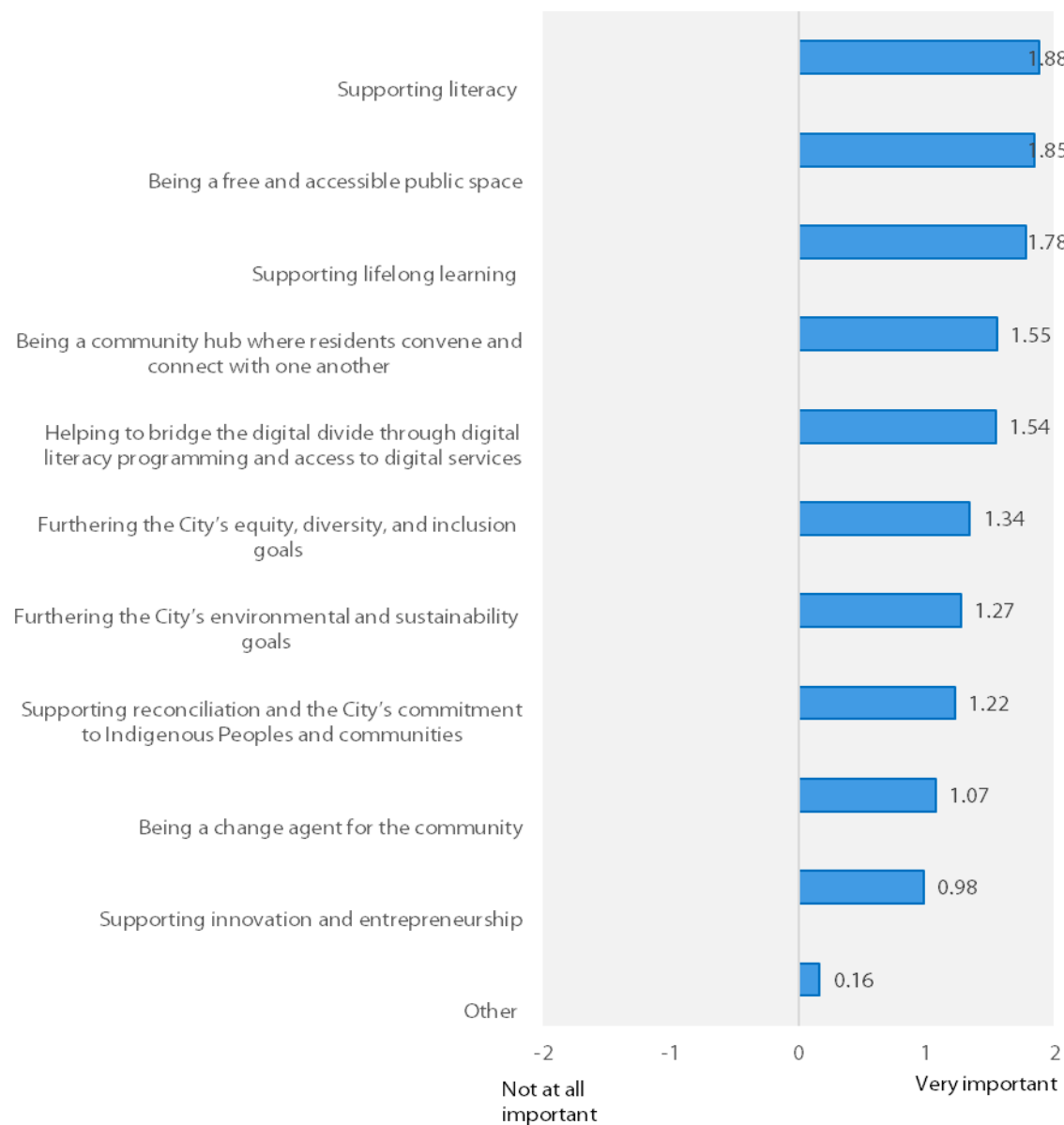Source: City of Mississauga Future Directions Public Survey

Among those who selected "other," common themes included I do not have enough time and/or are too busy; I am not from Mississauga or access public libraries from surrounding municipalities such as Toronto; the library near me is currently under construction/renovation and is closed; and I am immunocompromised or have health issues that make it challenging for me to access the library in-person (especially due to COVID-19).

Figure 8 Why Do You Not Access the Library and Its Materials, Programs, or Services More Frequently? (Select all that apply) (n=7,021)
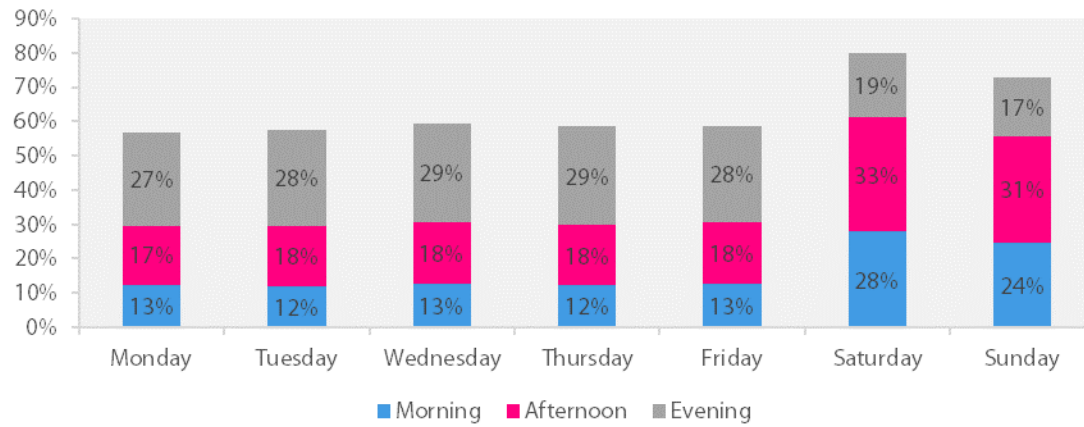
Source: City of Mississauga Future Directions Public Survey

Figure 9 Please Rate Your Level of Satisfaction With the Following Mississauga Library Collections, Programs and Services (n=7,021)
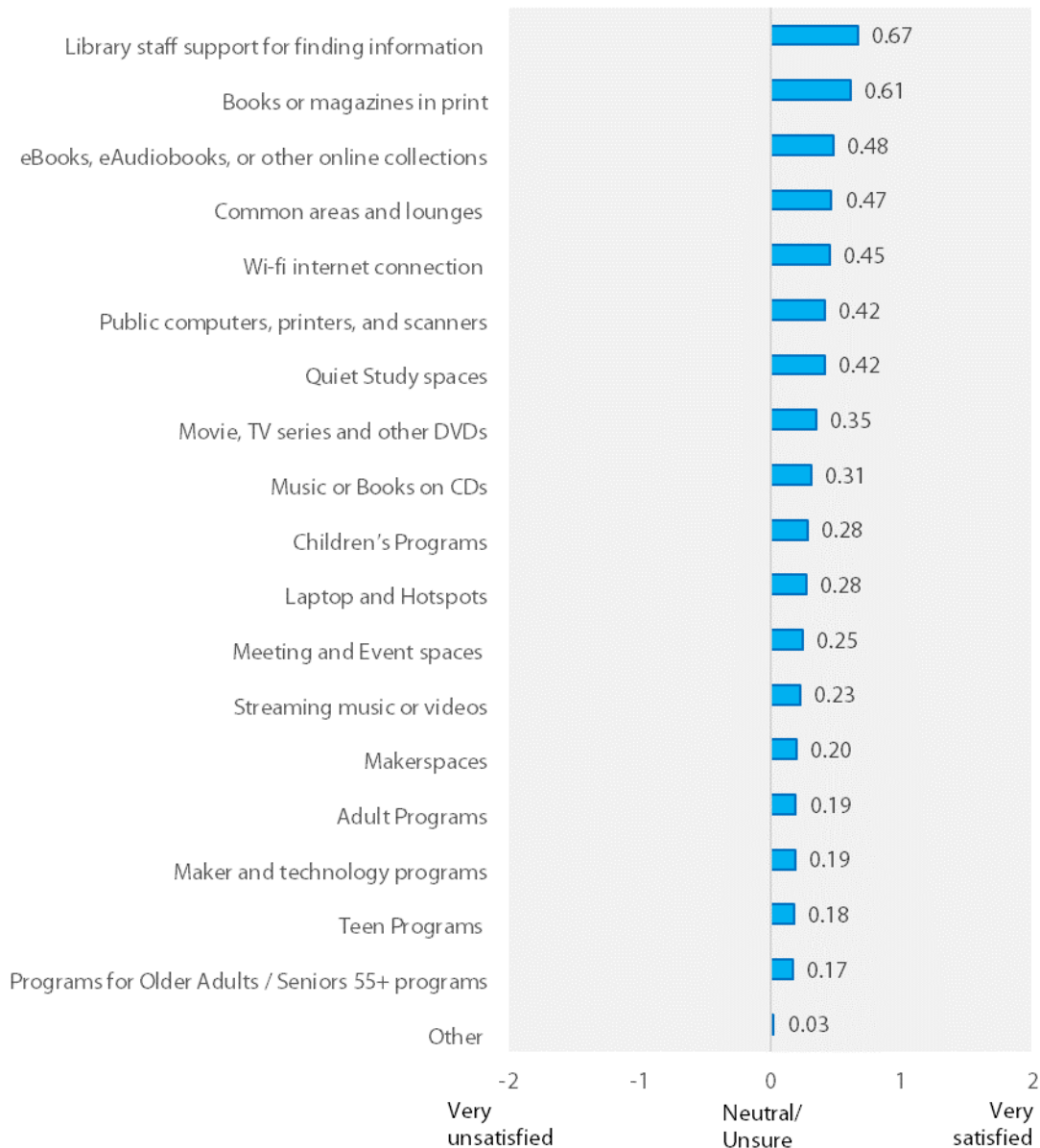
Source: City of Mississauga Future Directions Public Survey

Among those who selected "other," common themes included the desire for a café or eating area; more video games for youth and younger adults; and the need to ensure separation between quiet space and community space in order to best enjoy library collections, services and programs.

Figure 10 What would you like to see (or see more of) at Mississauga Library in the future? (Please select your top three) (n=4,345)

Category	Percentage
Recently published materials and greater availability of those materials (e.g., best-sellers in…	52%
Workshops and educational opportunities run by the library	35%
Increased hours of operation on the weekend	24%
More flexible borrowing and return policies	15%
Better internet/WIFI	14%
Better spaces that could be used for work or study	13%
Virtual or hybrid programming	13%
Up-to-date technology and equipment	12%
Tool Library / Library of Things	12%
Increased hours of operation during the week	11%
Express libraries / Library Kiosks / Library Vending Machines / Library return boxes in convenient…	11%
Digital literacy programs	10%
Newspapers or magazines in different languages	9%
Spaces to create my own projects and work on my hobbies	8%
Media and information literacy programs	5%
Other	8%

Source: City of Mississauga Future Directions Public Survey

Among those who selected "other," common themes included greater selection and quantity of books; an extended range of programing for kids and youth (including book clubs, tutoring and study groups); and greater range of multilingual materials and programming.

Overview of Staff Survey

This section provides an overview of staff survey findings. It includes charts for each question from the staff survey.

