WINNIPEG PUBLIC LIBRARY

MATERIALS SELECTION PROCESS STUDY

JUNE 2007

I. Executive Summary

The Winnipeg Public Library is one of Canada's largest public libraries. A progressive system, this library serves a diverse community of 636,177 (2006 Census) through 20 branches. Its new Millennium Central library is an attractive and welcoming building, offering a full range of collections and services to its local community and the community of Winnipeg at large. The area, community and neighbourhood libraries are well connected with their respective communities through responsive collections, services and programs that meet changing information needs.

Winnipeg Public Library's website is dynamic and customer-responsive, providing patrons with a variety of services such as library news, new collection additions, access to the full range of collections through its catalogue, and a number of services which help patrons manage their account and information needs "24/7".

The Library has conducted studies over the last few years to assist them in planning future library services for this fast growing community. In late 2006, the Winnipeg Public Library Board in cooperation with the Winnipeg Public Library sought the services of a consultant to review its Materials Selection Processes. The objective of the Study was to make recommendations about:

- the effective use of collection budgets, responsive to client demand
- the timely delivery of relevant materials into the hands of the client
- the management of special collections

The consultant conducted a review of:

- trends research
- comparator libraries collection management practices
- stakeholder issues regarding collections
- Winnipeg Public Library's current collection
- Winnipeg Public Library's current policies and practices affecting materials' management

Recommendations:

Briefly, the study recommends that Winnipeg Public Library:

- develop a Collection Development and Materials Selection Statement, setting collection size and age targets
- centralize selection processes and streamline acquisition procedures

- continue to prioritize collections to timely high demand areas (Just in Time) versus collections of occasional interest (Just in Case)
- monitor the multicultural and aboriginal communities' needs and diversify and expand the collection in response
- analyze the purchase request process and promote its increased use by the public
- use a variety of new strategies to improve the turnaround time for getting new material to the shelves
- adopt an aggressive weeding program across the system, establishing acceptable age targets for its various collections
- increase collection size closer to the average of Canadian comparator libraries
- increase the collection budget to the average of Canadian comparator libraries
- move toward a more virtual or on-line reference environment
- expand and update display areas and increase signage

II. Objectives of the Study

The Winnipeg Public Library sought the services of a consultant to review their Materials' Selection Processes and to make recommendations about:

- The effective use of collection budgets, responsive to client demand
- The timely delivery of relevant materials into the hands of the client
- The management of special collections

The consultant will have reviewed:

- The current Materials Selection policy
- Current selection methodology
- Public input into materials selection and the library's responsiveness to those requests
- Collection usage data

The study included:

- Trends in materials selection and collection usage in public libraries
- Best practices adopted by select public libraries

III. Methodology

In addition to a presentation of the final report to the Winnipeg Public Library Board, an Interim Report was prepared.

Methodology for the Study:

The consultant employed a number of techniques to gather information including:

- Reviewing background documents
- Touring of select locations and library departments
- Surveying staff
- Conducting follow up workshops with Board, Foundation and Friends' representatives, administrative staff, selectors and public services staff
- Reviewing processes affecting Materials Selection
- Reviewing public input and mechanisms used to gather it
- In-depth review of comparator libraries .
- Conducting public surveys (in English and French)
- Conducting research and discussions with marketing/demographic specialists, vendors, and collection development specialists
- Preparing Interim and Final reports and presentations

The Interim report included:

- trends research found in literature
- comparator library practices
- stakeholder consultation input. Stakeholders included:
  - Library Board, Library Foundation Board members and Library Friends representatives
  - Library Advisory Committees
  - The Public
  - Library Administration
  - Public Services staff
  - Materials Selectors

In addition to this information, the final report includes:

- review of comparator library collection performance measures

- results of a Public Survey regarding collection priorities now and in the future
- evaluation of, and recommendations for:

The Collection

- current library collections by
  - collection age per location/tier
  - collection age benchmarks
  - collection weeding priorities
- collection budget allocations
- management of select special collections
  - multilingual collections
  - aboriginal collections
  - outreach collections

Materials Management Processes

- Collection Development and Materials Selection Statement for Winnipeg Public Library Staff
- Collection Development and Selection
  - Processes
- Acquisitions
  - Processes
- Public Input into Collections
- Conclusions

IV. Trends Research

Collection Development Trends

Budget Cuts For Years—Now Bounce Back!

In the last few years, _Library Journal_, a key publishing industry and library resource noted the challenge libraries faced:

📖 Decreased materials budgets
📖 Increased demands
📖 A concerted move towards licensing and use of electronic resources

However, there appears to be some budget recovery.

"Though budgetary gains have drifted downward in the seven years since the survey was initiated, finally registering a decrease in 2004, the situation has begun to turn around. (In 2004) at 0.18 percent, the overall increase reported by the survey respondents is slender" reported _Library Journal February 15, 2005_. 2006 survey results appearing in _Library Journal February 15, 2007_ report that adult book budgets have increased on average 4.65%

Adult fiction has led the growth in demand from the public and purchasing trends have followed. In fact, _Library Journal_ reported in 2005 that "for the first time since this survey was initiated, (fiction) squeezed ahead of non-fiction in its share of public library budgets". (In 2003) fiction claimed 38% of the budget, and in 2004, its share jumped to 45%; now (in 2005) it accounts for 52 %"(_Library Journal February 15, 2005_)

While fiction is generally less expensive than non-fiction, budgets do need to accommodate the "just in time" demand of users through multi copy purchases, paperback purchases and leasing arrangements. Best sellers are still in high demand but frequent readers also want to see less run-of-the-mill fiction in collections. Genre formats especially mysteries are most popular types of fiction but _Library Journal_ reports a growing interest in "chick lit" and graphic novels.

Not all libraries have seen increases in their book budgets. Their approaches for meeting budget constraints in the face of rising demand include entering consortium arrangements with neighbouring libraries, reductions in multi copy purchasing, leasing and creating floating collections.

In the last two years, non-fiction trends show an increase demand for how-to materials. However, most libraries reporting to the _Survey_ rank medicine/health, biographies, cooking and how-to materials as their highest circulation and highest expenditure non-fiction collection areas.

Print reference collections are gradually decreasing as more and more reference information is accessed via electronic sources and the Internet . The use of the Internet and electronic resources for business, career information and health is still high with literature information, reviews and critique information on the rise. (*Library Journal February 15, 2003*)

Overall, the 2005 *Library Journal* Survey indicates the areas with greatest increase in expenditures were as follows: Large print (21%); Children's (16%); Young Adults (15%); Adult Fiction (15%); Health and Medicine (13%) (*Library Journal February 15, 2005)*

Collection Development Policies

Customer demands as opposed to collection "balance" are influencing the content in collection development policies more and more. As more popular materials are purchased, circulation statistics are responding positively. *Library Journal* surveys present trend information that shows a correlation between adult book purchases and circulation. In the 2005 Survey, 42 % of reporting libraries showed an increase in adult book budgets; 49% showed an increase in circulation. (*Library Journal February 15, 2005)* In the 2006 *Survey***,** 43% of reporting libraries showed an increase in adult book budgets; 55% reported an increase in circulation. (*Library Journal February 15, 2006)*

Libraries such as Mississauga Public Library, and others, are producing location- specific statistics reports tracking correlations between collection age and subject areas to circulation, thus providing guidance for collection building and deselection practices.

Purchasing in alternative formats (E.g. Audiovisual materials) is increasing exponentially—but formats are changing so building in new formats goes hand in hand with deselection in outgoing formats. More languages and print formats like graphic novels are in higher demand, challenging both suppliers and technical services in ordering, processing and cataloguing meeting fast turnaround targets. All these affect the design of collection development and technical services policies and procedures.

Selection Centralization

Over the years, libraries have cycled through centralized and decentralized selection practices. *Library Journal* reported that more than 60% of libraries surveyed are centralizing selection practices. The article goes on to say "Those who favour it report that it is fast, efficient and fair. Selectors can respond quickly to demand, get the right amount of materials to all branches. Selection standards are consistent, making for strong, cohesive collections…centralized selection can save more money on shipping and discounts through economies of scale." (*Library Journal February 15, 2003*)

Creating Customer Responsive Services

The Internet and the fast turnaround times exploited by Chapters and such stores have created a "just in time" expectation from our clients. Access to up-to-date library catalogues that incorporate some of the new user friendly features provides much more reader advisory information than ever before: pre pub/on order information; best sellers;

alternative authors, book reviews, customer reviews, cover displays, plus attendant services such as holds/reserves. Creating dynamic catalogues, as trends suggest, may be costly to develop and maintain.

Changing Roles of Vendors

The growth in publishing, increased public demand for the current materials and timely delivery in an environment of reduced library staffing has created new and changing roles for vendors. More than suppliers of books, some vendors handle work as jobbers, representing a variety of publishers. Depending on the size and particular circumstances of libraries, vendor services may also include various ranges of collection selection, automatic release programs, leasing, cataloguing, record creation, processing, bar coding, linking, labelling, packaging and accounting services for a library. Most libraries use a few of these services and some use them for one time situations such as the management of cataloguing backlogs or building and delivering shelf-ready collections for a new branch, or the management of specialized collections where little expertise resides within the library. An example of this would be the management of multilingual collections.

Information, "My Way"

The pervasiveness and flexibility of personal technology and today's faster-paced life have created an expectation that all products and services must respond directly to the needs of the individual. There is little doubt that powerful Integrated Library Systems (ILS) and their 24/7 environment respond positively to these expectations. Some public library surveys report that one of the most popular services offered by the library is access 24/7 to the library catalogue and attendant services. Many users find that access to the catalogue, hold placements and pick up from different locations is one of the most customer-friendly services the library can offer.

Today's ILS' interface with other public technologies permits the seamless transfer of "just in time"/interactive information and digitized banks of stored resources. Systems are also not restricted to print or print to digitized formats.

Information is an organic thing—it responds, behaves and has more value in certain formats than in others. Few people would want to track the stock market using a book whereas doing definitive historical research requires much more than the Internet. Some items may need to be available in more than one format in order to respond to more than one community. An aging population has come to rely on large print for items that other community members can read in standard print. Audio and video media appeals to many users for a variety of reasons. Commuters use audio and digitized formats more frequently now. New Canadians may benefit from ESL/literacy based information but may find video and audio formats more relevant when learning about culture and language. As a result of our changing community and information needs, libraries are faced with the explosion of information formats, requiring a re-evaluation of information acquisition practices, storage, usage and delivery.

If libraries have doubts about the future of multi formats, they need only look at our teen population and their use of information. For today's teens, most day-to-day information

needs to be available in their hands, via an IPod, MP3 player and the like. Although many still read and use print resources as evidenced in readership of graphic novels, for instance, print format appears to have less value in their lives. Colleges and universities have recognized this and have adapted college course and lecture work to downloadable, multimedia formats.

Measuring Collection Effectiveness

How the public measures effectiveness

The Library's goal is to meet client expectations in collections and services. In addition to carrying collections that meet the users need, the collection needs to look new, be attractively displayed and easily accessible. Timely delivery of collections is expected as well. Library's holds lists reflect books reviews that appear in the newspaper, magazines, TV and the Internet. A society that has responded well to the Chapters phenomenon has the same expectation of its library—access to multiple copies of new, attractive, just released items.

The concept of the Library of the Future which incorporates the retail model for displaying collections has met with great success in many libraries. The Ironwood branch of the Richmond Public Library epitomizes the Library of the Future. "At first glance, walking into the new branch one might think they are in a high end bookstore. Hundreds of copies of popular best sellers are displayed with front covers facing out. State-of-the-art maple display carrels hold listening stations and hundreds of music CDs. Refreshments are available in the Library's Living Room where customers browse through 50 magazines and newspapers while enjoying a coffee in a comfy chair beside a fireplace…"(www.Richmondpubliclibrary.ca)

What libraries do offer that is less available in the commercial environment is collection knowledge and evaluation. The resurrection of Reader's Advisory service is an example of how libraries successfully mine their banks of information and the expertise of their staff. There is a renewed interest in older fiction. Book Clubs are proliferating and not all are restricting their reading to current, hot titles.

Of note is the demand for non-fiction in the area of consumer health, history, how-to materials and cookery. While the Internet and other formats may provide information, libraries generally have well-refereed collections in these subjects. Linking them with staff knowledge and expertise as well as new, electronic resources, provides the user with well- researched, authoritative and comprehensive collections not found in Chapters and other bookstores.

