

54 LIBRARIES
27 BOROUGHES
MONTREAL'S POPULATION 1,812,723
AVERAGE HOUSEHOLD INCOME \$49,429
PENETRATION RATE 31%
158 LIBRARIANS
861 EMPLOYEES
19,641 ADVISORY ACTIVITIES
4.5 MILLION ITEMS
3 BOOKS PER CAPITA
18 LANGUAGES
62 WEEKLY OPENING HOURS
286 OPENING DAYS

ASSESSMENT OF THE MUNICIPAL LIBRAIRIES ON THE ISLAND OF MONTREAL

→ SERVICE DU DÉVELOPPEMENT CULTUREL, DE LA QUALITÉ DU MILIEU DE VIE ET DE
LA DIVERSITÉ ETHNOCULTURELLE → DIRECTION DU DÉVELOPPEMENT CULTUREL ET
DES BIBLIOTHÈQUES → DIVISION PLANIFICATION ET DÉVELOPPEMENT DU RÉSEAU
DES BIBLIOTHÈQUES

UPDATED FEBRUARY 2006

0.76 LIBRARIAN / 6 000 RESIDENTS
1.24 EMPLOYEES / 2 000 RESIDENTS
57 M² / 1 000 RESIDENTS
4.5 MILLION ITEMS

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1 CITY

1. ONE LIBRARY, MY LIBRARY

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I. ONE LIBRARY, MY LIBRARY

Some institutions rise and fall over time, but there is one that endures: the public library. As the guardian of knowledge and gateway to it, the library symbolizes not only the cultural inspiration that generated such knowledge, but also the society to which it belongs and in which it grows.

Today, because of the creation of the new Montréal, the Island's municipal libraries have been pushed to the forefront of the city's cultural development. As a socially aware, democratic and accessible part of the community, the public library imparts a sense of identity to the borough and, as such, is called upon to become the cultural crossroads of its community.

I.1 A SOCIALLY AWARE COMMUNITY LIBRARY

Montréal seeks to enhance the value of its public libraries, which were designed as a direct – and local – service for citizens, because public libraries are the *gateways to knowledge at the local level and represent a vibrant force for the good of education, culture and the dissemination of information* (our translation).¹ And, the more that libraries contribute to social awareness, the more they emerge as an integral part of their community.

As a cultural partner and driving force that listens to the needs of residents, groups and institutions who represent the social environment of its community, the library is, very rightly, an extremely important centre of the community and one with which its citizens can identify. To everyone, it offers free, sustained and democratic access to information from all sources and, every day, it comes to life as a place where people meet, talk and seek information. It is a familiar neighbourhood spot where people know one another because this is where their intellectual and spiritual needs come together: culture, leisure and information. In fact, nearly 40% of Montrealers visit public libraries on a regular basis.

I.2 AN ACCESSIBLE AND EQUITABLE LIBRARY NETWORK

Montréal, city of knowledge is a designation conveyed by its network of libraries. While this network retains characteristics of the former Montréal and of the former separate municipalities that are now a part of Montréal, it is a network that can, above all, help minimize the disparities among boroughs that result from local characteristics.

With 54 libraries spread throughout the territory,² the existing network is a means for providing equity and accessibility, and the network now being created is an essential tool for consolidating and developing the Island's municipal library system. The challenge is to meet the need for quality while adapting the system to local needs and conditions. From this challenge came the decision to undertake this *Assessment of the Municipal Libraries on the Island of Montréal*.

¹ UNESCO *Manifesto on Public Libraries*. Paris: UNESCO, 1994.

² This is the number of municipal libraries at present on the Island of Montréal, not the number after the referendums of June 2004. Note that there are 54 libraries, not the 56 referred to in the cultural policy statement, since the Bibliothèque centrale de Montréal and the Phonothèque have been removed from the total.

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2. A LIBRARY NETWORK THAT OFFERS BETTER SERVICE:
THE CHALLENGES ARISING FROM CHANGE

1 NETWORK

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2. A LIBRARY NETWORK THAT OFFERS BETTER SERVICE: THE CHALLENGES ARISING FROM CHANGE

2.1 BACKGROUND

To better understand the significance of this assessment, we should review the background that led to the decision to undertake the exercise. Two important political events have occurred: the creation of the new Ville de Montréal and the creation of the new Bibliothèque nationale du Québec. The situation will continue to evolve with the reorganization of the cities that opted to demerge.

2.1.1 The creation of the Ville de Montréal: the boroughs and local services

The new Ville de Montréal came into being on January 1, 2002 as a result of municipal reform led by the Québec government. The political authorities proceeded to merge the 28 cities on the Island of Montréal, thus strengthening Montréal's position as the leading French city of the Americas.

To foster decentralization and citizen participation, the new city created a new power centre that is close to its citizens: the borough. Embodying community characteristics, the boroughs are now responsible for local services, including public libraries. It is the borough mayors and councillors who manage these services and make the budget decisions that apply to them. Services that remain centralized include planning, the coordination of expertise and responsibility for establishing overall direction.