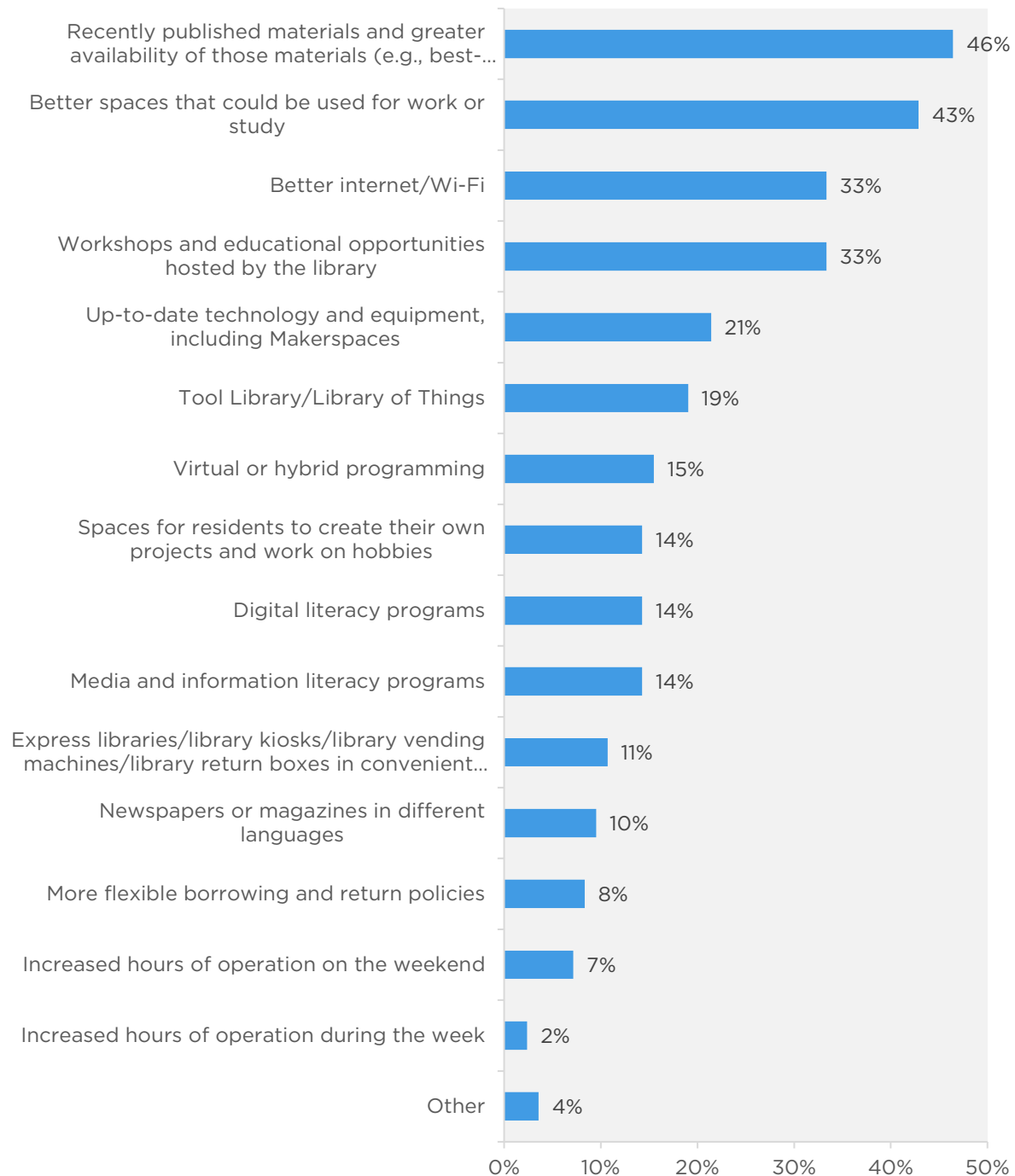Figure 11 Please Identify How Important the Following Should Be to the Role of the Library Over the Next Five Years (n=85)

Source: City of Mississauga Future Directions Library Staff Survey

Among staff who selected "other," additional priorities noted included providing space and programs for children, adults and older adults; more support for older adults; and facilitating community conversations around social issues.

Figure 30: What Library Services/Service Areas Do You Think Will Be Most Important for the Community Over the Next Five Years? (n=85)
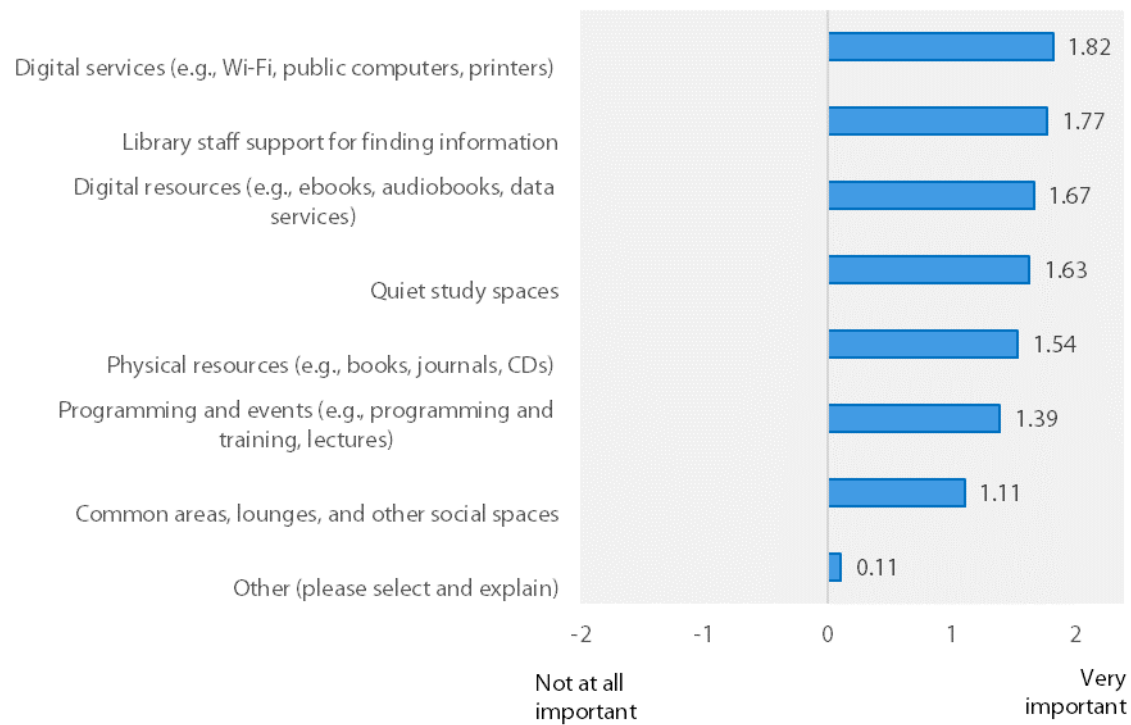
Source: City of Mississauga Future Directions Library Staff Survey

Among staff who selected "other," additional priorities noted included access to supports and services that may not otherwise be present in the community; more support for students with their research; and supporting staff with internet and equipment instruction for using devices and systems.

Figure 31: What Should the Library Offer (Or Offer More Of) In the Near Future? (Please select your top 3) (n=84)

Category	Percentage
Recently published materials and greater availability of those materials (e.g., best-...	46%
Better spaces that could be used for work or study	43%
Better internet/Wi-Fi	33%
Workshops and educational opportunities hosted by the library	33%
Up-to-date technology and equipment, including Makerspaces	21%
Tool Library/Library of Things	19%
Virtual or hybrid programming	15%
Spaces for residents to create their own projects and work on hobbies	14%
Digital literacy programs	14%
Media and information literacy programs	14%
Express libraries/library kiosks/library vending machines/library return boxes in convenient...	11%
Newspapers or magazines in different languages	10%
More flexible borrowing and return policies	8%
Increased hours of operation on the weekend	7%
Increased hours of operation during the week	2%
Other	4%

Source: City of Mississauga Future Directions Library Staff Survey

Among staff who selected "other," responses included a circulating collection of data-enabled library devices such as laptops/tablets; and more quiet spaces in the library for work and study.

Figure 32: Mississauga Library Values Staff Training, Development, and Access to Resources To Ensure High Quality Service Delivery. Please Identify How Important the Following Are to You as a Library Staff Member (n=85)
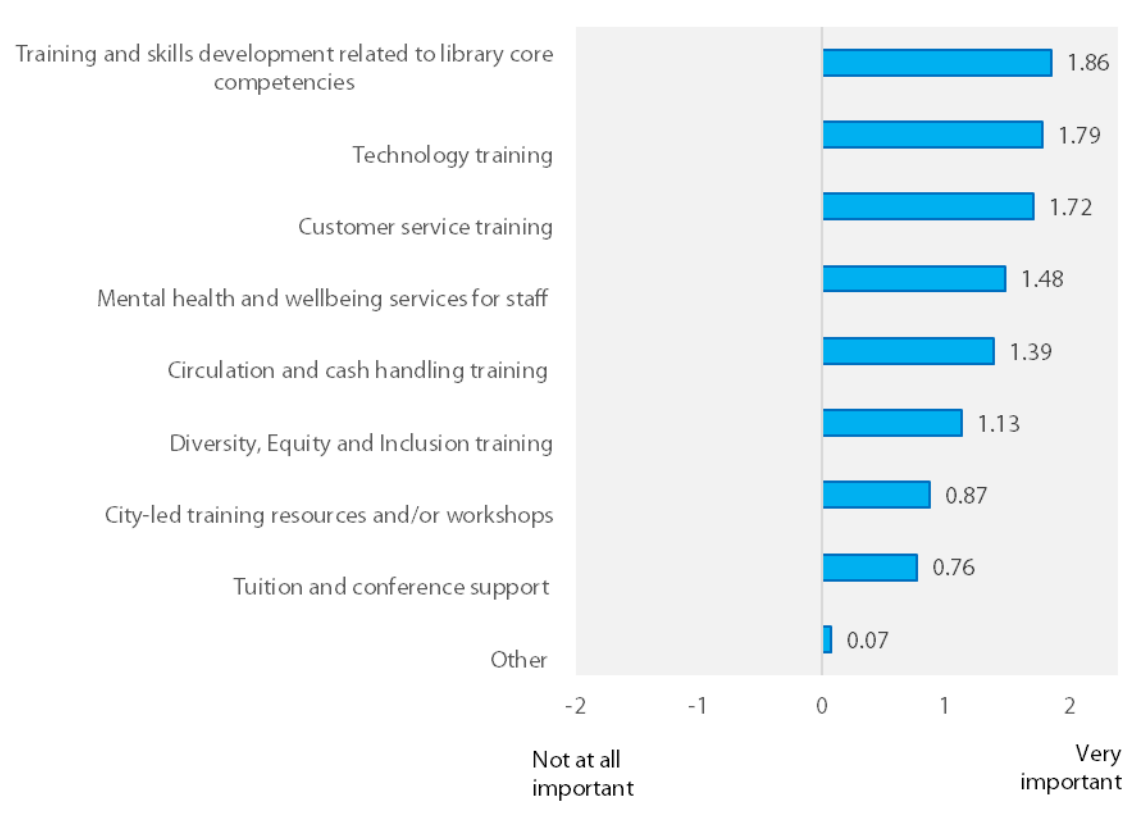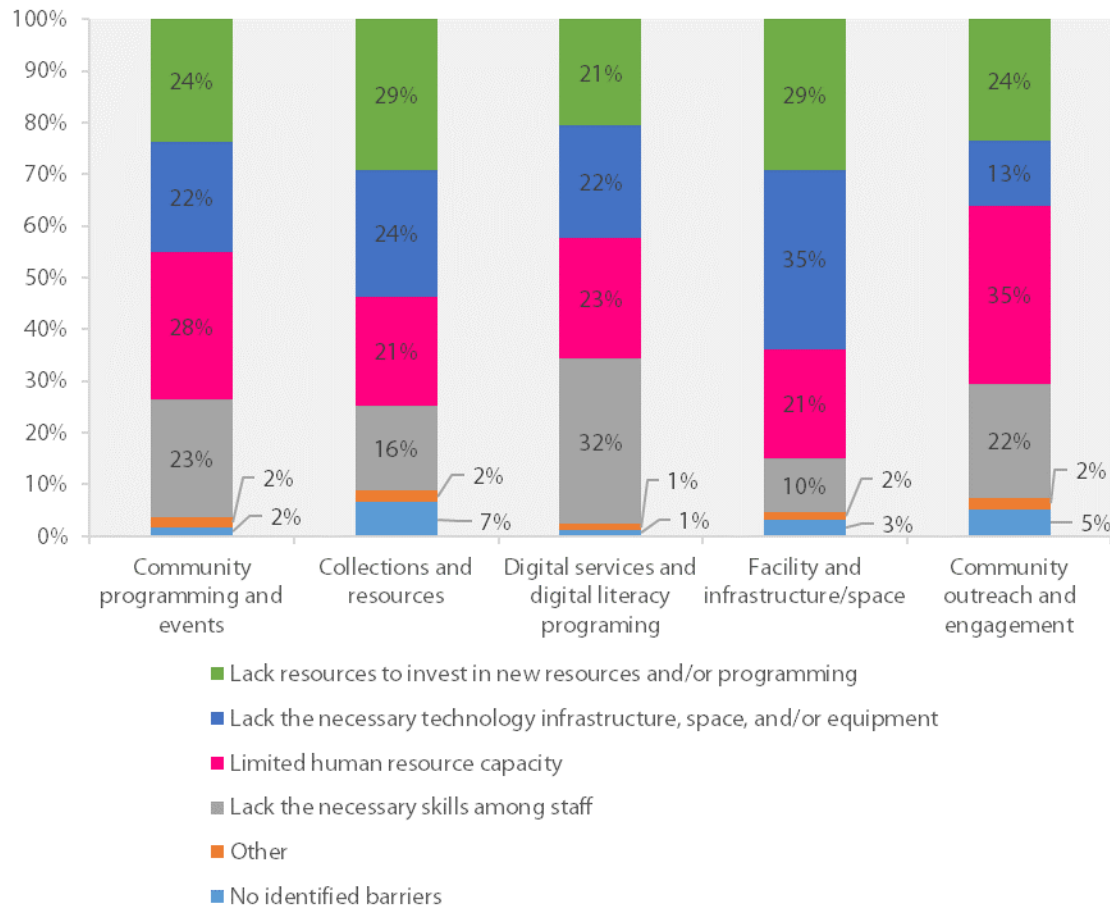

Source: City of Mississauga Future Directions Library Staff Survey

Among staff who selected "other," common themes included more mentoring and staff shadowing opportunities; mental health support and training; and general library program training.