V. Best Practices — Comparator Libraries in Canada

Collection Management in Comparator Libraries

The Canadian Urban Libraries Council (CULC) collects key performance data from major Canadian libraries on an annual basis. Data elements that provide important data regarding collections include:

📖 Per Capita Municipal Appropriation
📖 Materials Budget
📖 Materials Budget as a Percentage of Municipal Appropriation
📖 Per Capita Materials Budget Allocation
📖 Collection Size (inventory)
📖 Per Capita Space Allocation
📖 Circulation
📖 Collection Turnover (average number of times each item within the collection circulates)

The comparator libraries here share similar characteristics to Winnipeg Public Library such as population, communities served, organization, or proximity. The libraries are: Edmonton, Vancouver, Mississauga, Surrey, Calgary, Halifax and Ottawa

Table 1 - Winnipeg Public Library

Library	M.A Per Cap	Materials Budget	Mat% Mun Appr	Mat $ Per Cap	Inventory	Items per Cap	Space Per Cap (sq feet)	Circulation	Collection Turnover
Edmonton	$35.48	5,204,162	20%	$7.13	1,607,290	2.2	0.52	9,508,185	5.9
Vancouver	$59.00	4,521,005	13%	$7.73	2,744,036	4.7	0.83	10,115,900	3.7
Mississ	$26.64	2,395,186	13%	$3.42	1,488,285	2.1	0.57	7,269,976	4.9
Surrey	$24.56	1,570,000	16%	$3.99	620,052	1.6	0.33	3,867,541	6.2
Calgary	$34.18	2,614,755	8%	$2.64	2,311,231	2.3	0.43	13,564,539	5.9
Halifax	$33.79	1,623,700	13%	$4.35	1,086,989	2.9	0.56	4,582,175	4.2
Ottawa	$33.57	4,314,257	16%	$4.92	2,404,076	2.7	0.49	9,711,880	4
Winnipeg	$33.03	2,683,734	13%	$4.24	1,678,418	2.6	0.55	5,532,720	3.3

Source: Canadian Urban Libraries Council 2007

The Canadian Urban Libraries Council (CULC) statistics indicate, that of the eight comparator libraries, Winnipeg ranks

📖 5th highest for per capita funding
📖 5th highest for collection budget per capita
📖 3rd highest for collection budget as a percentage of Municipal Appropriation

- Winnipeg Library has the second highest number of branches, yet its Collection Size is 4th of 8
- 4th highest for collection items per capita
- 6th highest for circulation
- Lowest for collection turnover (average number of circulations per collection item)

Analysis

These comparator statistics suggest the following:

- The Library's collection budget is insufficient to meet the needs of the City's citizens, especially in light of the high number of library locations in Winnipeg
- The Library's collection size per capita is average to low in comparison to other libraries
- A need to review key collection areas for timeliness and condition, and weeding priorities established
- For all the efforts of the Library, collection size and funding are two of the important factors affecting circulation and collection turnover

Survey of Comparator Libraries

Through a survey, the consultant further compared collection selection, management processes and best practices of the comparator libraries

It is important to note that Winnipeg has adopted some of these practices, including the creation of a <u>Collection Development and Materials Selection Statement</u> and staff guidelines to assist in collection development. Staff strives to attain and keep collection balance, develops special collections that reflect the community, solicits and fills a good percentage of collection suggestions from the public, and minimizes backlogs. Here are the highlights from the comparator libraries' survey:

Collection Development Models and Policies in Comparator Libraries

- Comparator libraries have recently reviewed or are about to review their Collection Development model policies
- Most have a Policy which appears on their websites
- Most have staff guidelines for selection and development of collections in all formats
- Some policies include benchmarks and standards eg Mississauga aims to have 2.2 catalogued items per cap, an annual replacement rate of 7% of the collection and an inflation factor built into the collection budget
- Calgary has adopted a tiered service model consisting of neighbourhood, which informs collection development for all locations; Calgary has also recently written a long range plan for Collections Development entitled Master Plan for Library Collections; One System, One Collection 2006--2016

📖 Halifax has a tiered Collection Development model more specifically tuned to Reference Collections

Collection Balance - Just in Case or Just in Time in Comparator Libraries

A number of recent developments suggest a review of collection balance that addresses the question "Do we need to collect everything?"

Unique collections that may not exist elsewhere such as Local history and archival collections are examples of lasting collections. In depth collections and some special collections are considered Just in Case while bestsellers, new releases, popular subject materials and most multi media are considered Just in Time collections

The sheer volume of collection size and formats, and limited space requires new discussions about collection levels for the library system as a whole or for individual locations. With the availability of the Internet, community networks and rich electronic resources located in other organizations such as universities and government departments, public libraries can shift from warehousing lots of collections to directing their patrons to collections held elsewhere. Space and funding is then available to acquire higher demand collections.

📖 Most comparator libraries use both approaches, sometimes dictated by the individual selector or by the library policy; one library tends to be Just In Case (Halifax) and another is moving more assertively towards a Just in Time Model (Surrey)

📖 Edmonton defines "Just in Time as print best sellers and non print materials while all other materials are "Just in Case"

📖 There is a move to rewrite collection policies that ensure consistent approaches to Collection Development (Vancouver looks towards Just in Case for its Main library and Just in Time for branches)

📖 Rapid acquisitions, ARPS, shelf ready processing and delivery practices are processes used for Just in Time collections at one library

Centralized Versus Decentralized Selection Practices in Comparator Libraries

Centralizing versus decentralizing collection development is one library practice that changes over time due to a number of factors:

📖 staffing levels
📖 availability of subject specialists
📖 budgets

More recently other factors influence these practices:

📖 client expectations for faster delivery
📖 availability of a wider variety of vendor services
📖 multiple formats
📖 staffing levels
📖 technology

Decentralized selection and collection management tends to slow down the selection process simply due to catalogue routing and competing priorities of public services staff. Some vendors are in the process of developing electronic lists and catalogues but full functionality is not yet available.

While many libraries maintain decentralized selection practices for historical reasons and staff support for this way of handling selection, some libraries are considering centralizing these functions. Centralizing does not eliminate staff involvement in collection building; rather it shifts staff focus onto collection evaluation and user requests, leaving fewer, dedicated staff to the selection processes.

Vendors have developed a full range of services to assist libraries in delivering collections to patrons. However, libraries, which still retain decentralized selection practices, are unable to drastically reduce the time it takes for selection catalogues or tools to return to Acquisitions.

Most importantly, centralized collection development:

📖 manages the budget more effectively
📖 insures collection consistency by level and location
📖 assigns/insures adequate numbers of copies throughout the system
📖 improves collection timeliness to patrons in a more timely fashion

The survey of the comparator libraries provides these highlights to their selection practices.

📖 Drawbacks of a decentralized method of selection—delays in getting orders to acquisitions; delays in getting items to the users; time-consuming routing of paper catalogues; unnecessary duplication of orders (Halifax)
📖 A few have subject specialists but most selection involves all librarians working in teams eg subjects, formats, main versus branches (Vancouver)
📖 Mississauga uses a decentralized approach with coordinators but no subject specialists
📖 Halifax uses a combination; selection done by librarians in the branches however each librarian has a specialty which is applied across the system

📖 One of the advantages of a decentralized system; all librarians get to participate in this professional activity

📖 Calgary adopted a highly centralized approach for collection development and selection practices; 2.5 collections librarians for adult collections and 1 collection librarian for children's and youth collections

Other Observations in Comparator Libraries

Collection Relevance

Comparator libraries keep their collections relevant through strategies such as:

📖 Timely selection

📖 Responsiveness to customer comments and suggestions

📖 Analysis of collection usage

📖 Monitoring trends, including in publishing/production

📖 Reviewing not only traditional library selection tools but read and review popular sources that the public is likely to read

📖 Removal of materials that are dated and/or no longer of interest to customers

📖 Planning, including analysis of demographics

📖 Use of wholesalers to insure quick turnaround

📖 Running purchase alert reports that indicate when the acceptable ratio of the number of requests per available copy is exceeded

Collection Effectiveness

Comparator libraries measure collection effectiveness through indicators such as:

📖 Circulation

📖 Turnover (average circulation per item in circulating collection in year)

📖 Snapshot (% of collection out in circulation on a given day) (Calgary)

📖 Last activity date (when items in collection last circulated)

📖 Vendor supplied data on use of electronic resources

📖 Analysis of collection holdings and use in relation to community demographics

📖 Customer comments/suggestions

📖 Customer satisfaction surveys

📖 Staff comments/suggestions

📖 Analysis and action based on reports such as the holds purchase alert report

📖 Comparison with external libraries

📖 Collection measure against standards

Gathering Public Input

Comparator libraries use a variety of mechanisms for gathering public input such as:

- Comments and suggestions made to front-line staff and passed along to staff responsible for selection and collection development
- Review of "Ask the Librarian" queries and response rate
- Analysis of customer satisfaction surveys
- Review of comment cards
- Meeting with target groups and individuals, e.g. Discussion with representatives from a home language group, discussion with ESL teachers, seniors
- Use made of collections (circulation, in-house)
- Response to feed back form on webpage

Deselection Policies and Practices

Comparator libraries have a variety of deselection policies and practices:

- Most comparator libraries have either updated or are about to update their weeding polices and practices
- Calgary's practice is as follows:

    - Collections Librarians identify items to be weeded from collections on a daily basis as they go about their selection and collection development. They have access to software that allows them to transfer data from the Library's ILS to a spreadsheet; this list of items to be weeded is distributed monthly to each branch and department.

    - Each location develops an annual weeding plan.

    - In consultation with Customer Service Managers, Collections Librarians identify areas of focus for deselection, e.g. in 2006 the focus was reference collections. Other areas in the past include music CDs, videos, health and wellness.

    - Collections Librarians spend time each year in each branch reviewing collections with the Customer Service Manager and staff. This work includes weeding.

- To encourage librarians in their weeding practices, Mississauga has instituted the "20-minute makeover", visits by other librarians to assess and critique the state of a branch's collections—this seems to be a very successful practice.
- Vancouver sells its discarded materials in book sales. However, they have a program to sell better quality material on consignment with a local bookstore.
- Halifax is working on regional guidelines for weeding. (They are looking at the Gwinnett County Weeding Manual for ideas). "Attractive" weeds are moved to other locations, generally larger and busier locations.

📖 In Edmonton, the introduction of RFID as well as serious space constraints has resulted in a significant weeding project. Subject specialists make the final decisions on discards

Overflow Collections

Most libraries struggle with balancing new collection growth, current collection maintenance and stagnant facility growth. They continue to weed but may be reluctant to discard classics or Just in Case collections. Libraries adopt similar practices to manage these Overflow collections:

📖 Calgary has an active program of rebalancing materials from one location to another and/or to storage in anticipation of replacement needs or the next new branch. These rebalanced materials come from ongoing weeding activity.

📖 Vancouver has recently adopted a floating collection practice; each branch manages its own collections. Branches send unwanted materials to Central for division librarians to decide on deposition when titles are valuable and are still in good condition. They have also set up blogs to alert staff of "web and flow" of these collections

Donations

Collection donations are another ongoing challenge for all libraries. Libraries question the Return on Investment for donations but more and more are attempting to manage this process by informing the public of the Terms and Conditions under which donations will be accepted. Most libraries reserve the right to discard these collections as they see fit. It does not always address the question of time assigned to analysing these gifts.

Halifax and Mississauga

> Donations are reviewed at the branch level (point of receipt). Accepted donations are sent to cataloguing and Acquisitions creates a record. Halifax recently posted their guidelines on their website.

> (www.halifaxpubliclibraries.ca/policies/donate.html)

Request/Suggestion to Purchase Practices

Comparator libraries have had to adopt some creative solutions to managing the constant paper flow resulting from Suggestions to Purchase.

Here are a few techniques they have used:

📖 Vancouver has posted a form on the webpage for patrons. Suggestions are treated as reference questions in terms of management and user contact. There is a policy of automatically purchasing about 30% of the items suggested which fall under certain guidelines – under $50, non-fiction, published in the past 2 years and on popular

topics – other material is selected following the collection development policy guidelines. No percentage statistics are kept but anecdotally a large percentage is purchased. DVDs are an area where the budget limits purchases more than other areas as the demand is high.

& Mississauga believes that one item requested is better than 10 not used – so requests are filled where possible. They also respond to the requester.

& In Calgary the suggestion form is available in both printed form in all branches and departments and online on the web site. Collections Librarians apply the same criteria to customer suggestions that they apply to other streams of selection. The library acquires approximately 25% to 30% of the suggestions that are made. When a suggestion is ordered, the Library places a hold for the customer. Both the printed and online form describes the customer suggestion process (if the suggestion is ordered, it will appear in the Library's catalogue within 2 months) and the reasons why a suggestion may not be ordered.

& Halifax conducted an extensive review of this process a few years ago because the amount of suggestions was becoming unmanageable. Since this review, they have implemented many changes:

   & Suggestions can only be submitted online

   & There is a limit of 10 suggestions per person per month

   & Only suggestions for items that have been published/released are accepted

   & The percentage of requests that are filled varies greatly with the subject/format area, but overall, fill rate is about 65% of the requests.

   & If they opt to fill the request, a hold is placed on the title. If the item is not filled, the client is informed

& Ottawa streamlined their RTP process. They managed 12,085 requests in 2005. An analysis of this service showed that

   & 1109 requests per month are now received per month, more than double the number 3 years ago.

Materials' Processing Benchmarks

These vary considerably from library to library. Most, however, treat requests and popular materials more preferentially, aiming to have them shelf ready on the same day or within 48 hours.

Regular materials management, from receipt to shelf might be one week to a few weeks.

Here are some of the benchmarks per library:

Vancouver Public Library

- Overall average is 4-6 weeks
- Rush – 48 hours – there is also "instant access" category where the material is processed within a couple of hours (government releases, etc)
- Material on hold – 2 weeks
- Regular material – 4–6 weeks
- AV probably takes the most time because of original cataloguing and processing needs.
- 1100 items a week is the average # of items processed through Cataloguing

Surrey Public Library

- Rush items take 1-3 days
- Other items average 1-2 weeks for multiple copies
- Single copies take longer

Mississauga Public Library

- Rush and popular items 24-48 hours
- Regular materials—6 weeks

Calgary Public Library

- Rush items—24 hours
- Most materials within six weeks; non book items may take longer

Edmonton Public Library

- Rush items—2 to 3 days
- Regular materials-10 to 14 days

Vendor Services

Comparator libraries use a variety of vendor services:

& All libraries use ARPs (automatic release programs) to some degree

& ARP examples include:

> & French; large print; music; travel; mass market paperbacks; juvenile DVDs; beginning readers; comic books; graphic novels; multilingual materials when they can locate a source

& Some comparator libraries use a handful of suppliers and are moving towards using even fewer

& Processing and cataloguing is selectively handled by vendor services such as for opening day collections

& Calgary has a contract with a vendor for acquisition, cataloguing and processing of materials ordered through the vendor. Other vendors supply materials ordered through them but these are catalogued and processed in Collections and Technical Services

& Edmonton uses vendors for cataloguing adult and juvenile print and limited processing such as barcodes, RFID tags and mylar jackets. Multilingual collections are fully processed by vendors.