Henceforth, the Island's public libraries will be called upon to develop with their boroughs, in step with the changing needs of their respective clienteles. This has been confirmed by the Sommet de Montréal.

2.1.2 The Sommet de Montréal - Making our city work, together

To make the new city a success and to mobilize citizens and organizations to work toward this objective, and to understand and give concrete expression to Montrealers' ambitions, the new administration hosted the Sommet de Montréal. During this summit, which took place in June 2002, and during the 41 sector and borough summits that preceded it, the citizens of the new city unanimously demonstrated their attachment to their public library. They considered it to be the heart of the boroughs' cultural life.³ Hoping that culture will become the signature of the new city (our translation), community groups, citizens and elected officials identified libraries as one of the most important priorities for action.

The Joint Statement of the Government of Québec and the New City of Montréal, which was signed during the summit, **outlined a new partnership between the province and the new city** (our translation).⁴ This partnership would eventually seal the Montréal City Contract 2003–2007, which was presented to the public on January 30, 2003.

2.1.3 The Bibliothèque nationale du Québec

During this time, construction of the Grande Bibliothèque, the future lending headquarters of the Bibliothèque nationale du Québec (BNQ), commenced. This project began in 1996. At that time, space constraints forced the Government of Québec and the Ville de Montréal to enter into negotiations aimed at moving the circulating collections of the BNQ and the Bibliothèque centrale de Montréal (BCM) to the same location. And now, in 2005, the Bibliothèque nationale du Québec has just opened to the public.⁵ As provided for in the city contract, the collection of the BCM will be accessible to the entire Québec population while the BNQ will continue to carry out its mission of acquiring, conserving and disseminating Québec's heritage of documents.

³ Ville de Montréal. Sommet de Montréal: Topic 3: Montréal, city of good living, solidarity and inclusiveness; Workshop 3.2: The development of local services. Montréal, 2003. Pages 2 and 3 of this publication discuss the proposal to develop the library network and its collections, to encourage the involvement of libraries in their communities and to adapt opening hours to the needs of the people.

⁴ Ville de Montréal and Government of Québec. "Joint Statement of the Government of Québec and the New City of Montréal" in Report of the Sommet de Montréal, Appendix 4, p. 3.

⁵ In 1998, the Assemblée nationale du Québec passed the law setting up the Grande Bibliothèque and, in 2001, another law merged the operations of the Bibliothèque nationale du Québec and the Grande Bibliothèque, thus forming a new organization, the Bibliothèque nationale du Québec.

In addition, a partnership agreement between the BNQ and the Ministère des Relations avec les citoyens et l'Immigration calls for the provision of services and collections to newcomers and cultural communities that will complement those already offered by the ministry.⁶

Beginning in May 2005, the Bibliothèque nationale du Québec, which is located in the Borough of Ville-Marie, will have both a metropolitan and a local role and it will, therefore, have an influence on the level of service enjoyed in this area. This is a matter that the Ville de Montréal and the BNQ will examine further, as they intend to set up a coordinating committee to ensure that information is shared and that the collections and services of the two organizations complement each other. The functional ties between them encourage such cooperation because, in addition to the two people named by the City to the BNQ board of directors, the associate director of the Montréal library is also automatically appointed to the board. Moreover, over the next five years, the City will contribute more than \$7 million per year to the BNQ's operating budget.

2.1.4 The City Contract: the assessment of Montréal's libraries

It was on the heels of all these events and as a result of the Montréal City Contract 2003-2007 that the Island's libraries became a priority. Among the numerous commitments announced in the city contract, one of them called for fostering increased and equitable access to libraries for all citizens and increased library use.⁷ It stipulates that:

before reaching a financial agreement to implement a consolidation plan for the public libraries network, to conduct, in 2003-2004, an analysis of all the needs related to consolidation of the network of public libraries in Montréal, taking into account the network's harmonization with the Bibliothèque nationale du Québec.⁸
(our translation)

This report contains said assessment of Montréal's public libraries. The analysis is based on the first year (2002) of the new city for data about the territory as well as various other facts. The work was carried out during 2003 and 2004 by the city's Service du développement culturel, de la qualité du milieu de vie et de la diversité ethnoculturelle, and was overseen by the Comité des normes minimales de services, all in close cooperation with the Ministère de la Culture et des Communications du Québec.

2.1.5 "Demergers" and the Act respecting the consultation of citizens with respect to the territorial reorganization of certain municipalities⁹

In June 2004, the citizens of 15 of the former municipalities voted to "demerge" from the new Ville de Montréal.¹⁰ This meant that the geopolitical situation changed somewhat at the same time that the results of this analysis, which highlights the strengths and weaknesses of the network, were to be made public. One has to question whether the new configuration of the City will have an impact on developing the resources of the Island of Montréal. The expectations of the Act respecting the consultation of citizens with respect to the territorial reorganization of certain municipalities are outlined below.