Figure 33: The COVID-19 Pandemic Presented Particular Challenges for Public Libraries, Including Extended Closures and Changes in Service Delivery. How Successful Do You Think the Library Was in Pivoting To Virtual Service Delivery During the COVID-19 Pandemic? (n=85)
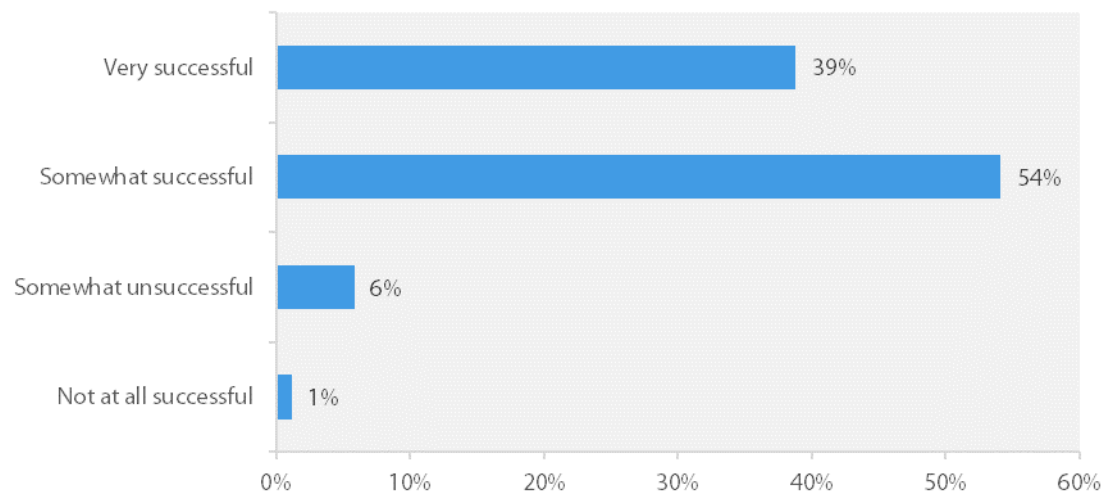
Source: City of Mississauga Future Directions Library Staff Survey

Figure 12 How Well Equipped Do You Think Staff Were To Deal With the Pivot To Virtual Service During the COVID-19 Pandemic? (n=85)
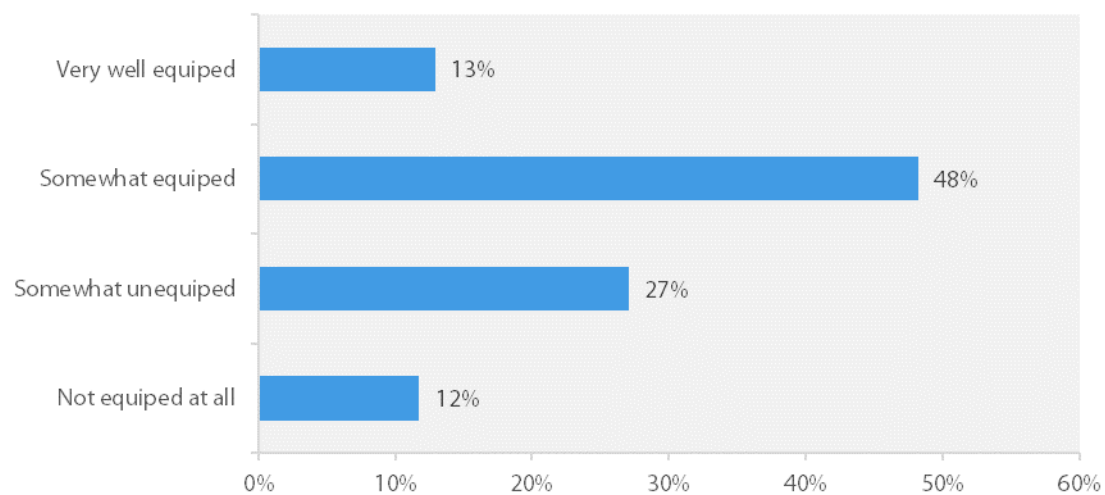
Source: City of Mississauga Future Directions Library Staff Survey

Figure 13 What Key Challenges Do You Feel the Library Faces in Continuing With a Hybrid Service Delivery Model (Virtual and In-Person) Moving Forward? (Please select your top 3) (n=84)
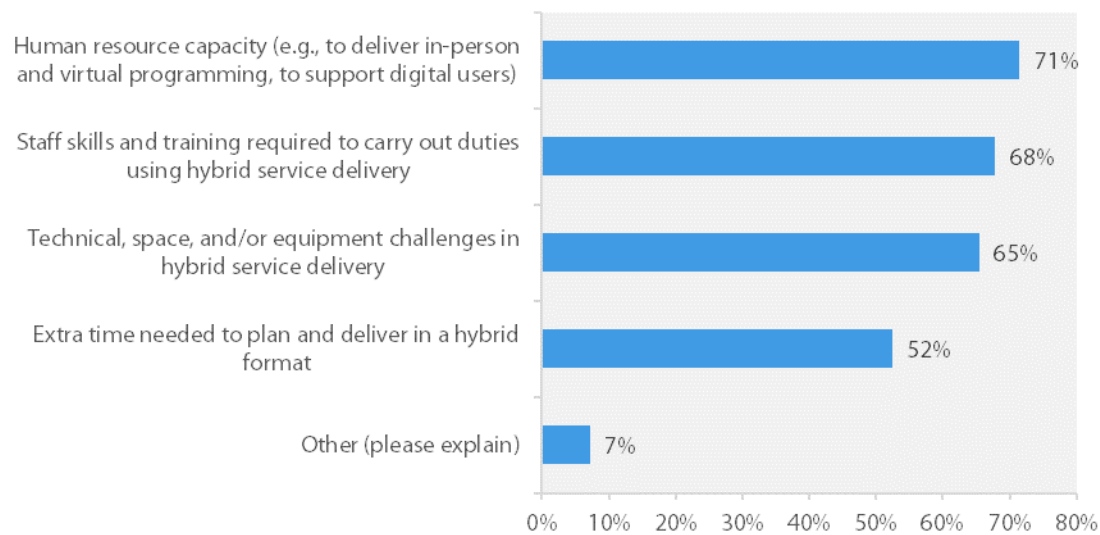
Challenge	Percentage
Human resource capacity (e.g., to deliver in-person and virtual programming, to support digital users)	71%
Staff skills and training required to carry out duties using hybrid service delivery	68%
Technical, space, and/or equipment challenges in hybrid service delivery	65%
Extra time needed to plan and deliver in a hybrid format	52%
Other (please explain)	7%

Source: City of Mississauga Future Directions Library Staff Survey

Among staff who selected "other," a common theme included improved management and mandate surrounding hybrid programming (greater training and clear directives are needed, as some staff are extremely hesitant to offer their skills to online programming).

Figure 14 What Barriers Exist That Might Hinder the Library's Ability To Meet Evolving Community Needs in the Following Areas (Please select up to 3 for each area) (n=84)

Source: City of Mississauga Future Directions Library Staff Survey

Among staff who selected "other," responses included the need for greater awareness and publicity to library programs and events in branch with calendars; need to hire more staff for library programming; greater availability and number of books and materials readily available; and greater selection of up-to-date equipment for the public and staff.

Figure 15 An Ongoing Challenge Facing Public Libraries Is Raising Awareness of the Services That Are Provided, the Role Those Services Play in the Well-Being of the Community and the Expertise and Resources Required To Deliver Those Services. In Your View, What Is the Level of Public Awareness Regarding the Library's Programs, Services and Role in the Community? (n=82)
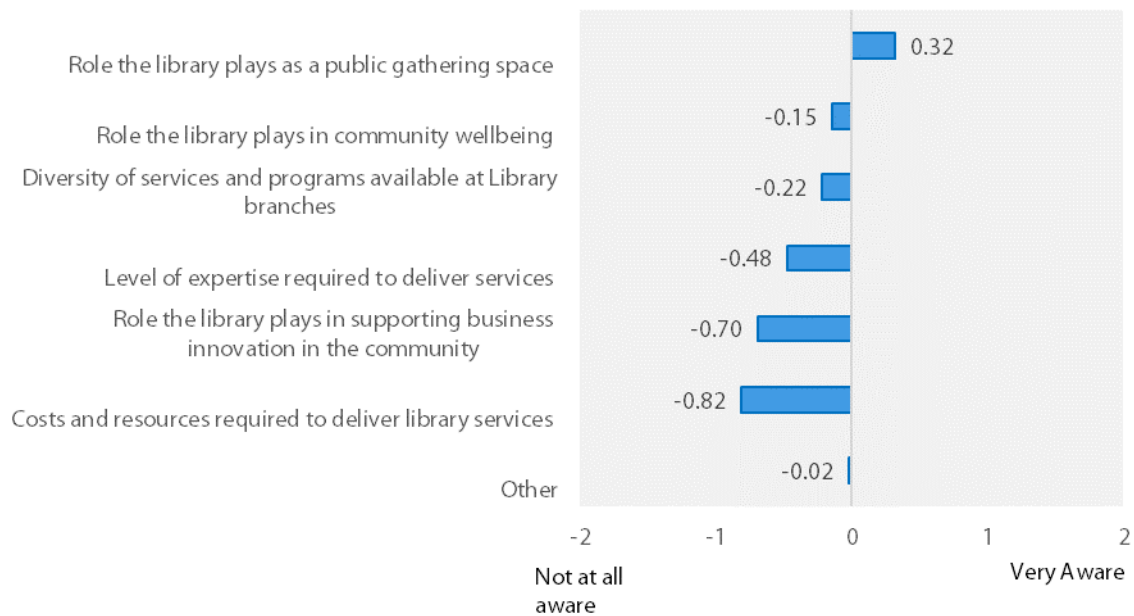
Source: City of Mississauga Future Directions Library Staff Survey

Among staff who selected "other," additional comments included the need to provide training for all staff on how to communicate the role and services provided to the community by Mississauga public libraries.

Overview of Community Pop-ups

This section provides an overview of the community pop-up findings. The first pop-up event was held at the City Centre Transit Terminal on a weekday late afternoon/early evening and directly engaged 110 people. The second pop-up event was held at Meadowvale Community Centre and Library on a weekend afternoon and directly engaged 40 people. The charts in this section show responses to specific engagement questions at each pop-up.