Special Collections' Management in Comparator Libraries

For purposes of this study and consultation with comparator libraries, the special collections considered here were multilingual and aboriginal collections.

Multilingual Collections

Vancouver

> & Currently Vancouver supports 13 languages but this number is expected to grow when census data is released Different practices are used, depending on the language and the source. ARPS are used when the library is confident that the vendor can supply relevant resources (eg Korean). ARPs are used for French language children's collections. A local bookstore supplies many of the Asian titles required. Item by item ordering from catalogues is usually done for Chinese, Spanish, French, German and Russian titles.

> & A/V materials in different languages are often difficult to find; VPL uses different suppliers for some of these.

Calgary

> & Calgary Public Library staff track changing demographics very carefully through City staff assistance. Their goal is to provide current, popular

reading in world languages. Almost all of Calgary's world language titles (adult and children's) are handled through ARP profiles for print and some multimedia (CDs, DVDs). Music in different languages is a popular area. Multilingual DVD collections are being grown slowly at this time. The Collection librarians set up parameters with vendors based on kinds, content of materials based on demand and budget, as well as a delivery pattern to manage throughput for Technical Services.

 📖 Calgary Public Library uses local sources for materials and establishes profiles for them as well. These sources include Chinese, Hindi and French bookstores. They receive books on consignment.and items are reviewed in light of the profile and are returned if inappropriate.

 📖 Children's French and Spanish collections are built using publisher's catalogues and flyers. Shipments are staggered here as well.

 📖 The library attempts to get as much multilingual materials as the vendors can supply. Calgary Public Library is exploring the idea of importing non-Roman characters into their catalogue (early days yet); they request transliteration from vendors for non-Roman scripts. Brief cataloguing records are provided for world languages.

 📖 French language children's materials are fully catalogued.

Surrey

 📖 Surrey has collections in 15 languages, other than French and English. These include: Arabic, Chinese, Dutch, German, Hindi, Japanese, Korean, Persian, Punjabi, Polish, Russian, Spanish, Tagalog, Urdu, and Vietnamese.

 📖 They acquire multilingual materials from a combination of vendors and local bookstores.

 📖 Do not formally use automatic release programs from publishers for the selection of multilingual materials; however vendors do select some items for them within guidelines of subject areas.

 📖 The only "other languages" that are catalogued are Punjabi and Spanish, handled by OCLC ; broad subject headings are attached to the spines of Chinese materials.

Halifax

 📖 There appears to be less demand for multicultural materials in Halifax than in other larger Canadian cities. For Farsi, Arabic and Hindi, HPL has used ARPs with unremarkable results.

Mississauga

 📖 Mississauga Public Library does not have language specialists and rely on their coordinators to select here. All DVDs and only 7 languages for print collections are catalogued.

Aboriginal Collections

Vancouver

 📖 Vancouver Public Library purchases most of these materials through suppliers' catalogues.

Calgary

 📖 Aboriginal issues are a focus for the Library at this time. Customer service/sensitivity training is currently in progress and an outreach staff member has been assigned to make contacts and connections in this community. The Library has attempted to build these collections over the years but sourcing materials is a challenge. Circulation is not high.

 📖 Both adult and youth English collections for aboriginal issues are rich in history, local history, social issues, and stories. Various formats are included. Public Services staff/Outreach staff comment on the importance of reaching the children and insuring they have access to information about their heritage. The Calgary Health Region published a series of parenting books, one of which was adapted specifically for this community.

 📖 As most of the collection is written in English, the aboriginal collections are integrated on the shelves with everything else.

VI. Stakeholder Consultations

Winnipeg Public Library Board, Foundation and Friends

The Library Board, members of the Foundations and Friends of the Library met with the consultant to discuss what they perceived to be the key issues facing the Library in regards to:

- High demand for more collections
- Collection content and breadth
- Challenges of the budget
- Access to collections

Demand for More Collections

Consistent with the findings of the Library Advisory Committee study of user satisfaction, most Board members concur that there needs to be more of everything within the collection. Board members expressed their frustration about having to wait for bestsellers

Areas/formats of interest include music CDs, DVDs, magazines, current fiction, travel, children's books, computer books and materials about retirement. Some popular local issues' interests include the environment, downtown, pollution and condominium development. Further discussion led to the question of marketing existing collections and services tied to them. Taking a page from the Library of the Future retail model, Millennium has already started to market it collections by creating an area near the front of the library called New and Noted, a busy, engaging area. Its placement near the front draws users further into the library space.

One new Board member commented that the collections seem quite good, are easy to browse either on-site or remotely. It is easy to place holds for items 24/7 from any location or from home. This comment suggests that the public may benefit from additional instruction regarding searching and accessing the collections.

The Board discussed collection makeup now and for the future. Not only are the demographics for this community dynamic, affecting collection building priorities, but also technology will influence how and what the Library will collect. As one Board member put it, the Library is just not "cool" for youth, our upcoming future user group. It is worthy to note that Millennium has created a very attractive area for teens and are now involving them proactively in the design of their services. However, the library will need to adopt the My Space philosophy of personalizing information, its format and delivery methods. While youth may not be as impressed with reading print, they do like the attractiveness of a library with comfortable chairs, café, and WiFi. As many users have discovered, the library is now a "destination", a safe community place

It is generally agreed that adults do wish their children to develop the habit of using the library, but demographics suggest that adults in their 20s and 30s often prefer to purchase books and materials.

The basic philosophy of the Library, namely the need to foster a "reading community" remains, regardless of formats. Marketing services and collections and ensuring the Library is an approachable and welcoming environment will attract the earliest readers and will establish the importance of lifelong learning.

To do so, the Library needs to communicate to parents and caregivers the benefits of the library in their lives. Some attractive features include children's programming and computers for parents. Dynamic partnerships with community agencies will extend the message into a larger community. Initiatives such as partnerships with the artist community in outreach to hospitals as well as outreach to special needs agencies reinforces the importance of the library to the community at large.

Budget

Board members believe the collection budgets are low for the size of the community. However, increased collection budgets are only part of the funding challenge. With more books comes the need for more space within crowded libraries. How does the Board make compelling arguments to support more collections and expand/build more libraries?

Access

With the growth of Winnipeg, citizens often still prefer to use their local library. As such they would like all their information needs met locally. For the system as a whole it challenges decisions to meet these expectations while serving the larger community with the same collections. The role of the Integrated Library System as a tool to showcase the "whole" was discussed; 24/7 automation makes the "whole" easily accessible and provides a suite of services attractive to most users.

Library Administration's Input

Senior library administration are responsible for overall library operations, the impact of any element affecting the smooth running of the organization, and planning for the future.

Collection development philosophy came into question, where librarians query whether to build in-depth collections (Just in Case) or respond to the current needs of the majority of the public in providing attractive, new, current materials (Just in Time) collections.

Administration report that users are requesting more of everything, all subjects and in all formats. The Chapters phenomenon and related successful marketing models has led to community expectations to develop libraries in a similar fashion. The Library of the Future concept which includes face out displays of multiple copies of the latest books or high demand items is attractive to libraries and users alike. Millennium has incorporated this idea in the New and Noted area.

The issue of collection size and relevance versus collection visibility was discussed. One Library Administrator posed the question, "Are we so sure our collections are undersized, or is it a matter of marketing, merchandizing and displaying our collections more effectively? Are we collecting the right stuff (Just in case vs. Just in time)?" Hand in hand with this idea is the need to teach our users how to use our variety of access tools more effectively.

Limited library space minimizes the opportunities for all libraries to significantly grow collections or to create eye-catching displays. It does however raise the question about how library collection space is currently used, the age and appearance of collections and easy access to collections.

Another issue of interest to library administration is whether Winnipeg Public Library should create a collection development model. Questions to be addressed are:

-   Should the Library collect equally throughout the system, or
-   Should the Library system consist of a Main library, with high demand collections as well as in depth, special collections, and then branches that collect a full range of items but in smaller amounts, or
-   Should the Library system consist of a Main Library with high demand collections as well as in depth special collections, then branches that collect high demand, current collections, depending on other collections, particularly those at central libraries, to back up information requests they are unable to meet

Collection development will need to include key decision points and criteria for such issues as:

-   Just in time vs. Just in Case collection development
-   Shifts to new media and deselection of others eg DVD from VHS
-   Migration to electronic format from print eg. Reference materials
-   Collection retention
-   Collection management and delivery mechanisms such as use of ARPS, floating collections, collections to be catalogued and not catalogued

Library Administration discussed the nature of their communities and the challenges associated with collection changes. Traditional users like books and want them available locally. Youth are the opposite; multimedia and now. The high growth of new Canadian and multicultural communities with different information-seeking patterns creates a challenge both for collections and attendant services. Literacy for all ages continues to be a priority.

All identified the power of the integrated library system, the need to exploit these systems even more fully, and the importance of training library members how to use these systems to their personal benefit.

The area of attracting public input regarding collection development was discussed. Almost 900 Suggestions for Purchase are received each year, 67% of which are filled. Analyzing these requests and reviewing this and other public input devices needs to be done.

Selectors' Input

Although the collection budget is too low, according to the selectors, they believe the collections are generally well developed. Library literature and changing collection practices has led selectors to seek clarification about collection philosophy as a whole and the collection priorities per location. They hold differing opinions on the need to develop "Just in Time" or "Just in Case" collections. Some believe that the Just in Time model works only for the retail sector. "We are not Amazon.com, nor should we be" was one comment made. Others voiced the opinion that branches need to build more "Just in Time" collections whereas Millennium requires both "Just in Case" and "Just in Time" collections. Selectors identified the absence of a mechanism for alerting Acquisitions about collection gaps.

The timeliness of getting collections into the hands of the user has improved recently. The use of ARPs (automatic release programs), they believe, may have adversely affected the quality of collections especially in the area of music. Little original cataloguing is done or required, thus minimizing delays.

Selectors appreciate the value of the Suggestion to Purchase process, seeing it as an integral part of collection development responsive to the user. However, they see the need to improve this valuable client communication vehicle. For instance, there is no status report given to the user during the process. The user is notified when the item is received. There are a few concerns about the number of requests per month made by regular users.

Similar to the concerns raised by public service staff, selectors recognize the need to improve and update displays throughout the system.

Selectors identified the following collection/ processes' strengths:

  📖 Fiction; mysteries; consumer health; children's collections; large print; DVDs

  📖 Vendors services

It is interesting to note that not all public services staff agreed that children's collections were optimal

Weaknesses include:

- 📖 Inadequate overall branch collections size
- 📖 Insufficient multilingual, music and teen music collections
- 📖 Cumbersome selection processes (half adult selectors; half children's selectors)
- 📖 Content of youth collections
- 📖 Delayed selection tools
- 📖 Inadequate and out-dated displays for materials throughout system
- 📖 Insufficient weeding and book sales

Non-professionals comment that they are seldom asked their opinion regarding collection development although non professionals are involved in the selection process

Public Services Staff Input

20 surveys were returned from Public Services staff. The survey asked staff to provide:

- 📖 An optimal materials selection process
- 📖 Processes that work well and those that need improvement
- 📖 Their recommendations for improvements
- 📖 Their impressions of public and staff input mechanisms

General Observations

Public Service staff and their users identify closely with the local community. While the library may collect certain items for the system at large, members of the public ask why a certain item does not appear in their local library collection. There is a sense that Millennium gets preferential treatment both in terms of collection development and collection funding.

Without exception, users love bestsellers and new titles, according to Public Service staff Key collection gaps throughout the system include French materials and multilingual collections.

At the workshop, there was considerable discussion about the concept of "Just in Time" versus "Just in Case" collection development. Some questioned whether the library should focus on collecting bestsellers, mass market materials and multi media resources. Or, should the role of the library be to educate and stretch the minds and imaginations of the citizens?

Collection balance between the Millennium library and the branches was discussed at length. In the way selectors had questions about collection philosophy, Public Services staff also questioned what role branches should have in relationship to the role of the Millennium library.

Optimal Materials Selection Process

The following is an amalgam of comments made by staff:

"The optimal materials selection process starts with the citizens of Winnipeg and meeting their information needs. Both local and city wide community profiles are required within the collection development policy. Public input mechanisms need to be in place and the responses gathered from these mined to monitor and track information interests. Other performance indicators such as statistics can be used to determine how well the library is doing in meeting community responses.

A clear collection vision and resultant collection management policy is required to identify collection development levels and priorities from branch to branch, large and small. The plan would reflect local area concerns as well as the system-wide responsibilities each library has. The plan, once set, should be followed and budget allocations assigned accordingly

The selection committee comprised of professional librarians would be created to reflect the communities to be served, with some subject expertise grown and developed.