The act defines two types of competencies: agglomeration competencies are the responsibility of the Joint Agglomeration Council, which is made up of all the merged municipalities, and local competencies from the reconstituted municipalities and the boroughs of the Ville de Montréal. Local libraries are at all times considered to be local services.

The Transition Committee called for in the act referred to above is now responsible for the territorial reorganization of the 15 former municipalities. However, regardless of the results of the mechanics of reconstitution – staff transfers, shared materials and financial resources, shared skills and consultation methods – one priority remains: to enhance the value of the library network. Library patrons will be the first to benefit from this en-

⁶ BNQ Web site: www.bnquebec.ca. Under the heading Partnership between the Bibliothèque nationale du Québec and the Ministry of Citizen Relations and Immigration, reference is made to an agreement being negotiated. Web page consulted in March 2005.

⁷ Ville de Montréal and Government of Québec. A Shared Vision of the Future of Montréal Involving Joint Action. Joint press release, January 30, 2003, Appendix 1, p. 4.

⁸ Ville de Montréal and Government of Québec. City Contract 2003-2007. January 2003, p. 54.

⁹ Government of Québec. Act respecting the consultation of citizens with respect to the territorial reorganization of certain municipalities. Bill 9, passed December 17, 2003 and assented to December 18, 2003 by the Assemblée nationale du Québec.

¹⁰ These municipalities were: Baie-D'Urfé, Beaconsfield, Côte-Saint-Luc, Dollard-Des Ormeaux, Dorval, Hampstead, Kirkland, L'Île-Dorval, Montréal-Est, Montréal-Ouest, Mont-Royal, Pointe-Claire, Sainte-Anne-de-Bellevue, Senneville and Westmount.

hancement, as it will provide for improved local service while supplying access to the services and collections of all the municipal libraries on the Island. In addition, with the help of the central team that is dedicated to supporting the whole, the reconstituted cities, which are invited to join the network, would also benefit from economies of scale, shared resources, pooling of expertise and the intensive development of collections and services.

2.1.6 "Culture: Montréal's ticket to the future"

Regardless of the outcome of the demerger process, meeting the challenge of change facing the new city and attaining the objective of providing improved services throughout the entire network of borough libraries is an imminent need. This is especially true now that the Ville de Montréal has made public its proposed policy for cultural development. Relying resolutely on *Les bibliothèques : l'infrastructure d'une métropole culturelle*, the City has put forward a plan for catching up. The desire to do so is expressed as follows:

The City pledges to develop a plan for upgrading Montréal's public library network, with a view to bringing them as quickly as possible up to the average standards of Canada's ten largest cities. The City will also enhance access to them by increasing the number of specialized personnel, extending opening hours, improving reading assistance and other services provided to children and young people under the age of 17, and promoting knowledge and cyberknowledge.¹¹ (our translation)

2.2 THE OBJECTIVE: PROVIDE BETTER SERVICE WHILE RESPECTING DIFFERENCES

Given the current situation, it is evident from the outset that there is a need for the present analysis of the overall situation of the libraries on the Island of Montréal and the promise it holds. The need and the challenge that underlie the exercise can be stated as follows: to succeed in establishing a network with variable levels of autonomy and with shared services, all with a view to optimal use of resources for the benefit of patrons. From now on, all decisions should be inspired by the objective of offering better service while respecting differences, by minimizing today's shortcomings and emphasizing today's strengths.

2.2.1 The value, scope and time frame of the exercise

Value - This assessment identifies the strengths, weaknesses and needs of the Island's libraries. Covering as it does human resources, library materials and buildings, services to the public as well as to other libraries, its value lies in the fact that it documents and clarifies a situation that was already known in broad outline, such as the disparities between boroughs and the shortfalls in relation to standards. As preparation for a consolidation plan, this analysis also establishes priorities for action.

Scope - This assessment of Montréal's libraries is more a snapshot than a full-length view. It is based on a great deal of data that have been collected and verified, only a part of which has been used for this general overview.¹² This more detailed information will be useful to the boroughs and, ultimately, to the preparation of a more definitive analysis of library collections and the population they serve. However, a part of the information from the Bibliothèque centrale de Montréal, including the Phonothèque, has been excluded from this study.¹³ And, since the closure of the BCM and the opening farther west of the lending headquarters of the BNQ will have an impact on the surrounding boroughs, this will eventually have to be taken into account, after the new library has been operating for some time.

As for the Parc-Extension Library, which opened in 2003 in the borough of Villieray—Saint-Michel—Parc-Extension, information about its personnel, collections and space has been included in this analysis, but no usage data have been included.

¹¹ Ville de Montréal. Montréal, métropole culturelle, Proposition de politique de développement culturel pour la Ville de Montréal. November 2004, p. 20.

¹² We should note the study undertaken among the 27 boroughs in the spring of 2003, the questionnaires of August and September 2003 about buildings and support to schools, and the 2002 annual reports that were provided to the MCCQ.

¹³ The data retained cover the staffing and collections of the BCM; they have been divided up for each library as a function of collection usage and where patrons come from.