Figure 16 In the Last 12 Months, How Frequently Have You Visited a Mississauga Library Location or Accessed Library Materials (In Person or Online)?
Total number of responses from Transit Terminal pop-up n=77
Total number of responses from Meadowvale pop-up n=49
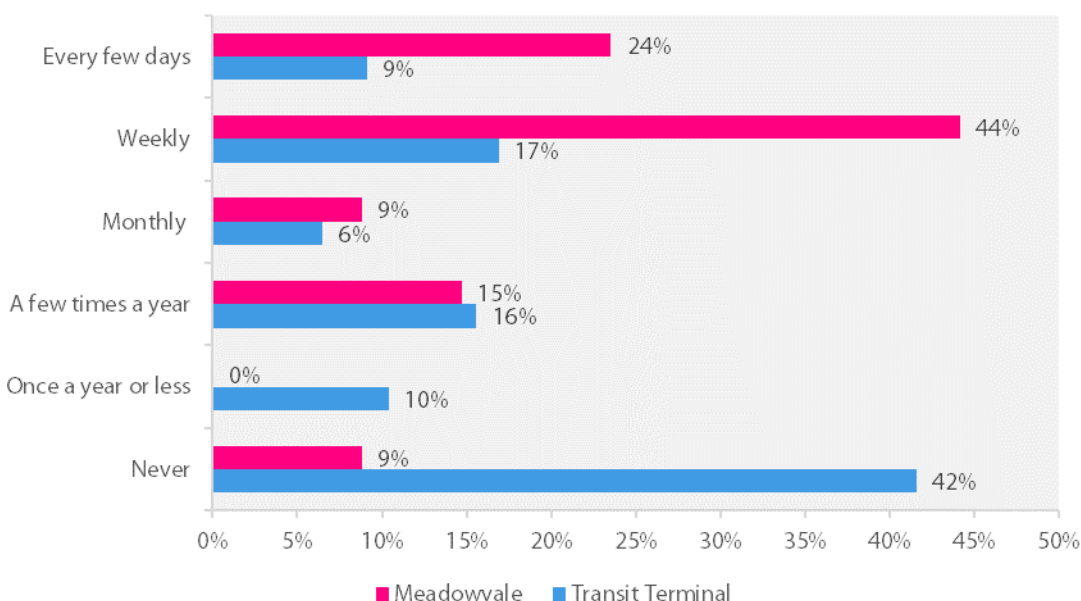
Source: City of Mississauga Public Pop-up Event Polling Results

Figure 17 The Thing I Value Most About the Mississauga Library Is…
Total number of responses from Transit Terminal pop-up n=34T
otal number of responses from Meadowvale pop-up n=37
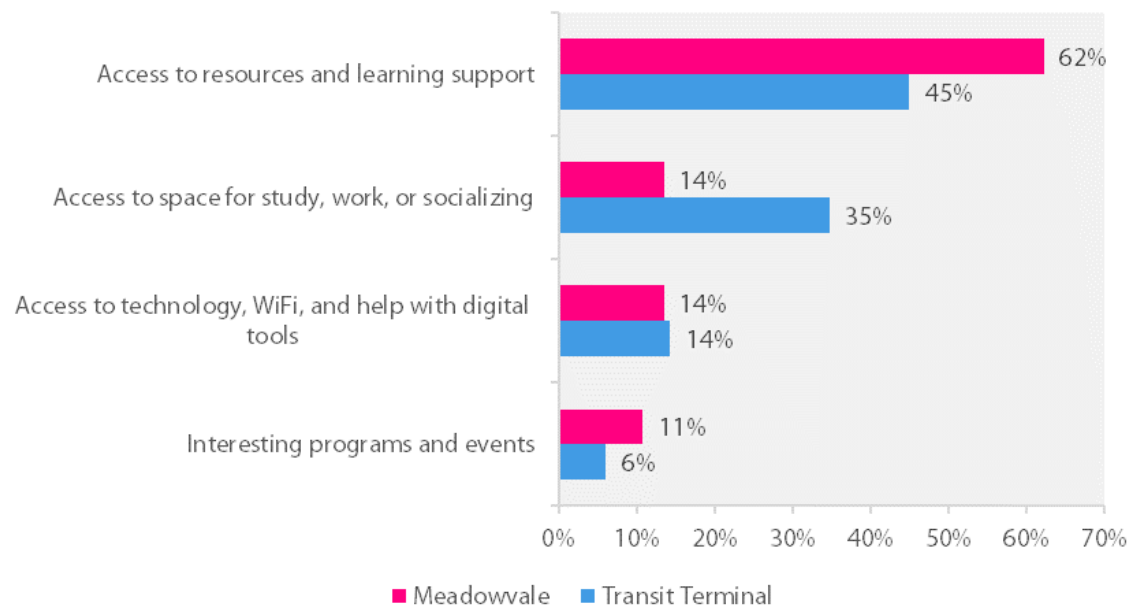
Source: City of Mississauga Public Pop-up Event Polling Results

When asked the open-ended question "what would you like to see more of," some of the key themes that came through at both pop-ups included:

- More programming geared towards all different age groups including kids, youth, adults and seniors.
- More quiet space for studying, working, and reading (large meeting rooms, individual booths, etc.).
- More lending technology such as tablets, computers, video games, recording equipment, etc.

Greater variety of materials such as books and magazines in terms of themes (i.e. LGBTQ2S+), as well as languages (Arabic, French, etc.)

Comparative Library System Review

Mississauga Library's provision, utilization and participation levels were assessed against 11 comparable public library systems (using available data from 2019, 2020 and 2021), as well as against industry recommendations for provision standards where such standards exist. Industry standards that are provided are recommended by Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO) and are supported by the Ontario Public Library Guidelines Monitoring and Accreditation Council.

The following library systems were included for comparison because of comparable size to Mississauga Library:

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

The following library systems were included for comparison because of proximity to Mississauga:

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

In addition, Vaughan Public Library was included as an aspirational example due to the level of funding it currently receives for a system of its size.

While limitations in the source data mean complete data sets are not available for all comparable systems across all three years, the analysis nonetheless reveals trends across the systems. Notably, data sources analyzed in this section include 2019, 2020 and 2021 statistics and therefore do not reflect any changes that may have occurred in 2022 and 2023 as the sector recovers from the pandemic. In some cases, changes in provision levels over the period examined may be the result of changes in service delivery in keeping with public health guidelines such as social distancing. Importantly for the Mississauga Library context, HMCL – the system's largest location – closed in early 2021 for renovations and is expected to reopen in late 2023. Explanation is offered where this closure may have impacted provision, use and participation data for Mississauga Library.

Key performance indicators that were analyzed include floor space, opening hours, alternative service delivery, staff and training, technology access, registration, visits, collections and programs.
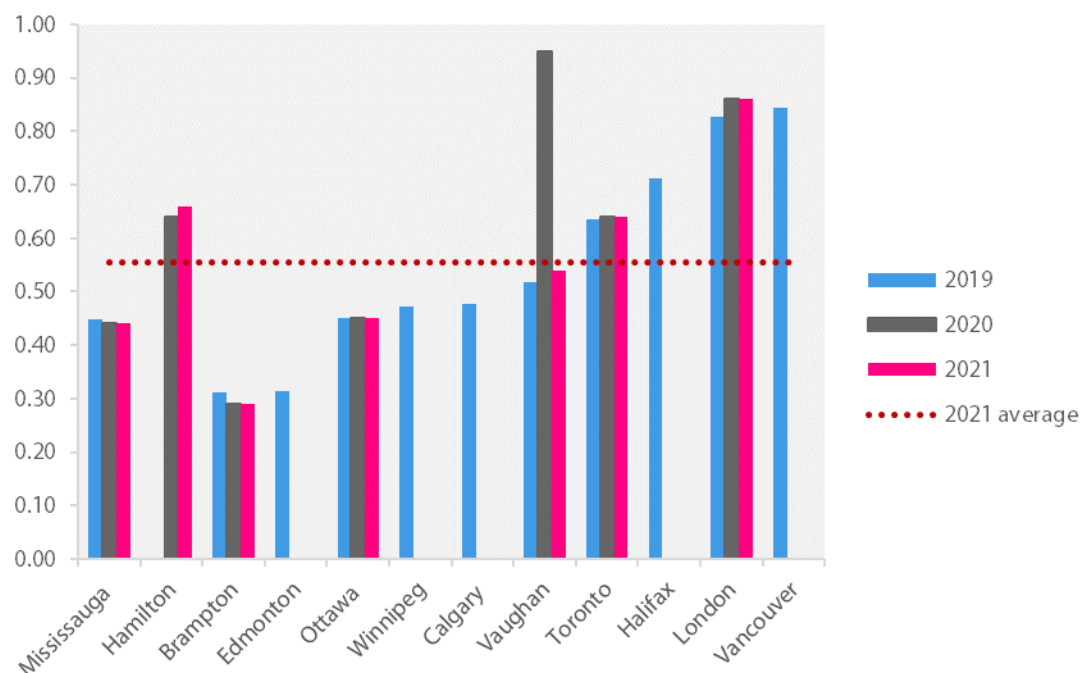
Floor Space

ARUPLO industry guidelines recommend public libraries should provide five user spaces for every 1,000 population. This number covers all types of user spaces except meeting rooms and staff areas, and should be adjusted depending on specific library aims – for example, a library with significant research materials will likely need more seating than a library that encourages browsing. Square footage recommendations for user spaces depend on the space type – a standing public access computer station requires less area than a workstation intended for personal laptop connection – but 30 to 35 square-feet per user seat can be used as an average measure across a branch.

Public library data captures floor space per capita and therefore does not provide a direct comparison to provision standards based on user spaces. Nonetheless, examining floor space per capita for comparable library systems serves to benchmark Mississauga Library's space provision level against peer systems – both industry guidelines and data for comparable systems are recognized as measurement tools to assess a library's provision levels.

The following figure shows that Mississauga has 21 per cent less floor space per capita compared to the average floor space of other library systems in 2021. In addition, Mississauga experienced a slight decrease in the square footage per capita from 2019 to 2020. This change is most likely due to population growth as Mississauga Library has not lost floor space – and the renovation of HMCL adds 28,000 additional square feet of public space. Most comparable libraries that reported floor space for 2020 and 2021 showed a stable or slight increase in square footage per capita over the same period.

Figure 18: Floor Space (Square Feet) Per Capita

Source: Canadian Urban Libraries Council Key Performance Indicators (2019), Ontario Public Library Statistics (2020, 2021)

The next figure presents a breakdown of floor space per capita by service area for the City's current and projected 2031 population. Floor space per capita will remain stable for Service Area A, Service Area C and Service Area F. Service Area B and Service Area D are projected to see an increase, while Service Areas E Service Area G and Service Area H will see a decrease in floor space per capita by 2031. The expected decreases are due to the concentration of the City's projected growth in these areas.

Figure 19: Floor Space (Square Feet) Per Capita by Service Area
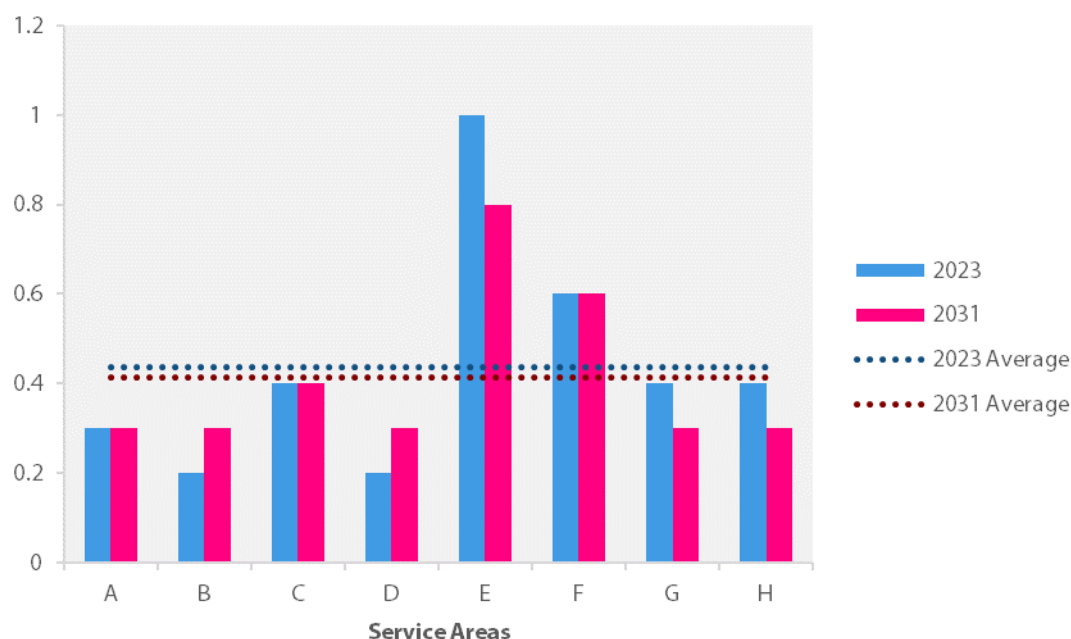
Source: Future Directions Projected Population Growth

Opening Hours

ARUPLO industry guidelines indicate a system of Mississauga Library's size should have a minimum of 65 opening hours per week.