As a matter of priority, processes need to be streamlined to insure collection items arrive in a more timely fashion. A wide variety of selection journals and tools need to be available to the selectors more quickly, orders placed more quickly, received and processed more quickly. The more automation that can be employed, the faster materials can be delivered to the user. Although pre-selection programs are not always supported, their use guarantees faster delivery of high demand collections.

In the optimal materials selection scenario, budget requests as well as staff training to insure best collection development practices will be supported"

What works well

According to Public Services staff, these processes work well:

  📖 Acquisition of popular and multi-format items

  📖 Reviewing tools

  📖 Public input mechanisms

  📖 Changes made by Support Services

  📖 Deselection practices

Where there needs to be improvement

- Need collection plan and annual priorities
- Need to reduce holds and either acquire more copies of popular materials, or acquire/process materials for faster on shelf accessibility
- Need process for gap management
- Need to review selection committee size, composition and terms of reference
- Need to review decentralized versus centralized model of collection management
- Need to review ARP process to ensure better quality of materials for the collections
- Need to analyze the quality of children's collections
- Need to review wholesalers and set criteria for their evaluation
- Need to improve the Suggestions for Purchase system, the coordination of requests to orders, and how the library responds to clients
- Need to circulate selection tools more quickly

What other improvements would you recommend

- Schedule monthly selection meetings with the area selector to go through catalogues
- Increase weeding; improve collection deselection practices
- Improve displays so that new and fresh titles are more visible
- Share collection knowledge more widely with other library staff
- Conduct workshops on marketing collections and on understanding public interests

Public Input—Library Advisory Committees

Library Advisory Committees are part of the Library Board's governance structure, providing input from all library locations and the patrons who use them. In 2005, the Committees conducted an in-depth user satisfaction survey of their communities. The information was compiled into a report entitled *2005 Library Advisory Committee Customer Survey.* Some of the highlights specific to collections were as follows:

- 38.2% respondents were very satisfied with the book collection
- 44.4% were fairly satisfied with the book collections
- 33.9% were very satisfied with the magazine and newspaper collections
- 35.5% were fairly satisfied with the magazine and newspaper collections
- 22.5% were very satisfied with audio visual collections
- 37.6% were fairly satisfied with the audio visual collections

Overall the majority of patrons responding to this survey indicated that they are only fairly satisfied, or not at all, satisfied with the collections.

The Committee report identified the need to increase the baseline for the materials collections.

In reviewing raw data taken from the surveys gathered, here are some of the specific observations:

- The public loves bestsellers and Express Bestsellers
- The public wants more of everything, all formats
- Collection areas of interest for more collections include woodworking, music, educational materials, finances, psychology, computers, French collections, Chinese collections, graphic novels and anime, Christian literature and ESL

The public have commented on the need to weed older materials, provide better, more up to date displays with new and attractive books and resources. They also look for faster delivery of new materials.

Public Survey Responses

The public survey conducted for purposes of this study, while qualitative, complemented other information gathered from other sources. The survey was available in French and English.

61 survey forms were completed; of these, 51 adults responded; 9 teens responded and one child responded. Of the adult response, 48 were English and 3 were French

The majority of survey responses were returned from Henderson library (21). 10 were received from Millennium; 5 from St Boniface, 3 each from Charleswood and St John's, 2 each from St Vital, Fort Garry, Sir William Stephenson, Cornish, Westwood, and 1 each from St. James, Pembina Trails, Louis Riel, and River Heights, and 5 unknown.

The following highlights the results of the survey. Detailed charts are provided in the Appendices.

Ranking Collections by Importance
Adult Collections

<u>Most Important</u>	<u>Least Important</u>
Adult mysteries	Graphic Novels
General fiction	Science Fiction
Best sellers	Romance
Local history	Sports
Cooking and crafts	Business
Education	Current Affairs
Library databases	Videos
Internet	Multilingual
DVDS and CDS	Email

Teen Collections

<u>Most Important</u>	<u>Least Important</u>
Best sellers	Easy readers
Science fiction	Best sellers
General fiction	Business
Education	Current Affairs
Music	Consumer Health
Graphic Novels	Videos
Magazines	Large Print
CDs	CDs
Library databases	

Children's Collections

Most Important	Least Important
Easy readers	Romance
General fiction	Graphic Novels
Board books	Best sellers
Education	Business
Music	Current Affairs
Biography	Consumer Health
DVDs	Large Print
Internet	Magazines
Multilingual	Email

How will demand change over the next ten years?

Respondents recognize the ongoing importance of the Internet in the future. The aging population trends account for the growing need for large print material although some respondents suggest the collection level should remain the same in the future. Another projected growth area is teen materials.

It is suggested that the current collection levels are sufficient for children's and multilingual materials.

How do you choose the library materials you get from the library?

Collection choice decisions seem to be influenced by a wide variety of sources. While it is very encouraging to note the importance of the library catalogue in selection decisions, it is disappointing that library flyers and posters are not as effective.

The following are comments that respondents wanted to share with the library. Additional comments not specifically related to collections are included in the Appendices.

What does the Library do well?

The most frequent positive comments about the collection were:

- 📖 Availability of on-line ordering, item status and holds
- 📖 Response to purchase requests
- 📖 Well-stocked, up-to-date collection

Where could there be improvements?

- 📖 More DVD's, CD's and electronic databases
- 📖 Improve turn-around time for new books
- 📖 Complete series, in adult, teen and juvenile collections

VII. Current State of the Collections

General

Winnipeg Public Library has a comprehensive collection of 1,678,418 items (2006), delivered through twenty locations. The materials budget was built to address the information needs of all communities. In 2006 the approved materials budget was $2,410,892—an additional $275,544 was spent from book sale revenue. In 2007, the approved funding was $2,460,892, an addition of $50,000 operating funds from the previous year. As well, $103,131 book sale revenues were spent.

Compared to seven other large libraries that share similar characteristics, Winnipeg's collection size is fourth. Its per capita funding allocation is low, at $4.24 and its per capita size is fourth at 2.6 items per capita. As a result, one of the most important library indicators, circulation, is low (sixth). Collection relevance to user demands is in part measured by turnover rate; of the comparator libraries, Winnipeg has the lowest turnover rate of 3.3 circulations per item.

Relevancy can be affected by funding levels, selection responsiveness to user needs (trend research and public input), community literacy, collection age, timely delivery of new materials to all locations (turnaround times), and collection marketing and appearance

Collection Budget Allocations

Compared to other Canadian libraries and given the size of the library system, the collection budget for Winnipeg Public Library is quite modest. It is recommended that Winnipeg Public Library reach a collection budget allocation of at least $4.90 per capita, the average of the comparator libraries.

Based on collection trends, circulations patterns, user demand as expressed in suggestions and surveys, and collection refreshment due to weeding and turnover rates, shorter term collection purchasing priorities are:

- More best sellers (all locations) and mysteries
- DVDs and Music CDs
- How- to books, consumer health and cookbooks
- Large print (all locations)
- Electronic resources
- Paperbacks
- Graphic novels

Longer range priorities will include multilingual, more large print and more electronic resources.

Clearly Winnipeg Public Library staff is knowledgeable about current collection interests. Collection budget planning (2005 and 2006) already reflects many of these priorities.

Between 2005 and 2006, there was:

    📖 adult DVD budget increase of 23% from 2005 to 2006

    📖 juvenile DVD budget increase of 14%

    📖 music CD budget increase of 9% from 2005 to 2006

    📖 paperback budget increase of 11%

Bestseller collections are hugely popular. Their turnover rate is outstanding compared to all other fiction. Although the data studied did not separate bestsellers data from fiction data, it is recommended that fiction purchasing for upcoming years focus on best sellers and mysteries, with less funding applied to other general fiction collections

It is suggested that Winnipeg consider leasing its bestsellers; although more staff time may be required to manage these collections, these programs guarantee the availability of these hot items to the user faster and shelf ready for all locations. It also allows the library to return a percentage of the items when they are no longer popular, thus making more shelf space available for incoming collections. Item by item, time-consuming weeding is also reduced.

It is noted that the large print budget increase is only .5% from 2005 to 2006. If the library accepts the recommendation to weed a number of aging larger print collections throughout the library system, it is recommended that a budget increase for large print of 5% be earmarked for large print fiction and non-fiction resources in 2007/2008. It is further suggested that both established and travelling collections be available at all locations of the system.

It has already been suggested that the library, as a matter of priority, analyze its current reference collections, with an objective to move into a more electronic environment. Doing so will help to reduce the costs of duplicate reference collections and will allow us to reallocate funding to other circulating collections for the public. It will further liberate collection space for other, newer circulating materials. As well, electronic sources and information available on the Internet should be a major consideration in future purchasing decisions for non-fiction.

Collection Age

One of the most important collection indicators is age. Not only is this an indicator of relevancy, it can inform selectors where potential space may be available for collection expansion.

In general, Winnipeg Public Library's current collection development philosophy suggests that Neighbourhood libraries provide recreational collections (Just in Time). Community libraries provide collections of greater depth, either through more items or some older resources. Area libraries provide the most in depth materials and reference collections, serving local patrons as well as Community and Neighbourhood libraries. Central library collections cover both popular materials needs for their local communities as well as more extensive fiction collections, more in-depth non-fiction and research collections supporting the library system at large.

Integrated Library Systems now provide excellent data, which can assist in collection evaluation. Collection age data can be broken down in ranges of years reflecting publication dates.

For purposes of this study, collection age data was gathered and presented as follows:

 📖 Age data for collections 11 to 15 years, and collections older than 15 years was displayed for each library
 📖 Library locations were grouped by Central libraries and Area libraries; by Community and Neighbourhood libraries
 📖 It is expected that Central and Area libraries will have a greater proportional of older collections than found in Community and Neighbourhood libraries
 📖 Central libraries will have a greater proportion of older collections than Area libraries
 📖 Community libraries may be slightly older than Neighbourhood libraries

Collection Age Summary – Highlights

Table - Central and Area Libraries

	11 years to 15 years %	15 years and older %	Total 11 years and older
Central Libraries	11 years to 15 years%	15 years and older%	Total 11 years and older
Millennium	13.42%	32.18%	45.60%
St Boniface	16.12%	26.05%	42.17%
Average	**14.77%**	**29.12%**	**43.89%**
Proposed Benchmark			**50%**
Area Libraries			
Fort Garry	13.79%	29.43%	43.22%
Henderson	14.44%	21.69%	36.13%
St James-Assiniboia	14.35%	43.23%	57.58%
St Vital	15.39%	28.00%	43.39%
West Kildonan	16.44%	27.20%	44.20%
Average	**14.88%**	**29.91%**	**44.90%**

Proposed Benchmark	**15%**	**25%**	**40%**

Results

Of note here is the age of the Area libraries' collections compared to the Central libraries. On average the Area libraries' collections trend slightly older (15 years and older, and 11 years and older.) due to St James-Assiniboia's collection age.

Table - Community and Neighbourhood Libraries

	11 years to 15 years %	15 years and older %	Total 11 years and older
Community Libraries			
Charleswood	11.89%	16.67%	28.56%
Pembina Trail	12.97%	23.06%	36.03%
Riel	11.73%	19.85%	31.58%
River Heights	14.04%	22.52%	36.56%
Sir William			
Stephenson	17.25%	19.98%	37.23%
Transcona	14.74%	21.60%	36.34%
Westwood	14.40%	20.69%	35.09%
Average	**13.86%**	**20.62%**	**34.48%**

Proposed Benchmark	**12%**	**15%**	**27%**

	11 years to 15 years %	15 years and older %	Total 11 years and older
Neighbourhood Libraries			
Cornish	16.08%	21.92%	38.00%
Munroe	15.30%	19.24%	34.54%
Osborne	16.43%	23.67%	40.10%
St. Johns	14.65%	17.10%	31.75%
West End	15.75%	21.71%	37.46%
Windsor Park	14.86%	25.19%	40.05%
Average	**15.51%**	**21.47%**	**36.98%**

Proposed Benchmark	**10%**	**10%**	**20%**

Results

Surprisingly, the same pattern of collection aging is demonstrated between Neighbourhood and Community libraries, as seen between Area and Central libraries. Where you might expect to see younger collections in Neighbourhood libraries, it would appear that Community libraries are aging more slowly than Neighbourhood collections.

Collection Age Benchmarks

Based on the current collection age and higher demand for current materials, benchmarks are proposed for collection aging by tier. As the Central Libraries play a different role in collection development for the system, no age benchmarks are proposed here.

Table - Proposed Collection Age Benchmarks

Summary (By %)

	11 to 15 years	11 years plus	15 years plus
Central*	N/A	50%	N/A
Area	15%	40%	25%
Community	12%	27%	15%
Neighbourhood	10%	20%	10%

Collection Weeding Priorities

Powerful library integrated systems allow the transfer of materials from one location to another quickly. The concept of the Collection as One where the public and staff can now consider the collections of the whole library system accessible to them has developed because of the efficiencies of intrabranch transfers. It is therefore less important to purchase and house multiple copies of materials except for, perhaps, popular items. Therefore weeding older, multiple copies should be easily done. With the availability of more system-generated reports regarding collection age and use (circulation and turnover rates) it is proposed that the Library engage in an even more aggressive weeding program than currently in place based on the recommended targets proposed in this report.

To assist in the implementation of a deselection program, a brief age analysis was conducted of Area, Community and Neighbourhood libraries.

The following general weeding guidelines are suggested. For some collections that are older such as those in some Neighbourhood libraries, these targets may be modest and may need adjustment in order to move the collection profile to highlight more current, Just in Time collections.