Time frame - The time frame for the study is the year 2002.¹⁴ The socio-demographic data are, for the most part, from the Statistics Canada Census of 2001. As for indicators of resources and usage rates, they are the best known of those available, mainly Québec standards and those of ISO 2789 and 11620¹⁵. In addition, the study explores some new avenues concerning areas served. Comparisons were also made with other large Canadian cities with the help of data from the Council of Administrators of Large Urban Public Libraries (CALUPL).

Before delving deeper into this summary assessment of the libraries of the Island of Montréal, it would be useful to first take a moment to look at the population these libraries serve and their locations.

¹⁴ Data on service areas cover 2004; for opening hours, they cover 2002 and 2004.

¹⁵ We should note certain indicators cited by the Public Library Association in its document "Output Measures for Public Libraries" as well as the American standard ANSI Z 39.7.

1 CITY

3. A LIBRARY THAT IS CLOSE TO THE PEOPLE

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3. A LIBRARY THAT IS CLOSE TO THE PEOPLE

We need to look at the Montrealers who are served by the Island's 54 libraries,¹⁶ at the imbalances in their service areas and whether all of their service points have enough space available to them. These issues are raised in this section. Elements of the analysis can be used to create future strategies about locations and action plans that will benefit specific clienteles.

3.1 PROFILE OF THE POPULATION SERVED

To fit dynamically into its milieu and to become a true centre of the community and one that people identify with, a library, like any public service, must know the population it serves and the specific patron groups that make it up. The following data provide an analysis of this population.

The specifics of Montréal - As the largest French city in the Americas, Montréal has considerable powers of attraction. It receives 70% of newcomers to Québec and the city stands out for the multicultural character of its population. Thus, according to Table 2 in the appendix, in 13 boroughs of 27, one-quarter of the population is made up of immigrants. Saint-Laurent ranks first, with 48.5%, while Mercier—Hochelaga-Maisonneuve and Lachine, each of which has 12.1%, rank 26th and 27th. These data, as well as those in the following table, attest to the pressure that is brought to bear on libraries when it comes to francization and social integration of immigrants.

Knowledge of French and English

(Web site of the Institut de la statistique du Québec)

	Montréal	Québec (Province)	% Montréal/Québec
French only	517,450	3,831,350	13.5%
English only	206,405	327,040	63.1%
English and french	1,016,840	2,907,700	35.0%
Neither French nor English	42,135	59,490	70.8%

Among other factors specific to Montréal shown in Tables 3 and 4 in the appendix, it should be noted that, on average, 31.6% of the Island's population between the ages of 15 and 24 do not attend school, and that the percentages for 12 of the 27 boroughs are above this average. For the population aged 20 and over, especially those without a secondary school diploma, 12 boroughs are above the Island average of 11.7%; as for those who have studied at the university level, slightly more than half the boroughs, 16 of 27, are above the Island average of 30.3%.

The following tables detail a number of indicators, such as average household income, unemployment rate, single-parent families and level of education. By showing the boroughs at the top and bottom of the scale, these tables highlight differences and significant shortfalls. By analyzing these shortfalls, as well as the demographic projections of the Institut de la statistique du Québec, which forecasts that the population of the Island of Montréal will grow from 1.85 million to 2.3 million between now and 2006 (an increase of 14.8%),¹⁷ it will be possible to modify service based on the specifics of the clientele that needs to be served.

¹⁶ The names and locations of these 54 libraries can be found in Table 1.

¹⁷ Institut de la statistique du Québec. Données sociodémographiques en bref. Vol. 28, No. 2 (February 2004), p. 6. (Scénario A de référence).

THE SPECIFICS OF MONTRÉAL - ECONOMIC FACTORS¹⁸

	Montréal	Most advantaged borough	Most disadvantaged borough	Median Montréal	Québec (Province)
Population	1,812,723	---	---	---	7,237,479
Average income ⁽¹⁾ (Population 15 years of age and + with income)	\$28,258	---	---	---	\$27,125
Average household income ⁽³⁾	\$49,429	\$142,604 Westmount	\$34,240 Villeray – St-Michel – Parc-Extension	\$51,538	\$49,998
Income below \$20,000 (15 years of age and + with income) ⁽¹⁾	38.9%	---	---	---	36.8%
Unemployment rate ⁽³⁾	9.2%	4.7% Dorval – L'Île-Dorval et Mont-Royal	13.5% Villeray – St-Michel – Parc-Extension	7.8%	8.2%
Receiving social assistance ⁽²⁾	11.1%	---	---	---	7.9%