Mississauga Library currently has an average of 61 opening hours per week across Library locations. (Note that at time of writing, the Living Arts Centre Pop Up is temporarily operating during the HMCL renovation. HMCL is expected to operate over 65 hours a week once reopened in late 2023. In addition, Port Credit Library is closed and the Port Credit Memorial Arena Pop Up is temporarily operating in its place with the same hours.) This provision is above the average for peer institution (57 hours), as shown in the figure below. However, 61 opening hours falls 6 per cent short of the recommended provision guidelines of 65 opening hours per week. Notably, only three comparable library systems currently meet the recommended provision guideline – Brampton, Vaughan and Calgary.

Figure 20: Total Average Opening Hours Per Week
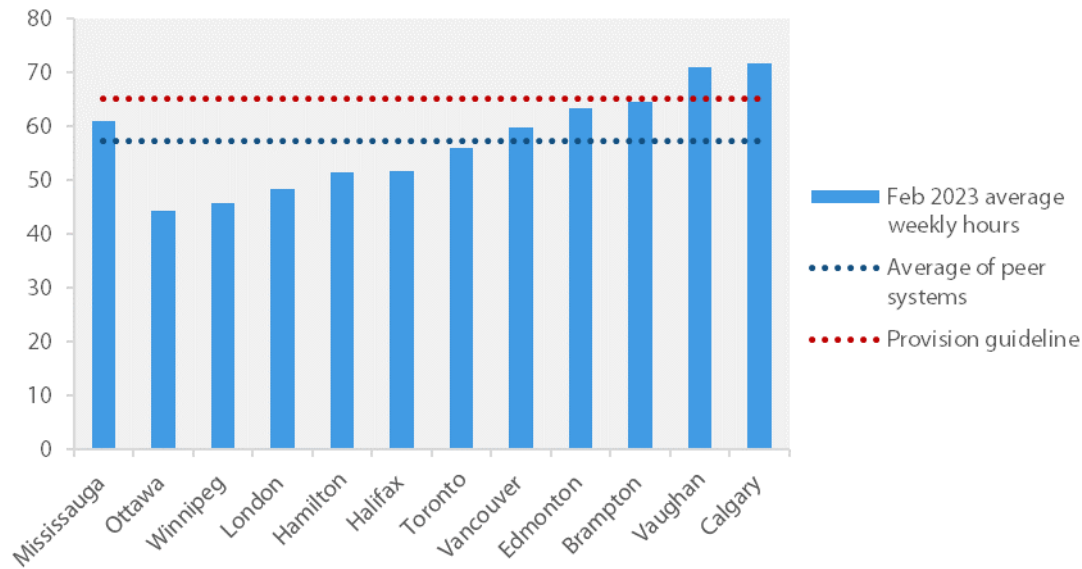
Source: Nordicity research, February 2023

The distribution of opening hours through the week provides an additional basis for benchmarking Mississauga Library. The figure below illustrates the average opening hours for peer library systems during weekday daytime (before 5 p.m.) and evening hours (after 5 p.m.) as well as weekend daytime (before 5 p.m.) and evening hours (after 5 p.m.). As shown, the bulk of opening hours fall during weekday daytime hours, followed by weekday evening hours. Overall, Mississauga Library sits above the average for weekday daytime, weekday evening and weekend daytime hours. However, Mississauga is among the seven peer libraries that do not offer any weekend evening opening hours (after 5 p.m.).

Figure 21: Average Opening Hours by Weekday and Weekend Time of Day

Legend:
- avg # of weekday daytime hrs
- avg # of weekday evening hrs
- avg # of weekend daytime hrs
- avg # of weekend evening hrs
- ⋯ avg weekday daytime hrs
- ⋯ avg weekday evening hrs
- ⋯ avg weekend daytime hrs
- ⋯ avg weekend evening hrs
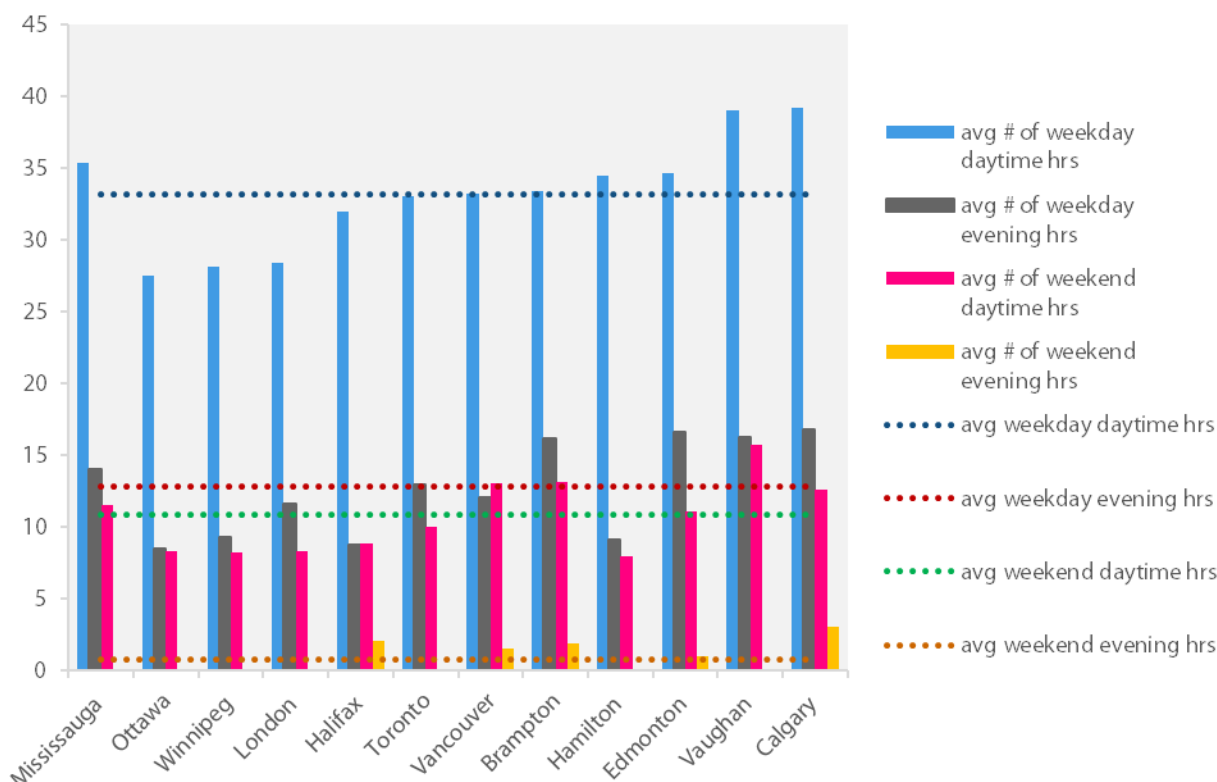
Note: Daytime hours are defined as before 5 p.m., evening hours are defined as after 5 p.m
Source: Nordicity research, February 2023

Alternative Service Delivery Points

As noted in the trends and innovations sections above, a number of library systems offer alternative service delivery points to their users such as lockers, deposit stations and kiosks. In some cases, libraries are being asked to report on these alternative service delivery points For example, the Ontario Public Library Statistics (OPLS) collects data on the number of deposit stations and kiosks in Ontario library systems, though there is limited data available at this time. Among Ontario comparable library systems, only Toronto, Ottawa and Hamilton Public Libraries reported any deposit stations and kiosks. National statistics collected by Canadian Urban Libraries Council did not include alternative service delivery points.

Staff and Training

ARUPLO industry guidelines recommend that the library administrator for each system be a professional librarian and that one-third of all system-wide staff should be professional librarians, with one full-time equivalent librarian for every 10,000 population. Guidelines focus only on professional librarians and do not address all staff positions. As a best practice, not less than 1 per cent of the total staff budget should be dedicated to continuing education and training for staff.

As illustrated in the following figure, Mississauga, Toronto, Brampton and Hamilton libraries have seen decreases in staff per 10,000 population in 2020 and 2021. Specifically, Mississauga has 9 per cent (in 2020) and 15 per cent (in 2021) fewer staff when compared to the average staff per 10,000 population of peer systems. The decrease is primarily due to the closure of HMCL for renovations. While some of the observed decrease in staff per 10,000 population could be due to population increases, the dip shown below should be largely understood as temporary and will change again upon the reopening of HMCL. Notably, some library systems (including London, Vaughan and Ottawa) have seen an increase in staff per 10,000 population over the same period.

Figure 22: Staff (FTE) Per 10,000 Population
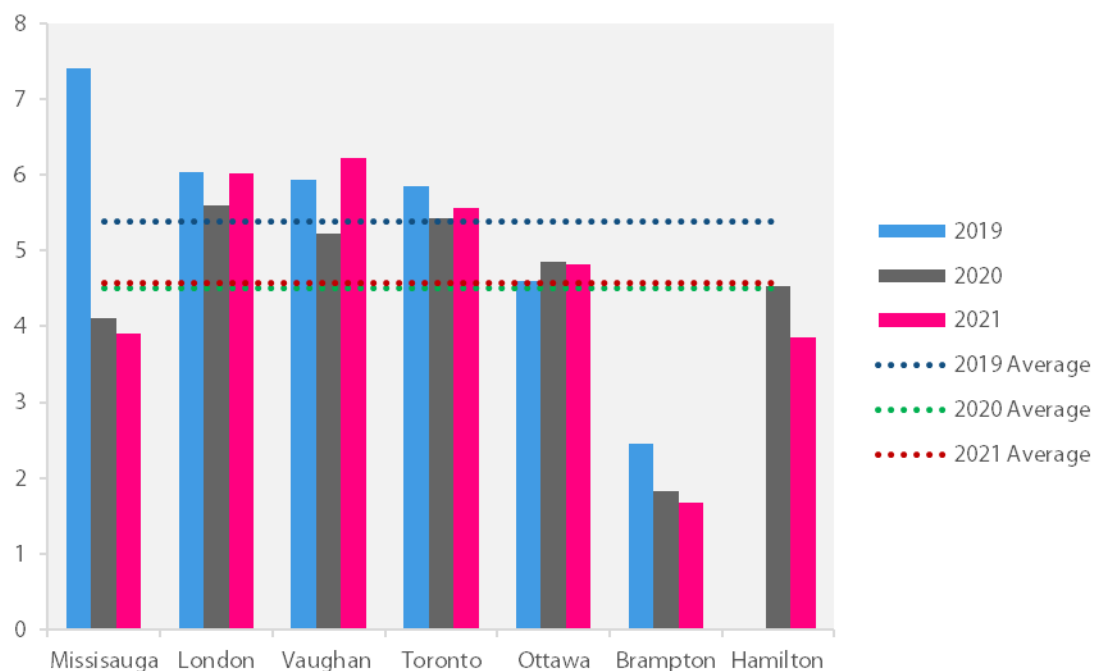
Source: Canadian Urban Libraries Council Key Performance Indicators (2019), Ontario Public Library Statistics (2020, 2021)

As illustrated in **Figure 6** below, the amount spent on staff training per full-time equivalent (FTE) varies significantly among library systems. London, Toronto, Hamilton and Brampton Public Libraries increased their staff training spending in 2021 compared to 2020, while Mississauga, Ottawa, and Vaughan decreased their spending over that period. While the amount spent by Mississauga ($310/FTE) on staff training was above the average ($266/FTE) in 2020, 2021 saw a decrease in spending on staff training to $250/FTE – well below the average spending in peer library systems of $371/FTE in that same year. The dip in Mississauga Library's spending does not represent a decrease in budget; the staff training budget has not decreased in this period but rather reflects limited training opportunities (e.g. cancelled conferences), a focus on urgent priorities (e.g. digital programming and service delivery), and an overall smaller number of staff during the COVID-19 pandemic. Staff training activities are expected to return to normal levels in 2023 and beyond.