In the analysis, if 30 to 50% of a collection area was older than 11 years old, it has been flagged as a collection area for weeding. If 30% or more of the collection is older than 15 years, it has been designated a #1 priority weeding area; if less than 30 % is older than 15 years old, it has been flagged as a #2 priority weeding.

Note that in some cases, the whole category of Adult Fiction has been flagged. The age data showed this but clearly a more detailed breakdown of the fiction collections is required. Some of the breakdown categories are here, such as Mysteries, Romance etc. Westerns by their nature may be an older genre; however, the collection is worth reviewing.

Equally non-fiction as a whole category may be flagged for review. It is strongly suggested that the age data for these collections be organized by Dewey tens, reviewed and prioritized for weeding and monitored.

Reference collections across the system, both adult and juvenile, are aging—it is suggested that as a matter of priority the whole Reference collection philosophy be reviewed, taking into account the rich Internet and electronic resources at hand, and the collections weeded accordingly.

While Central libraries such as Millennium and St Boniface serve the broader mandate of providing Just In Time materials while maintaining the role of libraries of last resort, their collections, too require management and deselection guidelines. The Library needs to establish which collections held by these central libraries will be comprehensive, definitive collections where an active program to seek out all materials within those areas is in place eg. local history for Winnipeg

These collections like all collections however need to be scrutinized for their condition, appearance and fragility, and decisions made for replacement.

Just in Case collections too require a deselection review. Retaining duplicates of Just in Case materials at these libraries should be discouraged. Unattractive materials need to be weeded or replaced.

As space will always be a concern at all locations, it may be a more critical issue in central libraries. The sheer size and growth of these collections warrant constant attention to age and condition. A judicious, ongoing weeding program in central collections is essential. It is proposed that collection groupings where 50% or more are older than 11 years old be evaluated for culling. Weeding duplicates could be first priority as a way to contain collection growth. Also reviewing titles older than 15 years old first will be beneficial. Knowing where other like-type collections exist locally, provincially, nationally, at the National library or the Library of Congress will minimize concern about deselection decisions here.

At Millennium today, the oldest collection groupings for review where 50% or more are older than 15 years old are adult biography, overflow circulating, adult oversize, adult stack circulating, adult talking book biography, young adult talking book fiction and non fiction. These are recommended for priority review.

Non fiction data with detailed breakdowns was not available for this study but it is proposed that collection age data for central libraries be generated (by Dewey tens categories) and reviewed. Particular attention should be paid to areas such as medicine, environment, legal, science, self help, and psychology. Reference area reviews are more challenging as some but not all, older reference collections may be available on line or electronically.

Multilingual collections at Millennium require special attention. Although difficult to confirm publication dates for some of these languages, data shows that older collections that need review include: adult Chinese fiction and non fiction; adult Dutch fiction and

non fiction; adult Farsi fiction; adult German fiction and non fiction; adult Japanese fiction and non fiction; adult Portuguese fiction and non fiction; adult Spanish non fiction; adult Ukrainian fiction and non fiction; adult Urdu fiction. As the multicultural community is dynamic and new communities are arriving, it is proposed that the latest census data provide some guidance in collection replenishment and development.

St Boniface French collections also require close scrutiny. While retaining a good, comprehensive collection for the French community as well as immersion students, like Millennium, these collections need to be reviewed. A review of current data indicates that the following oldest collections require consideration for deselection, where more than 50% of the items are older than 15 years old; adulte roman sentimental, adulte cassette (category as well as format); livre parlant non fiction, depot-enfants bande dessinee, depot enfants non fiction, enfants bande dessinee, enfants reference, francais langue seconde roman, francais langue seconde non fiction, juvenile cassette fiction. In some cases, transition to new formats and the availability of key titles in newer formats may affect the decision to deselect. It is noted that this collection also includes older Braille materials. Given the size of Braille books and limited use, it is suggested that these not be collected. The CNIB will provide excellent collections in all formats for registered clients of all ages.

Table - Weeding Priorities - Area Libraries

	Fort Garry	Henderson	St James Assiniboia	West Kildonan	St.Vital
Adult Fiction	1				
Mysteries			1		
Romance					
Sci Fi			1		
Westerns	1		1	1	
Adult Non-fiction	1		1	1	
Biography	1	1			1
Reference	1	1	1	1	1
Large Print					
Fiction	1				
Mysteries	1	1	1		
Romance	1		1		1
Sci Fi	1				1
Western		1	1	1	1
Non-fiction	1	1	1	1	
Biography	1	1			1
Audio Visual			1	1	1
Juvenile Non-fiction					
Biography	1		1		1
Reference	1		1		
Cassettes		1	1	1	1

	Fort Garry	Henderson	St James Assiniboia	West Kildonan	St.Vital
French Deposit Collections			1		1
Aboriginal Collections		1			1

Table - Weeding Priorities-Community Libraries

	Charleswood	Pembina Trail	Louis Riel	River Heights	Wm Stephen	Transcona	West-wood
Adult Fiction							
Mysteries							
Romance							
Sci Fi							
Westerns		1	1	2	1	1	
Adult Non-fiction	2	1		2		1	
Biography		1		1		1	1
Reference	1	1	1	1	1		1
Large Print							
Fiction							
Mysteries							
Romance							
Sci Fi							
Western				2			
Non-fiction				1			
Biography				1			
Audio Visual		2			2		
Juvenile							
Non-fiction					2	2	
Biography	1		1	1		1	1
Reference	2		1	1	1		1
Cassettes	1	1	2	1	1	1	1
French Deposit Collections	1	1	1	1	1	1	1
Aboriginal Collections		1			1		

Table - Weeding Priorities - Neighbourhood Libraries

	Cornish	Munroe	Osborne	St John	West End	Windsor Park
Adult Fiction						
Mysteries						
Romance						
Sci Fi						
Westerns	2	2			1	
Adult Non-fiction	1	2	1	2	1	1
Biography	1	2	1		2	1
Reference	1	1		1	1	1
Large Print						
Fiction	1		1		1	2
Mysteries	1		1		1	1
Romance	2		1		1	
Sci Fi						
Western						
Non-fiction	1		2	1	1	
Biography	2	1	1		1	
Audio Visual					2	
Juvenile						
Non-fiction		1	1		1	
Biography		1	1		1	1
Reference	1	1	1	1	1	1
Cassettes	2				1	2
French Deposit Collections	1	1	1	1	2	1
Aboriginal Collections	1	1	1			1

Recommendations:

It is recommended that:

- 📖 Winnipeg Public Library designate specific collection areas as comprehensive and definite, to be kept at Central libraries eg local history

- 📖 Winnipeg Public Library establish acceptable collection age targets for various tiers of its collections

  - 📖 75% of area library collections be 15 years old and younger

  - 📖 85% of community library collections be 15 years old and younger

  - 📖 90% of neighbourhood library collections be 15 years old and younger.

📖 Where 50% of Millennium and St Boniface collection areas are older than 11 years old, a review be conducted for possible deselection, starting with duplicates and collections 15 years and older

📖 Winnipeg Public Library adopt an aggressive weeding program across the library system, with particular attention to collections and designated areas in Central, Area, Community and Neighbourhood Libraries

📖 Winnipeg Public Library strive to attain a collection size of 2.6 to 2.8 items per capita. While 2.8 represents a slightly higher target that the average of the comparator library systems (2.64), Winnipeg has the third highest number of branches and resultant smaller collections within the comparator group

📖 Winnipeg Public Library Board strive to increase collection budget allocations from its current $4.24 per capita to $4.90 per capita, the average per capita of the seven comparator libraries in Canada.

📖 In addition to maintaining and increasing collections of varying interest to the boomer and active older adult community, Winnipeg Public Library grow its large print, audio books and alternative format collections more proactively over the coming years. Established as well as travelling large print collections should be made available at all locations.

📖 Winnipeg Public Library continue to prioritize budget allocations to high demand areas of interest, such as mysteries, best sellers, graphic novels and music, and multimedia of all kinds.

📖 Winnipeg Public Library move more assertively into a virtual or on-line reference environment or materials, thus reducing the need for purchasing multiple copies of reference materials, and redirecting funds into other front line circulating collections.

Management of Select Special Collections

Multilingual Materials

In response to its multicultural profile, Winnipeg Public Library provides its community with materials in a variety of formats in about 30 world languages. These collections reside for the most part at Millennium Library but select collections reflecting local community interest and demographics reside in branches throughout the system:

- Henderson: German, Dutch, Polish, Russian

- Munroe   Spanish

- Pembina Trail   Bosnian, Chinese, Farsi, Hindi, Punjabi, Spanish, Urdu, Vietnamese

- River Heights   Czech

- Sir William Stephenson   Bengali, Dutch, Chinese, Farsi, Filipino, Hindi, Italian, Korean, Punjabi, Polish, Portuguese, Spanish, Ukrainian, Urdu, Vietnamese

- St Vital   Spanish

- West End   Chinese, Filipino, Punjabi, Urdu, Vietnamese

- West Kildonan: Filipino, German, Hungarian, Punjabi, Polish, Russian, Spanish, Ukrainian, Vietnamese,

These collections are rotated both to refresh them and to make new language collections accessible to new demographic groups within these communities.

Collection age for these collections is not always known, partly due to publishing practices, limited bibliographic information from the publishers or distributors and few bibliographic records sources. Winnipeg Public Library, like most, does not catalogue these collections. Vendors' resources reflect sources available in the community and from the vendor community at large.

Circulation for these collections across the system varies by language and age group. For instance, a quick review of 2006 circulation figures identifies growing usage, compared to 2005 in the following areas:

 Adult; Chinese non-fiction, Czech non-fiction, Farsi fiction and non-fiction, Filipino non-fiction, German non-fiction, Hungarian non-fiction, Italian non-fiction, Korean fiction and non-fiction, adult Portuguese, Ukrainian fiction, Urdu fiction, Vietnamese

 Juvenile: Farsi, Icelandic, Japanese, Korean, Swedish, Vietnamese

Recommendations:

It is recommended that:

 Winnipeg Public Library continue to monitor the dynamics of the multicultural community, taken from the upcoming results of the 2006 Census (due out late 2007) as well as City's analyses of these communities and their locations

 Library work through Branch Services, Special Services and Outreach Services to discuss key areas of interest in collections for these communities. These contacts can also help determine if the communities are new Canadians or second generation and the impact of that on collection building

☷ Move more materials out into branches based on demographic profile

☷ Winnipeg Public Library expand its vendor list for multilingual materials, contacting some of the vendors used by comparator libraries including larger vendors. It is also recommended that the Library set up more ARPs to assist in building these collections.

☷ In conjunction with key multicultural contacts and agencies, promote and market the availability of collections and resources, encouraging recommendations for collection development

☷ As collections are built for languages, turnover rates for each language be tracked annually and budgets adjusted accordingly.

Aboriginal Collections

Adult Collections

The adult Aboriginal collection current includes 1,344 titles. 2006 circulation was 1,568 with a turnover rate of 1.167, well below Winnipeg's average materials turnover rate of 3.3

Most of the collection is non-fiction, English books and a small collection of videos.

The collection direction has shifted of late, now reflecting Aboriginal life and culture. The collection now includes biography, medicine, art and crafts, and music.

Although it appears that more up to date items are being purchased for the collections, about 67% of the collection is older than 11 years old; of that 37% is older than 15 years old. That, however, may reflect a historical importance of issues.

There is a similar pattern for juvenile collections: almost 63% of the collection is older than 11 years old, 36% of that older than 15 years.

Juvenile Aboriginal Collections

Services and collections for this special group were the outcome of a focus group leading to the development of Aboriginal Reading in the Round. These collections are built "on a philosophy reflecting the culture, history and current life of Aboriginal communities, respecting authors of dissent yet not excluding authors of diverse cultures."

The collections include materials in all formats. Community comment and input into collections and programs is encouraged.

The collections reside for the most part in the children's area of Millennium library, where indigenous cultures are specifically recognized but the collection is available and accessible to all.

Recommendations:

It is recommended that:

- 📖 a selector for Aboriginal collections be designated and, in consultation with the Aboriginal community, a separate collection budget line be established for both adult and juvenile Aboriginal collections

- 📖 working with the Aboriginal community, these collections be reviewed for outdated materials, and built with new, more up to date resources

- 📖 the existing adult Aboriginal language collection at Millennium be relocated into a distinct area.

- 📖 Working with the Aboriginal community, Winnipeg Public Library contact other library systems (E.g. Edmonton, Calgary, Regina) to discuss their developing initiatives in the area of aboriginal collections and services

- 📖 as these collections are built and promoted, turnover rates be tracked annually.

- 📖 Winnipeg Public Library seek provincial and federal funding to build heritage language collections.

Outreach Services

A growing service, Outreach Services make 26 stops a month to a variety of centres throughout the community. There are also a few community deposit collections, both French and English. Outreach Services also oversees services to homebound seniors.

The largest collection for this service is large print books but there is a growing demand for audio books. The library has been responsive to building these new collections. The service currently has regular print periodicals and some large print periodicals.

Collection needs for homebound seniors is drawn from branch collections, Millennium and Outreach Services own collections.

The library is investigating partnerships to provide collections of all kinds and services in areas such as Turtle Island Neighbourhood Centre, Magnus Eliason Community Centre and inner city missions and shelters.

Circulation for large print collections is growing, yet the collection across the system is aging.

Recommendations:

It is recommended that:

- older large print collections be weeded; it is further recommended that these collections be grown and more funds be allocated to them

- more travelling Large Print collections be available at all libraries throughout the system.