THE SPECIFICS OF MONTRÉAL - SOCIAL FACTORS

	Montréal	Most advantaged borough	Most disadvantaged borough	Median Montréal	Québec (Province)
Single-parent families	20.9%	8.2% Kirkland	28.9% Sud-Ouest	19.5%	16.6%
Population under 14 years of age	16.1%	23.6% Kirkland	7.7% Ville-Marie	16.8%	17.8%
Population 15-24 years of age not attending school	31.6%	12.5% Mont-Royal	43.3% Lachine	30.5%	34.3%
Population 20 years of age and + without a Secondary V diploma	11.7%	4.7% Westmount	17.7% Lachine	11.0%	14%
Population 20 years of age and + with some university studies	30.3%	68.2% Westmount	11.6% Montréal-Nord	31.3%	20.3%

These facts paint a picture of an extremely varied clientele. It is largely francophone but is also made up of anglophones and cultural communities from 120 countries, and of all age groups. It is spread unevenly across the territory and includes socio-economic conditions that range from wealth to poverty and from relatively advanced to limited levels of education. In this respect, even though it may not apply to the entire Island, we should be concerned about the low level of high school graduation among students of the Commission scolaire de Montréal (56%) compared to the overall level for young people in Québec (72%).¹⁹

¹⁸ Sources consulted: (1) Web site of the Institut de la statistique du Québec. (2) Institut de la statistique du Québec. Le Québec chiffres en main. Édition 2003. (3) Data for Montréal and the boroughs: SDEDU, based on the 2001 Census.

¹⁹ Commission scolaire de Montréal. Le défi de la réussite : Projet de plan stratégique de la Commission scolaire de Montréal. December 22, 2004.

Without doubt, it would be useful to have a profile of library patrons for the entire Island. No such study yet exists, but the one carried out by Jolicœur et Associés in April 1999 at the request of the Bibliothèque de Montréal gives a partial analysis of the library network. This study showed that the typical library patron of the former Montréal was female, francophone, had a higher level of education than the average and a slightly higher income than the average.

3.2 LOCATIONS OF THE ISLAND'S LIBRARIES AND THE AREAS THEY SERVE

In addition to its great diversity, the population to be served shows varying levels of concentration from one borough to another and, as a result, there is a different service radius for each of the borough libraries. Variations in area and population density explain these major differences. For example, population density ranges from 650 people per km² to more than 13,000, depending on the borough. An analysis of locations of service points must be combined with the fact that almost half of Montréal's population is concentrated in seven boroughs, covering 161 km², or one-third of the entire territory. These seven boroughs are all located within the boundaries of the former Montréal. It is important to emphasize the major role played by the whole question of service area in determining whether patrons are well served and whether or not there should be new service points in specific locations.

3.2.1 The overall picture using a service radius of 1.5 km

According to Québec standards, libraries should be located as close as possible to the municipality's centres of activity, and library branches within a network should be located no farther than 1.5 km from residents.²⁰ If this rule is applied, as it is in Table 5 and Map 1 in the appendix, there is a very large disparity between the areas that are least densely populated and those that are most densely populated, such as the imbalance between Le Prévost Library in Villeray—Saint-Michel—Parc-Extension, with 11,274 people per km², and the Sainte-Anne-de-Bellevue Library, with 348 people per km². The sizable disparity between the populations in these service areas, as defined by the 1.5 km [VS2]radius (79,690 people compared to 2,460), only accentuates the imbalances. Even if the comparison is made counting only the population that resides in the borough, there is still a very large imbalance: 54,775 people compared to 2,460.

3.2.2 The overall picture using a service radius of 0.75 to 2.4 km

The standard of a 1.5 km radius would appear to be inappropriate for the Island's library network. As a result, several models were tested in order to find one that would reduce the population imbalances observed using the previous model. The value of a model with variable service radiuses is that it can graphically illustrate the service problems that are known to exist in theory but are hidden in the model that uses a constant radius of 1.5 km. Table 6 in the appendix was created using four service radiuses depending on the degree of population density. Using radiuses of 0.75 km (first quartile), 1.0 km (second quartile), 1.5 km (third quartile) and 2.4 km (fourth quartile), there is a sharp decrease in the level of imbalance. Using this model, the population served varies from 37,207 people for Île des Sœurs to 3,441 people for Sainte-Anne-de-Bellevue, but it is especially noteworthy that the medians and quartiles are much closer together. They now range from 18,000 to 20,000 people, which goes a long way toward correcting the population imbalances. For example, Le Prévost Library, when using a radius of 1.5 km, serves nearly 80,000 people; with the new model, it serves fewer than 22,000 people. A new service point appears to be necessary to respond to the needs of residents outside the service area.

Overall, the shortfalls and overlaps have been reduced,²¹ and the new model succeeds in grouping the populations to be served in a manner that provides comparisons. This model is more realistic and more appropriate

²⁰ Asted, in cooperation with the Bibliothèques publiques du Québec and the Regroupement des CRSBP du Québec. Pour des bibliothèques québécoises de qualité : guide à l'usage des bibliothèques publiques. Standard 43.3, p. 79.