Figure 23: Staff Training Costs Per FTE
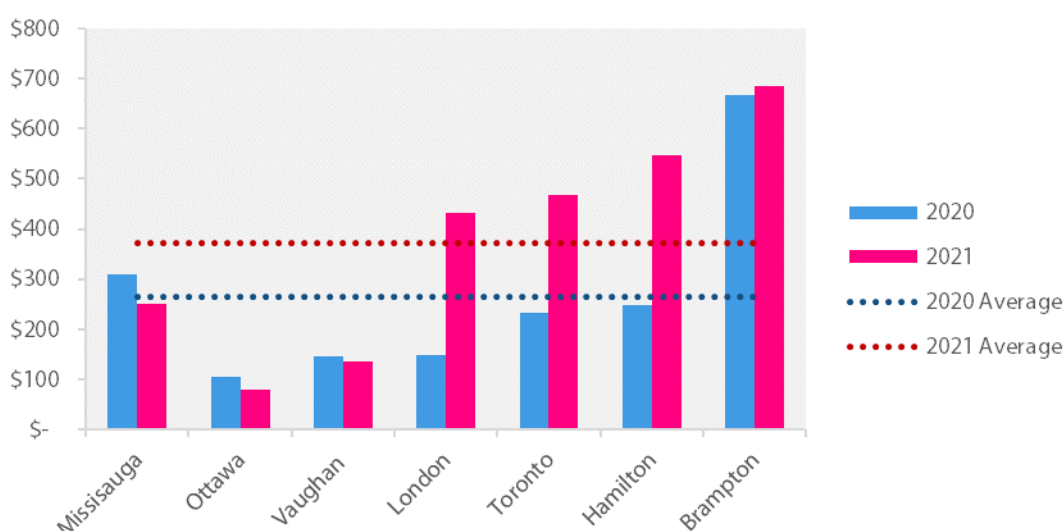
Source: Ontario Public Library Statistics

Technology Access

Industry guidelines for technology provision indicate that library systems should have a public access catalogue of library holdings; an internet presence with information sources along with staff assistance to navigate these sources; and an active social media presence. In addition, each branch should have high-speed internet access and public workstations with access to the internet and library catalogue; the ability for users to copy and print online materials; and laptops and workstations for public use, including a minimum of three public access workstations plus one additional workstation per 1,300 population for locations serving populations over 2,500; public Wi-Fi; and access to reliable telephone service.

On average, most comparable library systems (including Vaughan, Brampton, Toronto, Ottawa and Hamilton) have seen increases in the number of workstations per capita between 2020 and 2021, as shown in the following figure. Mississauga is one of two systems whose workstations show a considerable decrease (from 338 workstations in 2020 to 140 workstations in 2021), placing Mississauga 70 per cent below the average workstations per

capita compared to peer systems. The reduction in workstations can be due to two key factors: (i) social distancing requirements during the pandemic (i.e. Mississauga Library reported on the reduced number of in-use workstations as opposed to the total number in the system, which was 264 in 2021) and (ii) the closure of HMCL for renovation in March 2021. Therefore, this reduction should be understood as temporary. A more accurate picture of workstations per capita is expected in the 2023 and 2024 OPLS data, which will reflect the end of social distancing requirements as well as the reopening of HMCL. Notably, all peer systems are below the recommended provision standards of 0.00095 per capita for 2021.

Figure 24: Workstations Per Capita
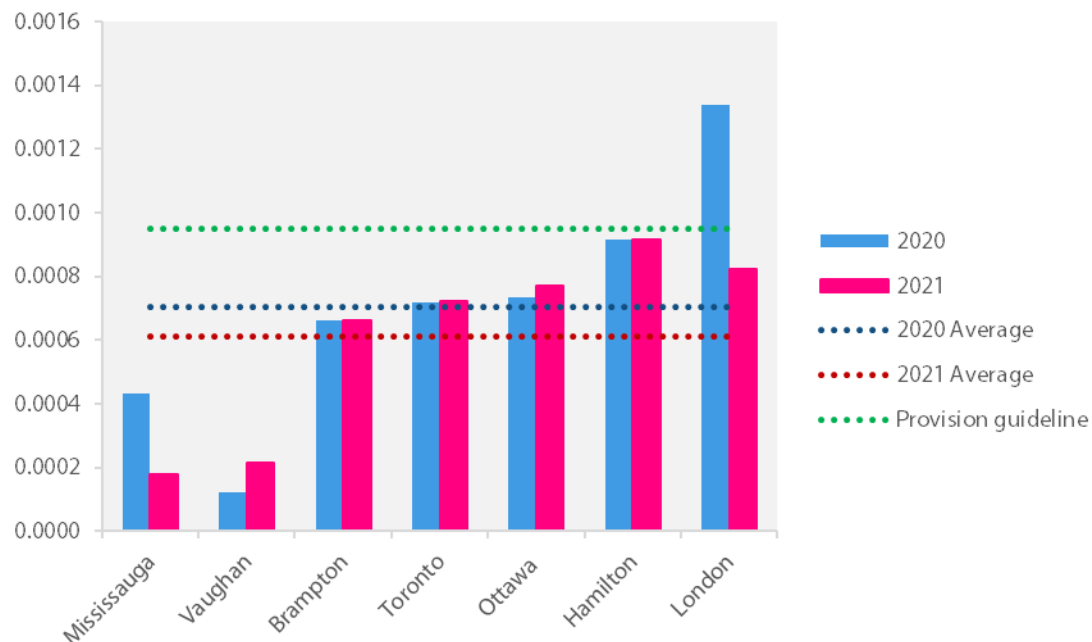
Source: Ontario Public Library Statistics

The following figure on lending technology shows that while Mississauga is four per cent below the peer average, it increased the number of lending devices by 160 per cent between 2020 and 2021.

Figure 25: Lending Laptops, Netbooks, Tablets Per Capita
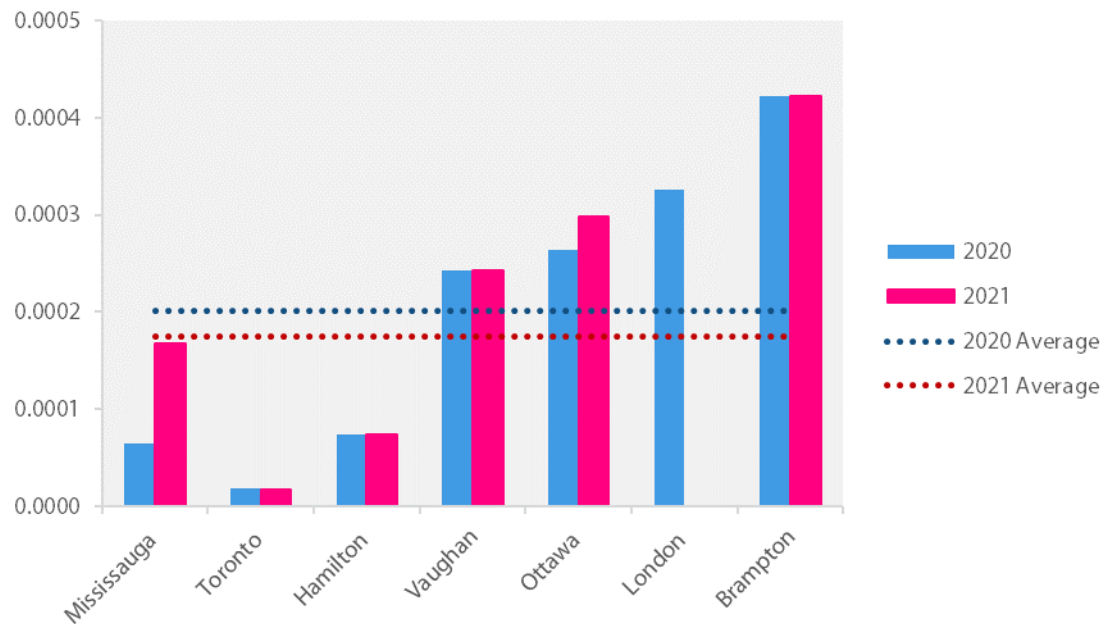
Source: Ontario Public Library Statistics

Mississauga Library aligns with peer libraries when it comes to average hotspots per capita, as shown in the following figure.

Figure 26: Hotspots Per Capita.
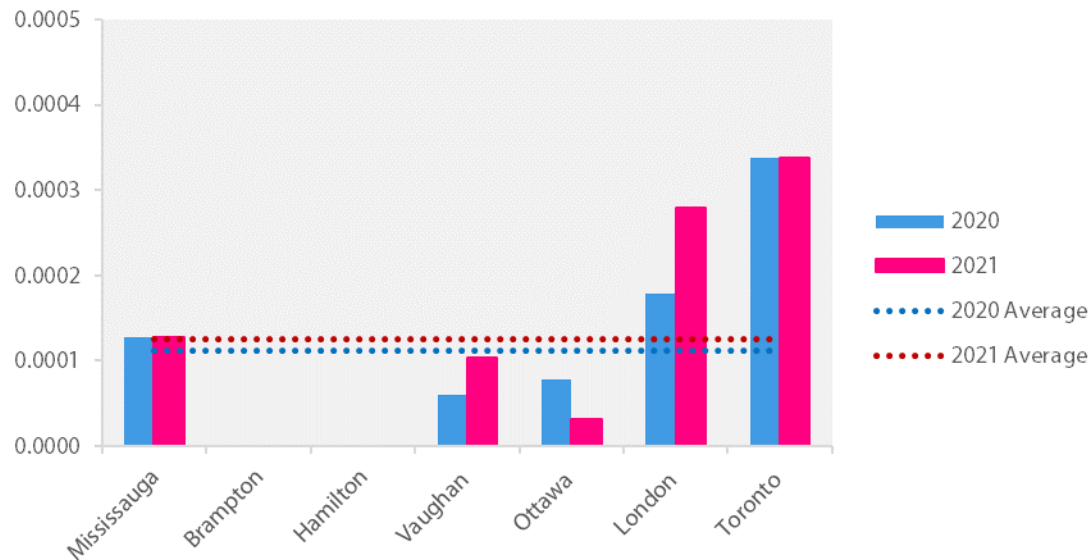
Source: Ontario Public Library Statistics

As expected, the average number of Wi-Fi users as a percentage of library visitors across comparable libraries was lower in 2020 (30 per cent) compared to 2021 (35 per cent) given the public health restrictions. As illustrated in the following figure, the number of people using public library Wi-Fi as a percentage of library visitors has increased for only two peer library systems (Vaughan and Toronto), while others have seen a decrease (Mississauga, Ottawa, Brampton, London and Hamilton) between 2020 and 2021. By this measure, Mississauga Library was 12 points and 19 percentage points below the average for 2020 and 2021 respectively. (As noted previously, this decrease should also be understood in the context of the HMCL renovation.)

Figure 27: Number of People Using Wi-Fi as a Percentage of Library Visitors
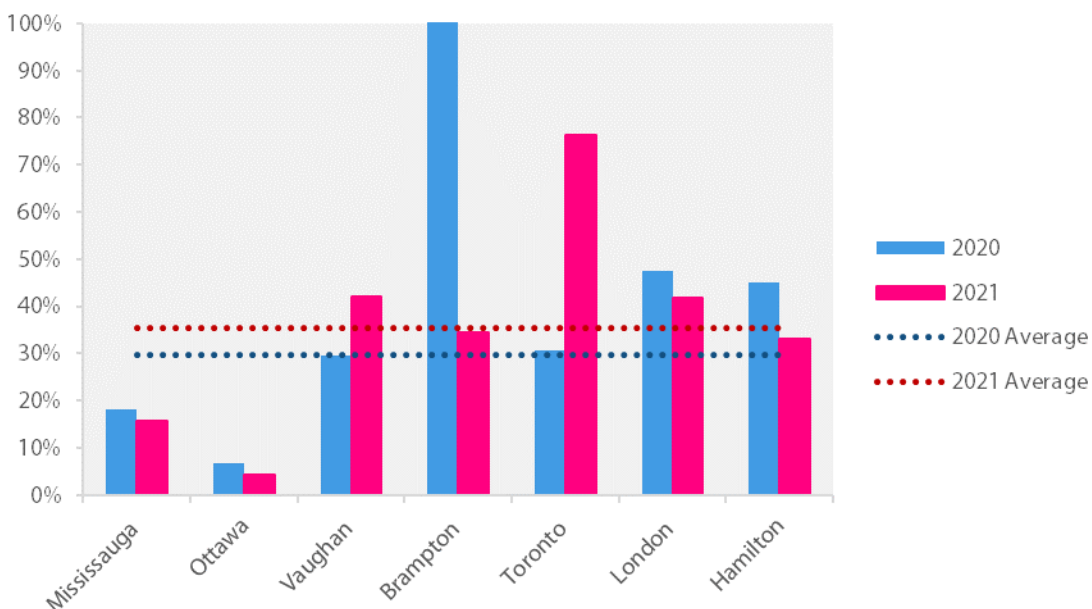
Source: Ontario Public Library Statistics

Results from the 2019 Bridge Patron Survey provide additional context about the use of Wi-Fi at Ontario public libraries and at Mississauga Library specifically. Wi-Fi internet access is the most used technology service, with more than half of respondents (61 per cent for Mississauga Library, 62 per cent for other libraries) reporting they used it. A further 10 per cent in Mississauga and 8 per cent at other libraries reported using library Wi-Fi outside of library locations. However, respondent comments reveal some frustrations around restricted Wi-Fi access at Mississauga Library – for example, being unable to access VPNs for post-secondary institutions, being unable to make WhatsApp calls and being unable to submit an online application due to JavaScript not being enabled.