- more inspirational large print materials and large print periodicals be added to the collection.

- Winnipeg Public Library seek funding partnerships to enhance high demand collections

- the concept of the New and Noted area at Millennium, with face out collection displays and clear and attractive signage, be repeated at each location throughout the library system

VIII. Materials Management Processes

Collection Policy Review

Winnipeg Public Library has two key documents that address Collection Development:

- Collection Development and Materials Selection Statement for Winnipeg Public Library Staff (October 2004)
- Collection Maintenance Guidelines and Procedures for Winnipeg Public Library Staff (February 2003)

Consistent with many public library policies, the Collection Development and Materials Selection Statement includes the Mission of the Library, the Philosophy, Goals and Objectives of the Library and by extension, the collections, and a statement of Intellectual Freedom and the management of controversial materials. The selection process is outlined, as are the collections areas such as age groups (adult, children and youth) plus collections by formats.

The Collection Maintenance Guidelines and Procedures details deselection processes, the management of donated materials and the binding and repair processes for collection.

Evaluation

Service Model and Collection Scope

The primary audience for the Collection Development and Materials Selection Statement is the selectors and staff. While the Statement includes details about the collections themselves and their management (e.g. selection, cataloguing etc), the policy does not clearly articulate the relationship of the libraries and collections between and among locations.

Collection Groupings

The description of collection areas are organized by age groups (adult, children and youth), within those circulating and references, then format groupings. There is also a section for special groups which include community-based collections (e.g. ESL, literacy, multilingual, Aboriginal) demand-based (Express Bestsellers), and format-based (talking books, graphic novels). There is no explanation for why these collections versus any others are considered special collections.

Selection/Materials Consideration Criteria

In many of the collection categories, the first consideration for purchase is cost. Although clearly important it does seem to affect selectors' decisions over and above the needs of the user or the quality of the item.

Youth Collections Statements

This collection statement is limited and needs to be expanded.

Recommendations:

It is recommended that:

  Winnipeg Public Library develop a Collection Development and Materials Statement regarding the service model for the Library system and how collection development will be affected by the model

  Collection size standards/targets for each group are incorporated into the statement. The targets would include:

    Collection size

    Collection age

    Collection level

  Proportion of balance based on Just in Time versus Just in Case selection decisions be determined.

  The Collection Development and Materials Selection Statement be revised to reflect community groups such as adult, seniors, youth, children's, aboriginal and multicultural groups. Within each of these would be circulating, reference, formats etc.

  A detailed collection statement for youth collections be developed.

  The Statement include the philosophy of "The Collection as One", which, while recognizing collection level priorities by tier, understands that citizens have access to the whole collection, thus reducing the need to purchase duplicates for most collection areas.

Collection Development and Selection - Current Processes

Overall selection responsibility, selection participants, processes and tools, public participation and reconsideration of library materials are described in the Collection Development and Materials Selection Statement (October 2004)

General guidelines for the materials selection process define the structure of the selection teams and the libraries for which they have selection responsibilities. The groupings are: adult book; adult DVDs; Adult Music; Adult Circulating CDs; Electronic Resources;

Adult paperbacks; Outreach Services; Youth Services Materials; St. Boniface-French; St. Boniface-English;

About 23 librarians plus branch heads are involved in some aspect of selection. There is some cross over within the designated groups. Selection staff are rotated or reassigned periodically. Branch Heads also select titles from the Hotlists (Skylight) for their branches plus magazine titles.

Branch profiles have been used for juvenile and youth materials selection in the past but have not been kept up-to-date. Branch profiles are used in adult book selection. The selector and collection development librarians meet with branch heads to discuss areas of interest to the public for the upcoming year.

For efficiency, the committee of adult books selectors was divided up. The Acquisitions librarian conveys item areas and requests to the selectors. Other librarians involved in selection consult with one another and communicate their preferences to selectors. The branch adult book selectors meet weekly as do youth services materials selectors.

Adult DVD selectors and music selectors do not meet formally. French selectors do not meet regularly; however as they all work at St. Boniface, they are able to discuss selection informally.

There is no complete list of selection tools. The Collection Development Librarian maintains and tracks publishers' catalogs that are routed to selectors. Online tools used by selectors include Global Books in Print, Amazon.ca, Chapters.ca and McNallyRobinson.ca. French selectors use the Renaud Bray website to select print and A/V materials and the Archambault website to select A/V materials.

Evaluation

The selection process is basically a paper-based system. However, some vendors are looking to post library lists and catalogues online. Although selectors do check resources such as Amazon and Global Books in Print and others, generally paper-based catalogues are reviewed and selections marked off. These are forwarded to the Acquisitions department for ordering. Paper-based system is quite time-consuming and can result in duplicate orders.

The number of selectors involved in all selection processes has led to a more informal approach to collection development. While some branch profiles are created annually, others are outdated. Without clearer annual guidelines, there is a greater chance for unnecessary duplication or mismatched selection for location. Equally without pulling together a document that looks at the current collection in all locations, weeding patterns user demands and available space, collection development becomes unmanageable.

Winnipeg Public Library's ILS generates numerous statistics that help monitor all aspects of library operations. For collections, these statistics now capture data that reflects the whole life of a collection and how well it "behaves"; inventory to activity, collection age data, deselection and budget allocations per category, just to name a few. Selectors need

to use as many statistical reports about their collections as they can, in order to have a complete 360-degree view. These reports, plus the use of various vendor services for repetitive selection activities allow selectors and librarians to do that which vendors and others cannot do; evaluate collections areas holistically and compare their value to their users' requirements "locally" and system-wide.

Recommendations

It is recommended that Winnipeg Public Library:

  📖 Redesign Selection Areas by Communities eg adult, seniors, youth etc

> Currently selection groups are based on population served for the most part. However, alternative formats are selected by other selectors, not necessarily based on population served. It is therefore suggested that selection be done by service groups; adults; seniors; youth; children; multicultural/ ESL; and aboriginal communities. All formats would be considered within the each group.

  📖 Centralize Selection

> In order to realize greater time efficiencies, streamline processes and minimize unnecessary duplication, it is recommended that a smaller selection team be created, with representatives for each major service group; adults (2); seniors; youth, children's, multilingual/ ESL, and the aboriginal community. Representation will rotate every two to three years.

  📖 Develop Annual Plan for Collection Purchasing Priorities

  📖 Recreate Annual Community Profiles

> Creating annual profiles for collection building can insure focus and minimizes duplication.

  📖 Consider Purchasing Community Profiles

> There are companies that specialize in marketing and analytical services providing detailed community profiles that assist businesses in planning their markets or products. These profiles would benefit libraries as well, in understanding citizen backgrounds, consumer behaviours and interests. In the Appendices, profiles that pertain to the Louis Riel community are provided as an example of detailed community profiling.

  📖 Study Collection Indicator Reports for All Aspects of the Life of the Collection, from selection to deselection

> Collection evaluation and its management require two kinds of Collection Evaluation tools; Collection based, and User based.

Collection-based:

Collection based quantitative measures include:

Measures to be collected on an ongoing basis:

 📖 Collection size/growth and percentage of change

 📖 Materials budget size and growth

 📖 Collection age statistics

Measures to be collected every two years:

 📖 Collection standards

 📖 Collection indicators compared to other libraries (CULC)

Measures to be collected occasionally

 📖 Expenditures by subject coverage

 📖 Ratios (adult/children; electronic to print; branch to branches)

 📖 Vendor performance in meeting library requirements

Collection based qualitative measures include:

Ongoing, as available:

 📖 Pre-reviewed collections

 📖 Collection comparisons to definitive bibliographies

User-based:

User based quantitative measures include:

Measures to be collected on an ongoing basis:

 📖 Circulation statistics

 📖 Turnover rates

 📖 In-house use statistics

 📖 Turnaround times from order to shelf

 📖 Requests to purchase data

Measures to be collected every two years:

 📖 Shelf availability statistics

📖 Electronic resources usage statistics

Measures to be collected as required:

📖 Interlibrary loan statistics
📖 In house use statistics

User based qualitative information measures include:

Measures to be collected on an ongoing basis

📖 Ongoing user opinion surveys

To be conducted occasionally:

📖 Market profiles
📖 Focus groups and interviews
📖 Staff surveys and comments, from their point of view and that of their users

📖 all library locations identify overflow items and post them on the library blog. After 1 week, unclaimed items are sent to the book sale

📖 the library update its Donation Policy and develop clear guidelines for the deposition of donations. The guidelines need to direct staff to incorporate only those items that fill important, designated collection gaps and are in excellent condition. Other donations are then earmarked for book sales or given to other community groups such as day cares or homeless shelters

Acquisitions Practices - Current Processes

Marked catalogues are forwarded to the Acquisitions department for ordering. After ordering, Acquisitions keeps a file of all sources used for at least one year. This file includes catalogues, pamphlets, library selection journals and GBIP print outs.

Winnipeg Public Library uses four Automatic Release Programs (ARPs); juvenile series, music, large print and adult paperbacks. Juvenile series paperbacks are with Skylight ($17,450 in 2006); each branch receives paperbacks monthly directly from Skylight. Large Print ARP's are managed by S & B ($29,000 in 2006). However small branches do not have a Large Print ARP. The music ARP is managed by Library Bound ($36,630 in 2006). Adult paperbacks ARP is managed by Skylight ($93,315 in 2006).

Winnipeg Public Library have used over 700 vendors. For purposes of this report, 277 vendors that represent the highest expenditures were identified. The consultant then looked at the most active vendors and compared their expenditures to the total number of major vendors used.

Of the 277 vendors:

 ☰ 3% of the vendors accounts for 63% of expenditures

 ☰ 82% of expenditures involved only 8% of the vendors

 ☰ Conversely, 60% of the vendors accounted for only 1% of expenditures

Further a quick review of expenditure patterns revealed that a number of individual orders for small amounts of funds appeared throughout the report. Some of these vendors are represented by larger jobbers/wholesalers that Winnipeg Public Library current uses.

Table 8-- Vendor Activity/Expenditures

Vendor Expenditure by Range	# Vendors	% Total	Expenditures	% Total
$1-$1,000	167	60%	$39,149.00	1%
$1,001-$5,000	54	19%	$147,601	5%
$5,001-$10,000	19	7%	$137,943.00	5%
$10,001-$20,000	16	6%	$232,796	7%
$20,001-$50,000	8	3%	$232,502	7%
$50,001-$100,000	6	2%	$382,910.00	12%
$100,001-$700,000	7	3%	$1,969,815.00	63%
Total	**277**	**100%**	**$3,142,716.00**	**100%**

After orders have arrived, they proceed through cataloguing and processing. Nearly all of this activity occurs centrally on site at the Millennium library, allowing for efficient materials' management and distribution. While turnaround time (time item arrives in the building to shelf) averages eight weeks, there is no or minimal cataloguing backlog. There are no formal benchmarks in place to monitor the progress of items through these operations.

Recommendations:

It is recommended that:

☰ Pre-selection decisions are made for the number of certain collection items per tier level.

- It is recommended that a set number of copies for certain categories be prescribed for each neighbourhood libraries, community libraries and central libraries eg Best sellers.

- It is recommended that Winnipeg Public Library aim to reduce its vendor lists to 40 vendors. It is further recommended that Winnipeg Public Library use a wholesaler or jobber that is able to acquire items from a wide variety of other publishers

- Winnipeg Public Library adopt more ARPs, using a variety of vendors.

  - Most of the larger vendors used by Winnipeg Public Library offer ARPs in most collection areas. In order to evaluate the range of services offered by vendors, it is recommended that ARPs be established with a few vendors and bookstores. In addition to the current ARPs, it is suggested that Winnipeg establish more ARPs. Suggested areas include:

    - Beginning readers
    - Graphic novels
    - Multilingual materials;
    - Travel
    - Biography
    - DVDs
    - Cookbooks
    - Gardening
    - Bestsellers

- Winnipeg Public Library develop vendor evaluation criteria to monitor performance for all aspects of services provided by vendors.

- Acquisitions/Support Services strive to reduce their turnaround time for getting collections to the shelves. It is further recommended that best sellers and Express Bestsellers receipt/cataloguing/processing be streamed off separately, to achieve a turnaround of 24 to 48 hours.

- Winnipeg Public Library expand its intra branch delivery system to visit each location once a day Monday through Saturday inclusive to improve delivery turnaround time to the client

IX. Public Input

Winnipeg Public Library does encourage citizens to submit their comments and recommendations about their library collections and services.

Suggestion Forms

Like many large libraries in Canada, Winnipeg Public Library asks users for collection suggestions. In 2006, Winnipeg Public Library ordered 889 items suggested by their users; 295 items were rejected. Fill rate was a positive 68%. Suggestions are kept for one year, and then shredded. Suggestions are time-consuming and many items requested will be ordered anyway.

Advisory Committee Role

Winnipeg Public Library is fortunate to have active Advisory Library Committee who are able to connect with users in different areas of the city. Winnipeg's Advisory groups have conducted user satisfaction studies based on surveys and face-to-face discussions with community and library members.

Survey Devices

From time to time, Winnipeg Public Library conducts more formal studies that usually involve consultation with the public at large. Other libraries are now using perpetual surveys mounted on their websites. One device that is in use is a perpetual online survey that measures users' satisfaction with library services. SirsiDynix is also launching an analysis package called Bibliostat that takes new and existing statistics and generates more sophisticated reports.