²¹ See Map 2 in the appendix, which shows that the model with variable service radiuses supports experience, such as the lack of service points in a number of areas, including Côte-des-Neiges – Notre-Dame-de-Grâce, the eastern part of Plateau-Mont-Royal, Rosemont – La Petite-Patrie, the northeastern section of Villeray – Saint-Michel – Parc-Extension, among others.

for Montréal, but it still requires fine-tuning, although it already shows where there is a lack of service points. It will be used in creating the plan for consolidating and developing the network and will allow us to fill the voids, based on a plan that takes into account the existence of neighbours, partners and the provision of service at several levels.

3.3 SPACE

Although a number of libraries on the Island of Montréal are spacious, well located and user-friendly, others lack seating space and have no study or conference rooms, a problem that receives continual complaints from patrons. In several boroughs, the size of the collection is too small but cannot be increased due to lack of space, and this, too, creates dissatisfaction among patrons. According to Table 7 in the appendix, 17 of the 27 boroughs have less space than the Canadian average (57 m² per 1,000 residents) for cities with populations of 500,000 and over. This is equal to a shortfall of 30,300 m² of surface area.²²

In sum, all the preceding information highlights the priorities that need to be established at the network level so that libraries are near the people, this diverse clientele for whom services and collections should be adapted to meet local needs. It clearly shows the importance of defining service areas before enlarging existing facilities or setting up new service points. At the same time, other factors have to be considered, such as location studies, demographic projections 20 years into the future and cumulative annual hours of opening. These are challenges that a network must meet head-on in order for the network to adapt to change while allowing for local autonomy.

KEY FACTS

Service area

- The analysis of service areas should be adapted to the urban environment.
- There is a great imbalance in the population to be served by libraries, ranging from 2,500 people to nearly 80,000.
- When the variable radius model is used, there is an insufficient number of service points in several boroughs.

Space

- There is a lack of library space: 17 boroughs that contain more than 80% of the population are below the Canadian average of 57 m² per 1,000 residents, and seven of them are well below half of this average. Overall, there is a shortfall of 30,300 m².
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²² The upcoming opening of the Côte-des-Neiges-Nord Library will reduce this shortfall by about 1,850 m².

1 CITY

4. ACCESSIBLE AND VARIED SERVICE FOR ALL

1 NETWORK

27 BOROUGHES

54 LIBRARIES

4. ACCESSIBLE AND VARIED SERVICE FOR ALL

4.1 STAFFING AND READER ADVISORY SERVICES

More than mere words and not just a slogan, Montréal, city of knowledge is a commitment to promote reading, a promise to invest in reading. If this is to become a reality, our libraries must have competent and committed employees and we must have enough of them. And this is what the first three years of the Policy on Reading and Books showed: that without reader advisory services, simply adding to the collection was not enough to meet the objective of encouraging reading. Thus, between 1996 and 1999, the population service area for all public libraries combined (91%) and the level of usage (31%) did not increase in Québec.²³

Libraries are directly implicated in the objective of making Montréal a learning city. They have to welcome all publics and provide everyone with access to books and knowledge. And this is the essence of reader advisory services, in which the librarian is a mediator, a go-between. The librarian liaises between the world of books and individuals, between technology and information. The librarian is a go-between who brings the public to the collection and who deals with everyone, both inside and outside the library. This is the prime function of a library, not a secondary one; it involves education as well as social development, but especially, it requires staff. As Anne Kupiec points out:

...reader advisory is a function that forms part of a reading development policy and one that libraries have completely mastered. Reader advisory should be a general concept, both inside and outside the library, and it should take into account the diversity of the library's public, for the library must continue to welcome everyone and, for each individual, to open the way to autonomy and emancipation.²⁴ (our translation)

In the libraries of the Island of Montréal, reader advisory includes specific programs, activities, francization, literacy, training and support to school systems.

4.1.1 Staffing

It is revealing to compare staffing on the Island of Montréal with the average of Canadian cities with populations of 500,000 and over (0.76 librarians per 6,000 residents and 1.24 employees per 2,000 residents). Table 8 in the appendix shows that there is a large disparity among the boroughs in terms of staffing levels. The majority of the boroughs, 21 of 27, are below the Canadian average for librarians, and 12 of them have fewer than 60% of the average. For all employees, 20 boroughs out of 27 are below the Canadian average, and six are below 60% of this average.

In fact, there are no librarians in nine of the city's libraries and, with its 158 librarians and 861 employees at the present time, the shortfall in meeting the average of Canadian cities with more than 500,000 residents is 72 librarians and 262.9 employees.

4.1.2 Reader advisory activities: a taste for reading

Reader advisory is required in order to go out and find the reader, wherever or whoever he or she may be: a child, an adult learning to read, a patron or a non-patron, a newcomer. Nothing expresses the essential and dynamic character of a library as much as its various reader advisory programs and activities. This is the way the library fits into the community as an important cultural agent and how it inspires a taste for reading. Although a fragile state of financing can affect the continuity of programs,²⁵ and needs vary depending on the community and the patrons, the concerted efforts up to now to offer a variety of quality programs should be

²³ Ministère de la Culture et des Communications du Québec. AGIR pour la lecture, Séance de travail sur la lecture. Montréal, March 7, 2002. Politique de la lecture et du livre : des constats après trois ans, p.10.