Registration

Libraries had a higher number of active cardholders in 2019 prior to the COVID-19 pandemic than in 2020 and 2021. However, there is a decreasing trend of active cardholders as a percentage of the population across library systems, as illustrated in the figure below. Mississauga was well above the average in 2019 (52 per cent above), but the opposite is true for 2020 (18 per cent below) and 2021 (27 per cent below) compared to peer systems. It should be noted that Mississauga Library changed how it reports active cardholders. Data from 2020 and 2021 reflects the number of customers who used their accounts within the previous two years (the same definition currently used for OPLS data), while in 2019 the library most likely reported on total cardholders in the library's system (even if they had not been actively used).

Figure 28: Registration (Active Cardholders) as a Percentage of Population
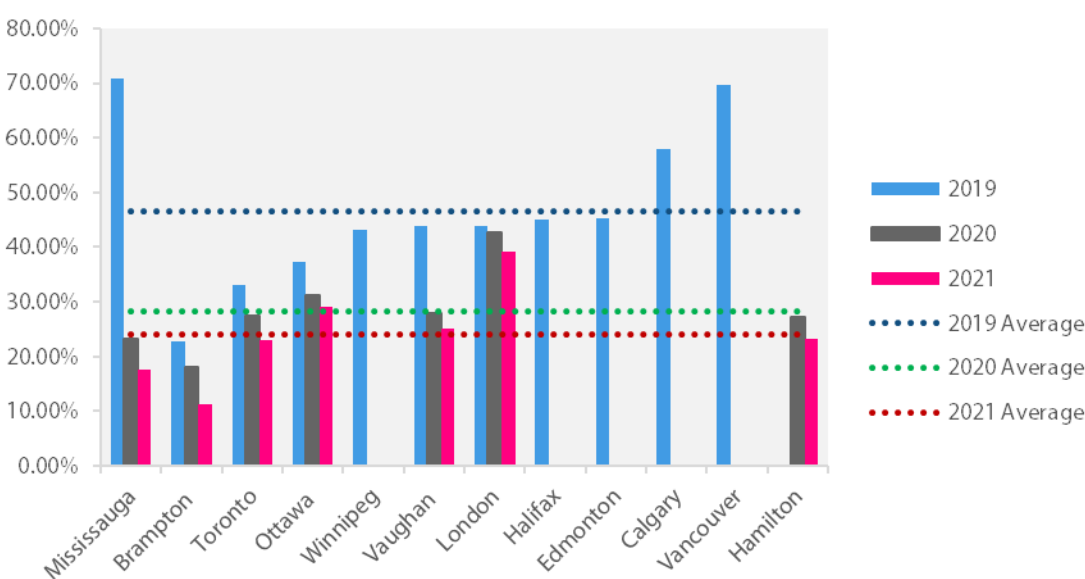
Source: Canadian Urban Libraries Council Key Performance Indicators (2019), Ontario Public Library Statistics (2020, 2021)

In addition to regular library cards, Mississauga Library offers virtual cards which provide access to digital items (and can be converted to a regular card in-person). As of September 2022, 4 per cent of total active cardholders held virtual cards, as shown in the figure below. Note that active cardholders are defined as having used their accounts within the previous two years; non-active accounts are those kept on record for up to six years (following retention regulations) but that have not been used in more than two years.

Figure 29: Mississauga Library Account Types (September 2022)

Active Card Accounts 41%

Non-active Accounts 55%

Active Virtual Accounts 4%
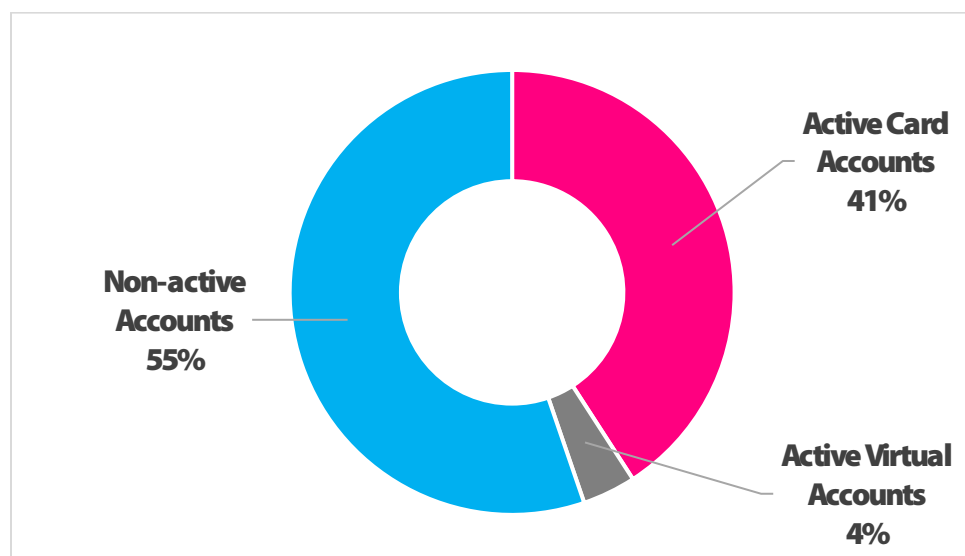
Source: Mississauga Library

Visits

As expected, in 2019 library visits per capita were higher than in the following years (2020 and 2021). While 2020 saw a decrease due to closures caused by the COVID-19 pandemic, there is a subsequent increase in some peer systems including Mississauga for 2021 as shown in the figure below. Mississauga's in-person visits per capita more than doubled from 0.76 in 2020 to 1.62 in 2021, although the increase was still below 2019 levels (as well as 6 per cent below the peer average in 2021). As noted above, 2021 saw the closures of HMCL for renovations and Port Credit Library for structural rehabilitation, which greatly impacted in-person visits – particularly the HMCL closure as it is the system's largest location. In addition, several public health restrictions were still in place in 2021 – and notably varied in different jurisdictions – which explains why visitation levels had not yet returned to pre-pandemic levels across comparable libraries. With restrictions being removed and residents returning to more active community and public life, plus the reopening of Mississauga's HMCL in late 2023, Mississauga Library can expect the 2022 and 2023 data to show a return to pre-pandemic visit levels.

Figure 30: In-person Visits Per Capita
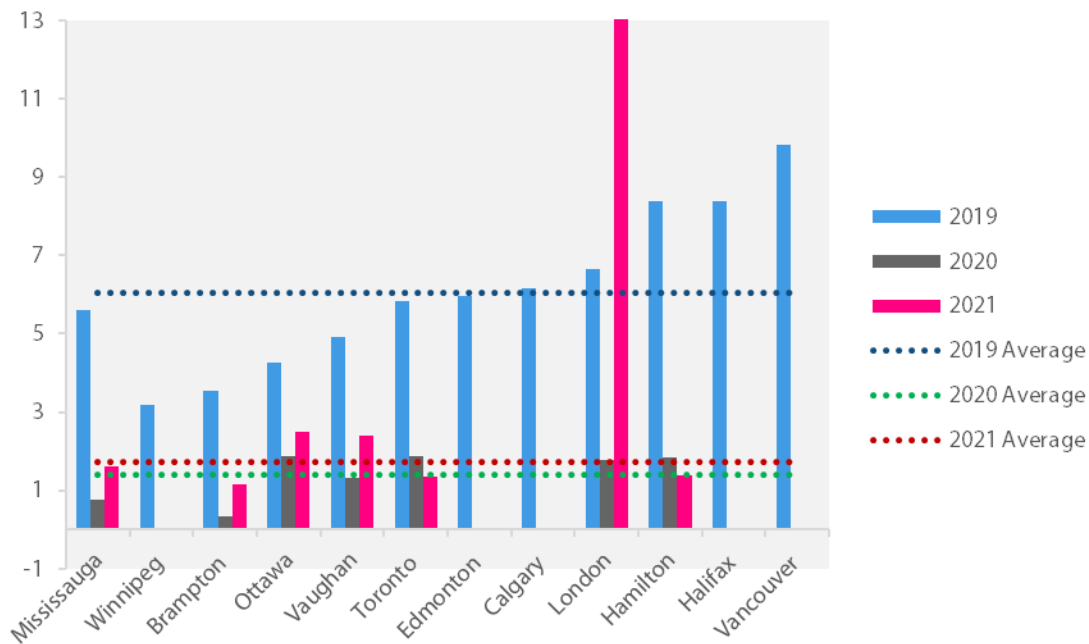
Source: Canadian Urban Libraries Council Key Performance Indicators (2019), Ontario Public Library Statistics (2020, 2021)

The following figure shows that average e-visits to library website per capita decreased from 8 in 2020 to 7 in 2021. Mississauga reported the lowest rate of e-visits per capita at 2.33 in 2020 and 1.88 in 2021, 71% and 73% below the average, respectively. However, investigation by Mississauga Library staff revealed that these figures did not capture all e-visits to the Library's website – specifically, visits for electronic resources had not been reported. Based on the internal figure of 3,351,124 e-visits in 2021, Mississauga Library's adjusted number of e-visits is 4.3 e-visits per capita. As shown below, based on the adjusted data for 2021, Mississauga lags behind all but one of the comparator libraries in Ontario.

Figure 31: E-visits Per Capita
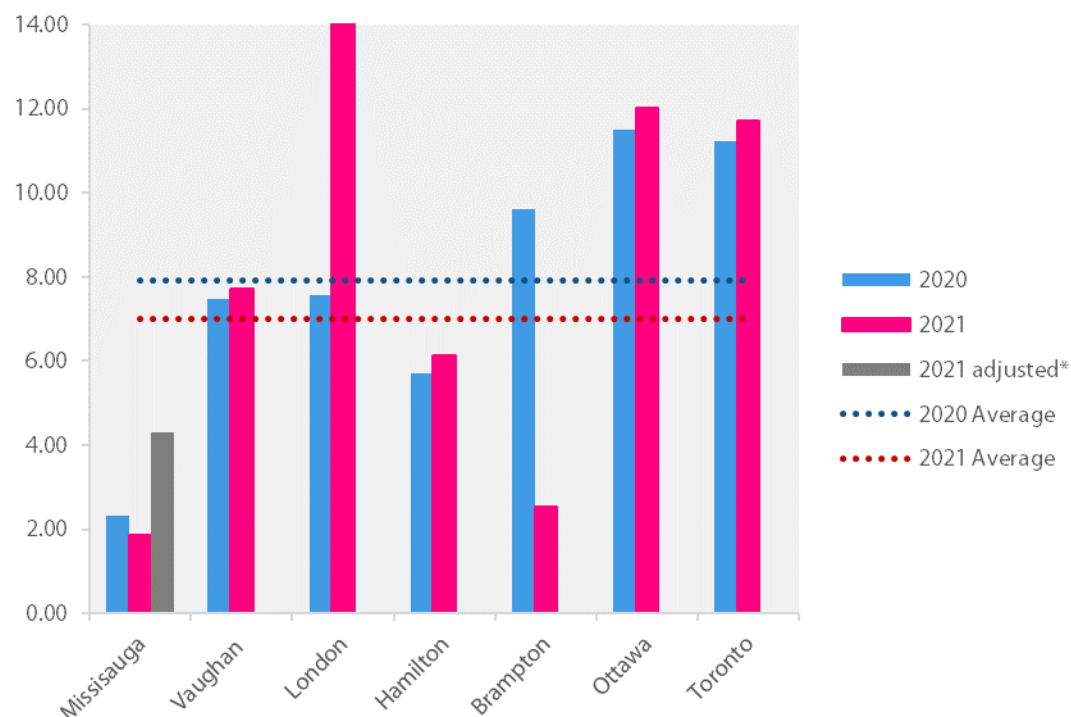
This adjusted number of e-visits per capita is based on internal data provided by Mississauga Library staff. This figure is not included in the average calculation for 2021.
Source: Ontario Public Library Statistics

Collections

ARUPLO industry guidelines recognize that library collections include a variety of materials and resources and should be responsive to community needs. In general, collections should include physical, print and digital formats as well as other electronic resources and it is recognized that collections are shared among branches. For a system of Mississauga Library's size (serving 35,000+ population), guidelines indicate there should be at least 50,000 items in the physical collection. While the guidelines do not provide a per capita measure, this recommendation translates to approximately 1.43 items per capita (based on 50,000+ items for branches serving 35,000+ population).