Recommendations

It is recommended that:

📖 Winnipeg Public Library market and promote how Suggestions for Purchase are to be used. It is further suggested that the Library study ways in which the process can be automated to stream off older item requests and Inter library loans. It is further suggested that, for purposes of this service, the Library:

📖 Accept requests for items not older than 2 years old

📖 Inform the client whether the item will or will not be purchased

📖 It is further suggested that an annual report for administration be prepared by the Acquisition Librarian that analyzes:

📖 Types and dates of items requested for purchase

📖 Successful fill rate

📖 Items not filled and why

📖 Turnaround Time to fill the request

📖 Winnipeg Public Library measure ongoing user satisfaction, which can be done online.

📖 follow up focus groups be created from online user response to measure various aspects of the services.

📖 Winnipeg Public Library continue to avail itself of community input through the Library Advisory Committees

X. Recommendations

Recommendations were developed which address the key objectives, namely a determination about the effective use of collection budgets to meet client demand, and the timely delivery of relevant materials into the hands of clients. These recommendations follow:

Collection Development and Materials Selection Statement

It is recommended that:
A. Winnipeg Public Library develop a Collection Development and Materials Selection Statement regarding the service model for the Library system Collection development reflect the tiered library service model.

B. the library apply the tiered approach to collection development within the Central libraries and the north and south area libraries

C. collection size standards/targets for each group be incorporated into the Statement.

   The targets would include:

   - collection size
   - collection age
   - collection level
   - proportion of balance based on popular materials (Just in Time) versus research and reference (Just in Case) selection decisions

D. the collection statement be revised to reflect key community groups such as youth, aboriginal, seniors, etc versus formats. Within each of these would be circulating, reference, multi- formats etc

E. a detailed collection statement for youth collections be written and included within the collection development and materials selection statement

F. the collection development and materials selection statement include the philosophy of "the collection as one

Collection Development and Selection

It is recommended that Winnipeg Public Library:
A. redesign all selection by communities such as adults, seniors, children, youth, aboriginal and multicultural. Within these areas, designated selectors would be responsible for all formats

B. centralize selection processes, reassigning all selection processes to fewer, dedicated staff

C. develop an annual collection priorities purchasing plan

D. update and maintain annual community profiles

E. consider purchasing detailed community profiles

F. create and incorporate into collection management, collection indicator reports for all aspects of the life of the collection; selection, acquisitions, locations; circulation, turnover and deselection

G. insure that each collection management report is broken down using the same detailed collection categories for easy comparison across all collection stages and activities

H. identify overflow items and post these on the blog. After 1 week, unclaimed items are sent to Millennium for the book sale

I. the library update its Donation Policy and develop clear guidelines for the deposition of donations. The guidelines need to direct library staff to incorporate only those donations that fill important, designated collection gaps and are in excellent condition. Other donations are then earmarked for book sales or given to other community agencies or groups such as day care and homeless centres

Management of Select Special Collections

Multilingual Collections

It is recommended that Winnipeg Public Library:
A. Continue to monitor the dynamics of the multicultural community, taken from the most recent Census as well as the City's analysis of these communities and their locations.

B. Work through Branch Services, Special Services and Outreach Services to discuss with multicultural communities key areas of interest in collections. These contacts can also help determine if the communities are new Canadians or second generation and the impact of that on collection building and services.

C. Expand its vendor list for multilingual materials, and set up more automated release programs to assist in building these special collections.

D. Monitor usage and turnover rates for these collections.

Aboriginal Collections

It is recommended that:

A. a selector for Aboriginal collections be designated, and separate budget lines be established for both adult and juvenile Aboriginal collections.

B. the current collections be reviewed, in consultation with the Aboriginal community, for outdated materials, and built with new, more up to date resources.

C. the Aboriginal language collections within the Millennium library be showcased in its own distinct area.

D. Working with the Aboriginal community, the Library contact other library systems to discuss developing initiatives in the area of aboriginal services and collections

E. usage and, turnover rates be tracked annually.

F. provincial and federal funding be sought to build heritage language collections

Outreach Collections

It is recommended that:

A. older large print collections be weeded in Outreach Services. Additional resources should be allocated so these collections can be expanded.

B. more travelling Large Print collections be available in all libraries throughout the system.

C. the collection of inspirational large print materials and large print periodicals be increased.

D. funding partnerships be sought to enhance collections for all current and potential outreach locations.

Public Input

It is recommended that Winnipeg Public Library:

A. market and promote its Suggestions for Purchase process and form

B. investigate automated processes to stream off older item requests and interlibrary loans

C. prepare an annual report to analyze requests for purchase data

D. evaluate benefits of an online perpetual user satisfaction survey.

E. continue to avail itself of community input through the Library Advisory Committees

Acquisitions Practices

It is recommended that:

A. pre-selection decisions are made for the number of certain collection items for tier level.

B. Winnipeg Public Library adopt more automatic release programs, (ARPs) using a variety of vendors and bookstores

C. Winnipeg Public Library develop vendor evaluation criteria to monitor performance for all aspects of services provided by vendors

D. Winnipeg Public Library reduce its vendor lists to 40 vendors

E. Acquisitions/Technical Services strive to improve their turnaround time for getting collections to the shelves with priority given to bestsellers and high demand items. (24-48 hours)

F. Acquisitions/Technical Services develop a bypass procedure for Best sellers and Express Reads , in order to achieve a quick turnaround time

Collection Age

It is recommended that Winnipeg Public Library:

A. Winnipeg Public Library establish acceptable collection age targets for various tiers of its collections. It is recommended that 75% of Area library collections be 15 years old and younger; 85% of Community library collections be 15 years old and younger, and 90% of Neighbourhood library collections be 15 years old and younger.

B. establish a deselection review of collection areas within central libraries that are older than 11 years old

C. adopt an aggressive weeding program across the Library system, with particular attention to collections and designated areas in Area, Community and Neighbourhood Libraries

Collection Size

It is recommended that:

A. Winnipeg Public Library strive to attain a collection size of 2.6 to 2.8 items per capita. While 2.8 represents a slightly higher target that the average of the comparator library systems (2.64), Winnipeg has the third highest number of branches and resultant smaller collections within the comparator group

Collection Budget

It is recommended that:

A. Winnipeg Public Library Board strive to increase collection budget allocations from its current $4.24 per capita to $4.90 per capita, the average per capita of the seven comparator libraries in Canada.

B. In addition to maintaining and increasing collections of varying interest to the boomer and active older adult community, Winnipeg Public Library grow its large print, audio books and alternative format collections more proactively over the coming years. Established as well as travelling large print collections should be made available at all locations.

C. Winnipeg Public Library continue to prioritize budget allocations to high demand areas of interest, such as mysteries, best sellers, graphic novels and music, and multimedia of all kinds.

D. Winnipeg Public Library move more assertively into a virtual or on-line reference environment or materials, thus reducing the need for purchasing multiple copies of reference materials, and saving funds that can be redirected into other front line circulation collections.

Other Recommendations

It is further recommended that:

A. Winnipeg Public Library expand its intra branch delivery system to visit each location once a day Monday through to Saturday.

B. the New and Noted area at Millennium, a display area reminiscent of those found in large books stores, is attractive and appealing to many users. Building on the success of the New and Noted area at Millennium and to encourage brand recognition and predictably valued by patrons, each location within the system should create a New and Noted area to. In addition to face out displays, each location should create clear and attractive signage.

XI. Conclusions

Winnipeg Public Library is a dynamic and busy public library system. It has recently built an attractive and forward-looking Central library, incorporating new services and programs that appeal to all patrons. One of the largest library systems in Canada, its collections are spread across 20 branches.

Public input through purchase requests, discussions with staff, and surveys indicate that:

📖 the library need more materials
📖 the library needs to deliver collections more quickly
📖 the library needs to increase the number of copies to fill holds/high demand items
📖 the library needs to be more responsive to material needs/requests of patrons

Collection Priorities Now and In The Future

Publishing trends predict that, due to public demand, public library collections purchasing will grow for multimedia of all kinds, best sellers, mysteries, graphic novels, music, consumer health, how to books, and general fiction. Future purchasing will need to consider more multicultural materials and more large print and audio books in addition to current collection priorities

These trends are consistent with what users tell the library.

However, the current collection needs to be significantly weeded to make more space for new, incoming collections, and to highlight the current relevant collections. Face-out displays, branding, new and attractive signage and other retail practices for merchandizing will help to improve the Library's turnover rates.

Winnipeg Public Library—Meeting User Demands

Winnipeg Public Library is trying to keep up with user demands and trends. The Library needs to redefine its collection areas by tiers, identifying those which will serve Just in Time needs (current, recreational collections, through the Neighbourhood libraries and Community libraries) and Just in Case collections (more in depth collections selectively in Area libraries and more widely in Central libraries.

As previously mentioned, the collection needs to be aggressively weeded, especially in Area and Neighbourhood libraries. Space is at a premium in all locations and older collections do not circulate. Weeded materials can be sold for additional revenue, given to non-profit groups or recycled. Uncluttered shelves allow for face out displays, a popular and successful marketing technique used by bookstores.

The New and Noted collections seen at Millennium is an example of how branch libraries can display their materials to greater advantage. In the interest of consistency from branch to branch and knowing the impact of brand recognition, it is suggested that all locations create a New and Noted area, using the same signage and techniques seen at Millennium. Although some of these may be small, they will have some definite impact.

Effective Use of Collection Budgets

Winnipeg Public Library staff has accurately predicted collection needs and have, within a limited budget, adjusted budget allocations year to year to meet these needs.

Collection budget allocations have increased in the major popular areas identified by users and usage including multimedia and fiction. Smaller increases have been allocated for large print materials.

In addition to securing more funds for collection budgets, it is suggested that Winnipeg Public Library adopt and emphasize to staff the Philosophy of the Collection As One. This philosophy attempts to meet users' needs across the library system through time and efficient intra-branch transfer. Winnipeg Public Library should also develop a library selection process that recognizes tiers, thus minimizing and eliminating duplication, particularly in non-popular areas. The Library should have greater selection focus on best sellers and mysteries in the fiction collection, and minimize duplication in other area of general fiction selection. When building reference and non-fiction collections, the library should minimize unnecessary duplication by recognizing the value of the Internet and vast electronic resources accessible to the library at large.

Efficiencies to "get collections into the hands of the user sooner"

Many users have commented on the time it takes the library to deliver collections into their hands. Most public libraries have worked hard to reduce these turnaround times; most have streamlined all operations from selection through to item receipt. Until online desktop catalogues are readily available, selectors rely on numerous sources for selection, mostly print. Routing selection tools to many selectors in the library is very time consuming, and can result in order duplication and less control on collection development priorities and budgets. Some libraries are now moving to more centralized approach of selection, allowing the library to track and monitor collections more vigilantly.

Libraries depend more and more on the range of vendor services to help them manage all aspects of their collections. One of the more successful practices is the use of Automatic Release programs (ARPs) which, through library-created guidelines and directions, allow the vendor to retrieve relevant collections for the library. This technique manages the selection of popular materials which does not really need the expertise of professional librarians. Librarians can instead move into evaluative mode, looking at all aspects of collections, their usage, age, physical condition and collections gaps. ARP's also allow the library to order multiple copies of items for the system, pre-defined by the library e.g. all Neighbourhood libraries will receive one copy of popular mysteries, for instance. Having this information at hand means the order department does not need to manage many individual orders for similar materials. Efficiency is realized, for both selectors and for the order department and items arrive more quickly.

As library multimedia collections and format types grow, more processing is required. Libraries are turning to their vendors to provide shelf-ready collections. Some libraries will have vendors remove packaging, for instance, which saves processing time. These kinds of special services do cost extra however, libraries are conducting cost analyses for portions of their operations to determine which method of collection preparation is more beneficial.

With anticipated growth in multilingual collections over the years, Winnipeg Public Library may decide to catalogue and process some of them. Libraries currently struggle to secure cataloguing information for some languages and have come to rely on vendors to provide that full array of services.

Significant paperwork in Acquisitions is the result of working with many vendors. Best practice libraries are consolidating vendor lists to a select few. And libraries are demanding more assistance from vendors and jobbers to track down lesser- known works on their behalf. In addition to the many recommendations made in this report, working more closely with trusted vendors will help the library deliver materials into the hands of the patron sooner

XII.   APPENDIX 1

Public Survey Responses

A survey tool was developed to measure clients' collection priorities now and in the future. The survey was available in French and English.

61 survey forms were completed; of these, 51 adults responded; 9 teens responded and one child responded. Of the adult response, 48 were English and 3 were French

The majority of survey responses were returned from Henderson library (21). 10 were received from Millennium; 5 from St. Boniface, 3 each from Charleswood and St John's, 2 each from St Vital, Fort Garry, Sir William Stephenson, Cornish, Westwood, and 1 each from St James, Rossmere, Pembina Trails, Louis Riel, and 5 unknown.