²⁴ Garden, Annie. "Bibliothèques et médiation" in Chroniques. Paris: BBF, 1996. Vol. 41, No. 6, pp. 75–77. Anne Kupiec is with the Département Métiers du livre de l'Université de Paris X.

²⁵ For example, grants from the Ministère des Relations avec les citoyens et de l'Immigration helped support the Contact and Mots partagés programs but they ceased in 2005. A new source of financing must be found if they are to continue.

supported and followed through. For this reason, it is important to monitor the experiences of reader advisory initiatives both in Québec and elsewhere.

Reader advisory programs and services for specific clientele - It is here that reader advisory is especially useful, even necessary, because these programs, which are both social and cultural in nature, target clientele that are excluded or are on their way to being integrated, including members of cultural communities. Such is the case for the collections for francization and literacy that are found in various media and under different names, such as "For everyone," "Newcomers" and "Studies and Careers." Their objective is to encourage people to return to school and to take language courses; they include bilingual books and talking books. This is also the case with *Les Livres dans la rue* (Books in the street), whose objective is to encourage equality of access for children in disadvantaged neighbourhoods, and the *Contact* and *Mots partagés* (Shared words) programs, whose aims are to integrate new arrivals.

Les Livres dans la rue - This program opens up the pleasure of reading for children from 4 to 12 years of age, thanks to people who read in lanes, parks and other public places in the city. This program, which organized 346 activities in 2002, is internationally known²⁶ and is supported by the Friends of the Library of the Bibliothèque de Montréal. It succeeded in reaching 4,045 children in 2002.

Contact, le plaisir de lire - This program was created to bring together children under 5 years of age, accompanied by a parent, in places such as CLSCs and HLMs (low-income housing). It promotes practising and using French. In 2002, 11,366 people participated in 1,100 activities.

Mots partagés - These reading and writing workshops, which foster intercultural relations, offer the chance to improve spoken and written French. In 2002, 109 activities took place.

Organized activities - Our survey of libraries showed that, for the main organized activities currently offered, the 10 that attracted the largest number of participants are those shown in the following table.

Type of event	Number of activities	Number of participants	Average participation
1. Book launches	2	320	160
2. Contests - writing, drawing, etc.	76	7,786	102
3. Speakers	339	18,304	54
4. Puppet shows	63	3,182	51
5. Meetings with authors	172	5,779	34
6. Supervised games	358	8,221	23
7. Writing workshop ²⁷	961	14,747	15
8. Story hours	2,974	41,149	14
9. Various courses	586	5,995	10
10. Introduction to the library	6,488	34,449	5
Total	12,019	139,932	11.64

In 2002, with 12,019 activities, these 10 most popular types of activity brought together 139,932 participants. Some 6,176 other group activities (3,542) and film presentations (2,634) brought together 66,021

²⁶ In 2003, the Ville de Montréal's *Livres dans la rue* program was the Canadian winner, then Canadian nominee, for the IBBY-Asahi Reading Promotion Award, which is awarded annually by the International Board on Books for Young People (IBBY), based in Bâle, Switzerland. The prize was founded in 1986.

²⁷ Note that statistics for the *Mots partagés* program are included in "Writing workshops."

and 9,242 people, respectively. As is shown in the following table, for the total of all activities, 230,606 people participated in 19,641 events.

Type of event	Number of activities	Number of participants	Average participation
1. Livres dans la rue program	346	4,045	12
2. Contact, le plaisir de lire program	1,100	11,366	10
3. 10 most popular type of events	12,019	139,932	11.64
4. Group activities	3,542	66,021	19
5. Film representations	2,634	9,242	4
Total	19,641	230,606	11.74

In comparing this information with data from Canadian cities with populations of 500,000 and over, the following table shows that Montréal ranks just behind Toronto in terms of number of activities and in third place behind Toronto and Calgary in terms of number of participants. However, Montréal's participation rate, at 11.74, is in eighth, and last, place in the ranking. There is a shortfall in participants per 1,000 residents in the order of 42% compared to other cities with populations of 500,000 and over, and a shortfall of 46.2% compared to Toronto and 55.3% compared to Vancouver.

	Population	Number of activities	Number of participants	Participation rate	Participants/1,000 residents ²⁸
Toronto	2,481,494	26,707	586,476	22.0	236
Calgary	904,987	6,843	247,590	36.2	274
Ottawa	790,000	8,852	170,112	19.2	215
Edmonton	666,104	4,256	145,166	34.1	218
Mississauga	633,700	3,927	89,128	22.7	141
Winnipeg	619,544	2,751	56,451	20.5	91
Vancouver	577,772	4,905	164,005	33.4	284
Total	6,673,601	58,241	1,458,928	25.0	219
Montréal	1,812,696	19,641	230,606	11.74	127

Activities to promote reading - Although it is difficult to measure the impact of some activities designed to promote reading, such as Une naissance, un livre (One birth, one book), participation in the Salon du livre de Montréal or World Book and Copyright Day, the aim of all of them is to reach out to the public and to inspire people to read.