As shown in the following figure, Mississauga's holdings per capita increased from 0.39 in 2020 to 0.86 in 2021. Nonetheless, Mississauga's holdings per capita was 50 per cent and 19 per cent below the averages for 2020 (0.78 holdings per capita) and 2021 (1.06 holdings per capita) respectively. If Toronto Public Library, which appears to be an outlier in 2021, is excluded from the average for that year, Mississauga's holdings per capita were 12 per cent above the adjusted average in 2021 (0.77 holdings per capita).

Figure 32: Holdings Per Capita
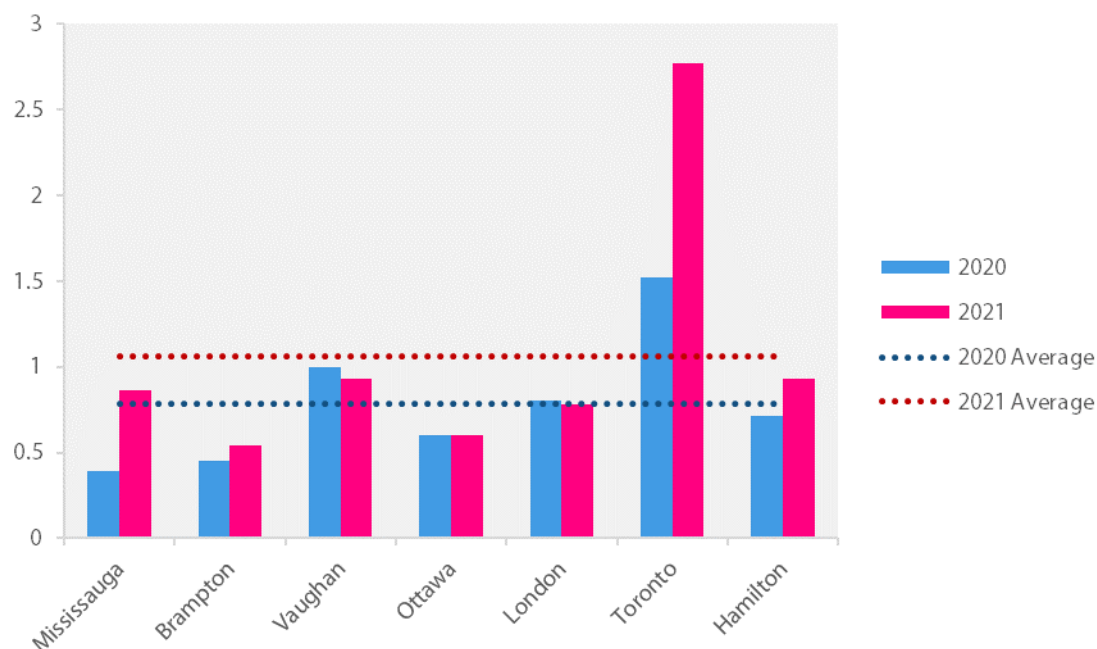
Source: Ontario Public Library Statistics

Moreover, almost all comparable libraries increased their circulation per capita between 2020 and 2021 as shown in the figure below. Across comparable libraries, the average circulation per capita increased from 3.82 in 2020 to 4.74 in 2021. However, Mississauga's circulation per capita remained 33 per cent below the average in both 2020 and 2021. As noted above, the temporary closures of HMCL and Port Credit Library greatly impacted library use and participation levels. With HMCL's reopening, Mississauga Library can expect to see circulations increase.

Figure 33: Circulations Per Capita
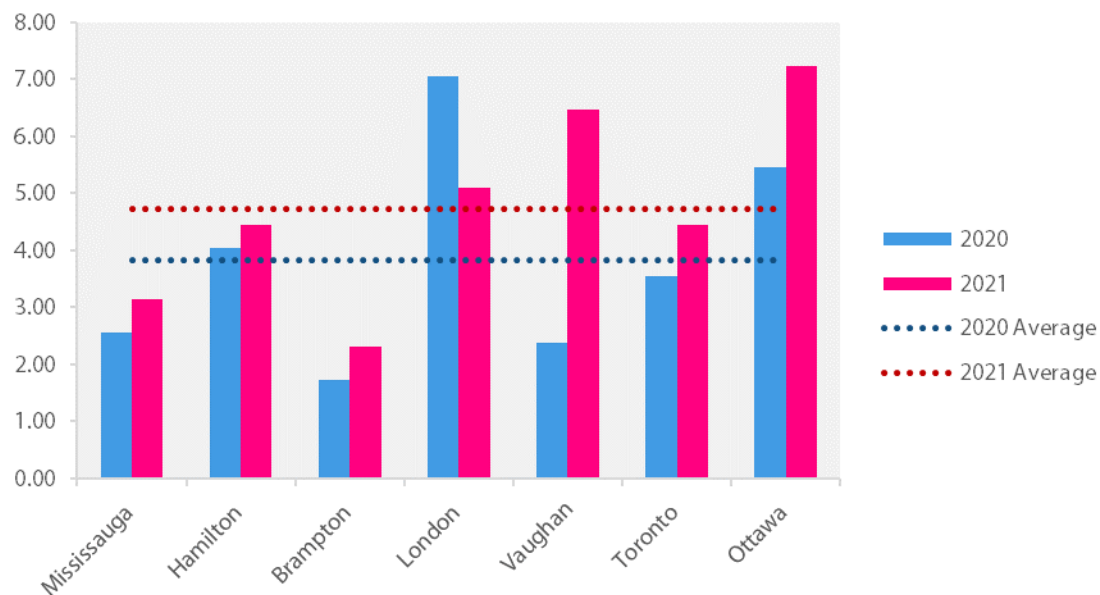
Source: Ontario Public Library Statistics

Programs

Except for London Public Library, all other comparable libraries have experienced a reduction in programs per capita between 2020 and 2021. The following figure reveals that Mississauga had the lowest programs per capita in 2020 and 2021 at 43 per cent and 47 per cent below the averages of those years respectively. The data shows library systems were offering more programs during the first year of the pandemic (2020); this increase could be a result of the move to online programming in an effort to keep library staff and customers engaged during the pandemic. For Mississauga Library, the number of programs delivered was also impacted significantly by the HMCL renovation.
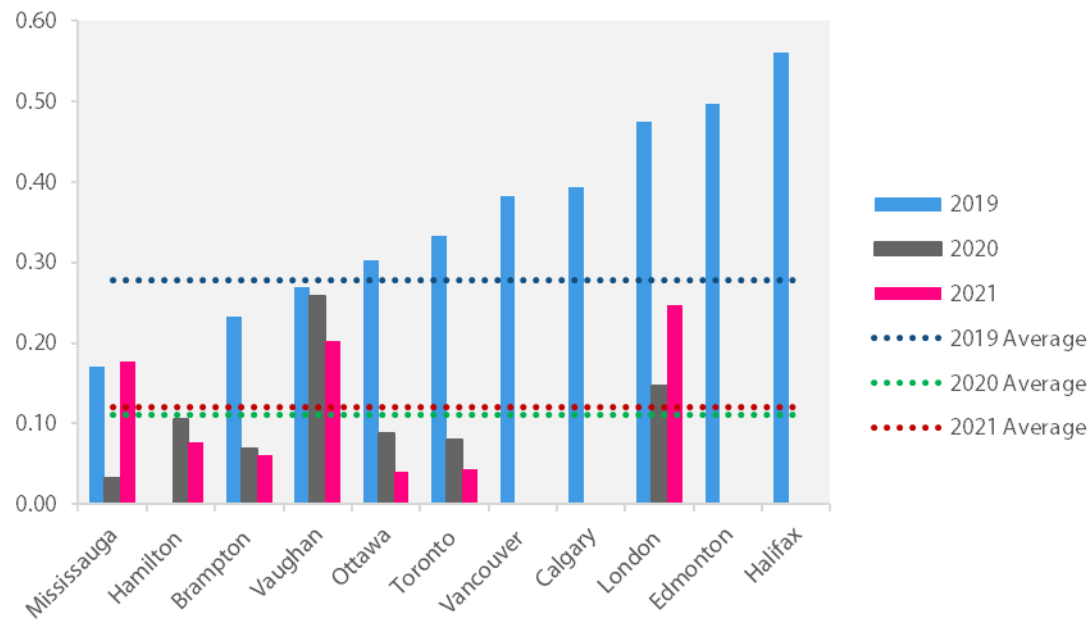
Figure 34: Programs Per Capita
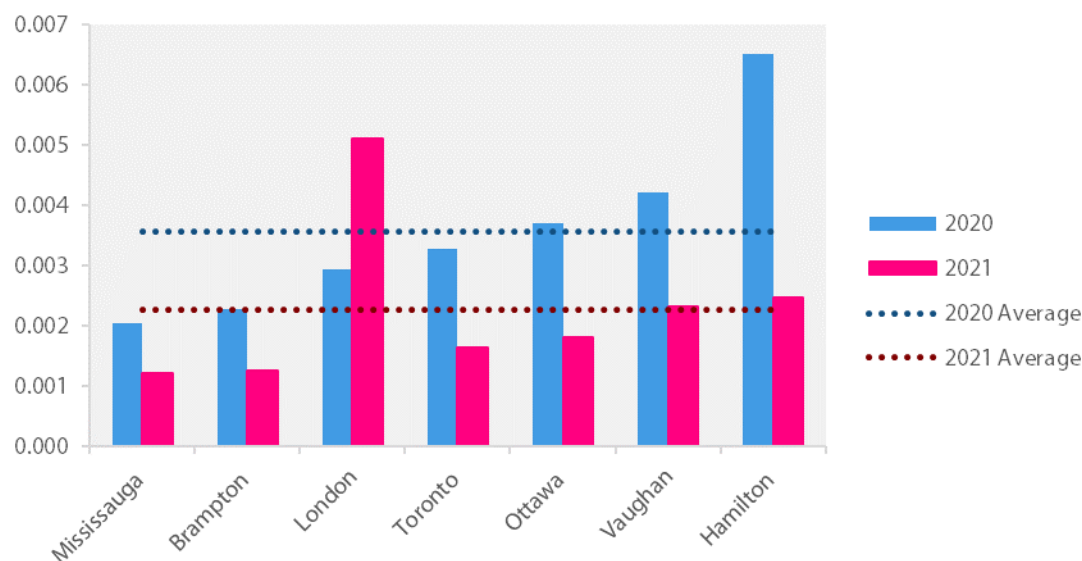
Source: Ontario Public Library Statistics

Program attendance per capita was higher in 2019 compared to the following years. Mississauga is one of the two peer library systems whose program attendance per capita has increased between 2020 and 2021, as shown in the following figure. While Mississauga was 71 per cent below the average program attendance per capita in 2020, the library saw an increase in attendance in 2021, resulting in attendance levels of 46 per cent above the average in 2021 (compared to peer systems). Furthermore, it appears Mississauga rebounded to pre-pandemic levels in 2021, a finding not observed in any of the other comparable systems. In addition, although Mississauga offered the fewest programs per capita compared to peer systems as mentioned above, program attendance per capita is higher than some peer systems, suggesting that programming is meeting the needs of existing customers and successfully engaging community members.

Figure 35: Program Attendance Per Capita

Source: Canadian Urban Libraries Council Key Performance Indicators (2019), Ontario Public Library Statistics (2020, 2021)