Ranking Collections by Importance

Table 9 - Adult Collections (By %)

	Most Important	Important	Less Important
Fiction			
Bestsellers	62	13	25
Mysteries	70	6	24
Romance	36	15	49
Science Fiction	41	8	51
General Fiction	69	22	9
Graphic Novels	0	32	68
Non-fiction			
Education	66	20	14
Business	46	23	31
Local History	70	14	16
Cooking/crafts	67	15	18
Consumer health	58	20	22
Sports	22	22	56
Current Affairs	54	15	31
Biography	55	28	17
Music	59	19	22

	Most Important	Important	Less Important
Alternate Formats			
Multilingual	42	31	27
Magazines	65	19	16
Large print	64	17	19
DVDs	68	22	9
Videos	33	28	40
CDs	69	19	12
Internet	71	8	20
Email	51	16	32
Library databases	76	12	12

Table 10--Teen Collections (By %)

	Most Important	Important	Less Important
Fiction			
Bestsellers	73	12	15
Mysteries	43	39	17
Romance	19	43	38
Science Fiction	72	16	12
General Fiction	75	17	8
Easy Readers	35	18	47
Graphic Novels	53	6	41
Non-fiction			
Education	81	12	8
Business	31	19	50
Local History	60	30	10
Cooking/crafts	45	30	25
Consumer health	44	28	28
Sports	50	20	30
Current Affairs	44	33	22
Biography	47	32	21
Music	67	21	12
Alternate Formats			
Multilingual	38	29	33
Magazines	77	14	9
Large print	47	21	32
DVDs	63	20	17
Videos	31	31	38
CDs	54	18	28
Internet	63	13	4
Email	54	14	32
Library databases	79	14	7

Table 11-- Children's Collections (By %)

	Most Important	**Important**	**Less Important**
Fiction			
Bestsellers	47	17	35
Mysteries	57	29	14
Romance	9	0	91
Science Fiction	60	7	33
Board Books	63	32	5
Easy Readers	83	8	8
General Fiction	74	16	10
Graphic Novels	45	10	45
Non-fiction			
Education	83	5	11
Business	0	0	100
Local History	50	14	36
Cooking/crafts	46	38	15
Consumer health	31	31	38
Sports	42	42	16
Current Affairs	46	15	39
Biography	55	9	36
Music	58	25	17
Alternate Formats			
Multilingual	64	14	21
Magazines	57	14	29
Large print	33	25	42
DVDs	74	11	15
Videos	57	17	26
CDs	52	30	17
Internet	73	20	7
Email	33	6	60
Library databases	56	33	11

Q: How will demand change over the next ten years?

Table 12– Summary (By %)

	Less	More	Same
Educational Materials	7	50	43
Recreational Materials	9	49	42
Large Print	7	65	55
Multilingual Collections	8	39	53
Children's Collections	9	37	54
Teen Collections	10	55	35
Internet	2	87	11

Q: How do you choose the library materials you get from the library?

Table 13 - Summary (By %)

	Yes	No
Displays	81	19
Library Catalogue	78	22
Library Flyers and Posters	50	50
Magazines and newspapers	77	23
Internet	82	18
Bookstore	81	19
Word of Mouth	84	16
Other: Browsing		

Q: What does the Library do well?

Collection-specific:

- Well stocked in a variety of areas
- Up to date collections
- Possibility of having items on hold
- Local branch pick up
- Allows and encourages requests (suggestions)—these items do get ordered
- Collection provides broad selection; despite computers library is busy!
- Good collections, good website for information and reserving/renewals
- Selection of mysteries is quite good
- Good collection of magazines

📖 Internet access is great! Love to use all the web services especially book holds

📖 Really like online order and holds features along with pick up and drop off at a library of my choice

📖 Good selection of large print materials (Henderson)

📖 I love the computer system, for status of books and holds

📖 Between branch transfer of books is wonderful; Inter Library Loan beyond Winnipeg Public Library is very inconvenient.

📖 Good collection of religious materials

📖 Like the thematic displays

Q: Where could there be improvements?

Collection-specific:

📖 More DVDs and a DVD viewing area needed

📖 More materials available in other languages for children needed

📖 DVDs and CDs are often scratched; need to find a way to protect materials better

📖 We need more copies for some books with long waiting lists

📖 Need to have a full series of juvenile paperbacks, for instance, at one location

📖 Need more space, more programs for young children during summer months

📖 "Though I appreciate the wide range of materials available, I find the process of new releases going into circulation quite frustrating. I understand the library purchases thousands of materials every month and I appreciate the New Titles options available online, but I find it very frustrating to find an item listed and see it "in processing" for six to eight months. Once I had an item on hold that was "in processing" for almost 14 months! I don't know the inner workings of the processing stage but perhaps putting a target date for release for each items, or getting more people to work at keeping the wait time to two months tops, would be a good solution. I find it bizarre that I can put a hold on an item the library has in its possession in January and be first on the list, yet not release it until July/August when I might be away on holidays."

📖 Need to speed up new releases!

📖 Seems to take a long time for items received to be out on the shelves

📖 New more series for teens, and complete series at each location

📖 Need more books—would buying paperbacks be cheaper so you could buy more books?

📖 Need more crafts books eg needlework, quilting

📖 Need more copies of best sellers

📖 "I am confused about books being on hold changing from suspend to active. They seem to become active when I am away even though I have them "on suspend". I haven't seen any direction for this on my computer and that's where information regarding suspend/active should be out"

📖 For "best authors", should have all of their books not just a couple

- Need more art instruction books; the ones from Millennium could be distributed to other branches occasionally
- Could do a better job of displaying books; could have an area of Past best Sellers Worth Reading (Henderson)
- Need more multilingual books (Henderson)
- Need to get DVD's in sooner
- More holds should be allowed
- I am a slow reader and need more than three weeks to read books
- Need access to university and more technical databases (St. John)
- It is important to have all library items in the catalogue
- Need more graphic novels and magazines for teems (Millennium)
- Need more computer games and spelling programs
- I would like to be able to have my "list" of authors
- Need more CDs, sheet music and teen resources (Millennium and St.Vital)
- Need to increase the acquisitions budget
- Need more CD's

Additional Comments made by survey respondents

What does the library do well?
Other comments:

- St. James staff are fantastic
- Good programs/story time for children
- "I could not live without my library"(Charleswood)
- Staff very helpful in locating anything I need and want
- Service, neatness, runs smoothly, brings in new books as soon as possible
- Friendly staff, welcoming of children
- Reminders for late materials is improving
- Henderson is a great location and superb parking (I also use St James and Cornish)
- Automatic log off on public computers
- Book sales

Where could there be improvements?
- Public computers should be separate from the rest of the library facilities and there should be knowledgeable staff whose sole job is to help with computer problems
- Need to get more people into the library
- More parking is needed (Fort Garry)

- "It is unreasonable to not have a place other than the floor to put heavy winter coats. Also it would be nice to have the toilet checked regularly for wobbling."(Millennium)
- When people ask for basic assistance—getting into their account—on the computer, have the staff ask them if they, the public, wants to repeat the process for themselves since not all people learn by having someone else doing it for them
- Explaining to the public how to use the library
- Ambience/environment needs improvement—air is not good and the place is dingy (Henderson)
- Monitor grumpy staff—there are only 1 or 2 but people skills are critical especially on the checkout desk
- More comfortable chairs would be nice
- Make fines a tax-deductible donation!
- More hours in the evening or weekend
- Staff should discipline noisemakers
- Catalogue is not as easy to use as it use to be
- Some people need more training in using the library catalogue
- Extend hours at Pembina Trail-open Wednesday
- Kids on computers should be able to talk to each other, but not disturb everyone else with overly loud voices
- Could upgrade Search and Advanced Search on library catalogue

XIII. Appendix 2

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XIV. Appendix 3

Vendors for Multilingual Resources

Asian Publications	Hindi/Punjabi/Urdu
Bauhinia Press	Chinese/Korean
MAL music	Chinese/Korean
Sophia Bookstore (Vancouver)	variety of Asian languages; German/Spanish
Middle Eastern Bookstore (Surrey)	Arabic
Nima Bookstore (Surrey)	Persian
Russian-Canadian Trade (Surrey)	Russian
Victor James and Associates	Filipino/Tagalog
Spellman Books	Dutch
Sain Enterprises	Hindi/Punjabi/Urdu
Sino United Press	Chinese
H.P. Tergeson and Sons	Icelandic
Czech books.com	
Artus	Polish
Polish Bookstore	Polish
Viet Nam Bookstore (Surrey)	Vietnamese
Renaud Bray	French
Collection Francaise	French
Ukrainian Bookstore Edmonton	Ukrainian
Radovan Matanic	Croatian/ Bosnian
Serbica Books	Serbian
Bazargan Books	Farsi
Girol Books	Spanish

Yugoslav Books	Croatian
Far Eastern Books	Hindi/ Punjabi
Iran Books	Farsi

S and B and Library Bound carry a variety of languages

XV. Appendix 4

Staff Questionnaire

1. When considering the Materials Selection Process, what would the Optimal process look like? What are the key elements of the Optimal Materials Selection process?

2. What parts of the current Materials Selection Process work well? Please describe

3. What processes need improvement? Please describe.

4. What improvements/efficiencies would you recommend?

5. Describe the processes available for collection development recommendations, for
   - public input

   - staff input

6. What works well in these processes?

7. What recommendations would you make to improve collection development input and evaluation?

Thank You!

Name:_____ Department:_____

XVI. Appendix 5

Public Survey (English and French)

Dear Winnipeg Resident

Winnipeg Public Library is conducting a review of its Materials Selection Processes to insure that their collections are timely and relevant in meeting your information needs. We are seeking your comments regarding current and future collections and their usage. Please return the completed survey by Tuesday May 8, 2007. Staff will be happy to receive the form, or feel free to email or mail it directly to me.

Thank you

> *Peggy Walshe, Libraries in Transition*
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Question # 1
On a scale of 1 to 5 (1 is least important and 5 is most important), please rank the importance of the following Collections:

Collection Areas		Collections by Ages Served		
		Adult	Teen	Children
Bestsellers				
Mysteries				
Romance				
Science Fiction				
General Fiction				
Board books				
Easy readers				
Graphic novels				
Other (please specify)				
Educational resources				
Business				
Local history/history				
Cooking, crafts, gardening				
Consumer health				
Sports				
Current Affairs				
Biography				
Music				
Multilingual materials				
Other (please specify)				
Magazines				
Large Print				

Collection Areas	Collections by Ages Served		
	Adult	Teen	Children
Multimedia			
DVDs			
Videos			
CDs			
Other (please specify)			
Electronic Resources			
INTERNET Research			
Email			
Library databases			
Other (please specify)			

Question # 2
How will demand change over the next ten years for the following?

	Less	More	Same
Education materials			
Recreational materials			
Multimedia resources			
Different formats			
large print			
other (specify)			
Multilingual materials			
Children's materials			
Teen materials			
INTERNET			

Question #3
How do you choose the library materials you get from the library?

	Yes	No
Library displays		
Library catalogue		
Library flyers/posters/marketing		
Magazines/newspapers		
INTERNET		
Bookstore		
Word of Mouth		
Other (please specify)		

Question #4
Regarding Collections...

What does the Library do well?

_____
_____

Where could there be improvements?

_____
_____

(Optional) Please circle; I am a/an: adult   teen   child

Library Location:_____

Thank you!

Cher(ère) résident(e) de Winnipeg:
La bibliothèque municipale de Winnipeg mène une révision de la sélection de sa documentation
(livres, etc) afin de s'assurer que ses collections répondent à vos besoins informationnels de
manière rapide et pertinente. Nous cherchons vos commentaires au sujet des collections (de
livres, etc) du présent et du futur, et de leur utilisation. S.V.P. veuillez imprimer et remplir ce
sondage et le rendre à un(e) employé(e) de la bibliothèque avant le 8 mai 2007. Vous pouvez
également me l'envoyer par la poste directement.

Merci.

Peggy Walshe, Libraries in Transition (Bibliothèques en transition)

Question no. 1:
Étant donné une échelle de 1 à 5 (où 1 veut dire le moins important et 5 le plus important),
veuillez ranger l'importance des collections suivantes:

Collection Areas	Collections selon l'âge servi		
	Adultes	Ados	Enfants
Best-sellers			
Romans policiers			
Romans d'amour			
Science-fiction			
Fiction générale			
Livres cartonnés			
Lecteurs débutants			
Bandes dessinées			
Autre (veuillez préciser)			

Collection Areas	Collections selon l'âge servi		
	Adultes	Ados	Enfants
Ressources éducatives			
Affaires			
Histoire et Histoire régionale			
Cuisine, bricolages, jardinage			
Santé grand public			
Sports			
Actualités			
Biographies			
Musique			
Ressources en langue étrangère			
Autre (veuillez préciser)			
Magazines			
Livres en gros caractères			

Collections	Collections selon l'âge servi		
	Adultes	Ados	Enfants
Ressources audiovisuelles			
DVD			
Vidéocassettes			
CDs			
Autre (veuillez préciser)			
Ressources électroniques			
Recherches par Internet			
Courriel			
Bases de données			
Other (please specify)			

Question no. 2
Selon vous, comment est-ce que la demande pour les collections suivantes changera pendant les 10 années à venir?

	Less	More	Same
Ressources éducatives			
Ressources récréatives			
Ressources audiovisuelles			
Differents types de livres			
Gros caractères			
autre (préciser)			
Ressources en langue étrangère			
Ressources pour enfants			
Ressources pour ados			
Internet			

Question no. 3
Comment est-ce vous choississez les articles que vous empruntez à la bibliothèque?

	Yes	No
Étalages dans la bibliothèque		
La catalogue de la bibliothèque		
Affiches/dépliants/publicité de la bibliothèque		
Magazines/journaux		
Internet		
Librairie		
Bouche à oreille		
Autre (veuillez préciser)		

Qu'est ce que la bibliothèque fait bien?

_____
_____

Qu'est que la bibliothèque pourrait améliorer?

_____
_____

adulte   ado   enfant

Succursale de bibliothèque: _____

Merci!