Le Bibliobus (Bookmobile) - In 2002, with its 16 stopping points, the Bibliobus served mainly school areas located far from a public library as well as disadvantaged areas. The bookmobile made 21,000 loans to serve the needs of more than 1,000 young people and adults, a lower rate than in preceding years. This service was stopped in January 2003, but then successfully restarted in 2004, to the benefit of young people living in Ahuntsic-Cartierville, Mercier—Hochelaga-Maisonneuve, Rosemont—La Petite-Patrie and Villeray—Saint-

²⁸ This indicator was developed by UNESCO.

Michel—Parc-Extension. The restarted service had a collection of 40,168 books and stopped at half the number of sites, but ones that were better located. It attracted the same number of members (1,000 young people from seven schools), and carried out more loans (25,592 items). Thus, when an activity targets a specific clientele, convincing and impressive results can be attained.

Training activities - For all the boroughs, 31,501 people participated in training sessions on the use of the Internet and online catalogues.

Support to schools - When librarians and teachers work together, students advance more quickly in reading and writing. In 2002, the libraries on the Island of Montréal organized group activities (1,059), research support (1,073), help with homework (1,056), assistance to teachers (564) as well as deposit collections (11,377). The students came from 233 elementary schools and 18 high schools as well as from 30 schools in the adult education sector. This represented a total investment of \$800,000.

Very recently, a Plan d'action sur la lecture à l'école (Action plan for reading in schools) was launched, through which the Ministère de l'Éducation will dedicate \$40 million, and the school boards \$20 million, for the acquisition of new books for students.²⁹ Although this plan addresses the immediate issue of partnerships with public libraries, it does not mention hiring specialized staff to organize and operate school libraries and, especially, to update these collections. This would guarantee that the investment provides lasting dividends.

KEY FACTS

Staffing

- The addition of 72 librarians and 262.9 employees is necessary to catch up with the average of Canadian cities with 500,000 or more residents.
- Reader advisors or liaison agents need to be hired to reach readers who are non-patrons and non-readers; such reader advisors could be librarians.

Reader advisory services

- A variety of reader advisory programs and activities receive intensive effort.
- Financing that affects the continuity of programs is fragile in nature.
- It is important to monitor the experiences of reader advisory programs in Québec and elsewhere.
- Partnerships with schools should be maintained and strengthened.

4.2 THE COLLECTIONS

The jewel of any library is its books and collections, which enable patrons to access culture and information. To give an appreciation of the Island's library collections, rich and poor alike, the following is a quantitative picture, based on Québec standards and objectives, and not an in-depth qualitative evaluation. Note that the factors used in this analysis of resources apply to a library network and this implies sharing resources.

²⁹ Government of Québec. Plan d'action sur la lecture : Des mesures concrètes pour donner davantage le goût de la lecture aux jeunes du Québec. Press release, January 14, 2005, p. 1.

4.2.1 Book inventory by borough

In 1999, the Jolicoeur report revealed that the chief reason for dissatisfaction among patrons of the former city of Montréal was the lack of materials. We must ask if this is still the case for the Island's service points and whether there is still a lack of books. Unfortunately, as Table 9 in the appendix reveals, the answer is yes.

For library materials, the majority of which are still books, the main indicator is the number of books per resident. The Québec standards modify this indicator as a function of population, decreasing it as population increases. Overall, the entire Island meets the standard of 2.2 books per resident, which means that there is a surplus of 207,908 books. Of the 18 boroughs that meet the standard, it should be noted that the ones that are best endowed are those that will return to the status of separate municipalities: Beaconsfield—Baie-D'Urfé, Côte-Saint-Luc—Hampstead—Montréal-Ouest, Dorval—L'Île-Dorval, Kirkland, Mont-Royal, Pointe-Claire and Westmount, as well as some areas of Dollard-Des Ormeaux, Senneville and Sainte-Anne-de-Bellevue.

In addition, nine boroughs that make up 56.9% of the population do not meet the standard, and 1,031,605 people are affected by this shortfall. Five boroughs that account for more than one-third of the population stand at under 75% of the Québec standard.

The Politique de la lecture et du livre (Policy on reading and books) sets a target of 3.0 books per resident for Québec as a whole. The following data outline the state of affairs in the boroughs when the objective is applied to the entire Island of Montréal. Although nine boroughs meet the target, 18 do not, reporting a shortfall of 1,242,249 books. In all, 1,546,151 people, or 85.3% of the population, are affected by the shortage of materials in these collections. The fact that Canadian libraries serving populations of 500,000 or more have an average of 2.9 books per capita only reinforces the objective of 3 books per resident.

The objective of collection renewal is to maintain a satisfactory quantity of books, to acquire a reasonable number of new titles and to replace books that are old, damaged or lost. The Québec standard for the annual rate of collection renewal is set at 6.5% for municipal libraries. In 2002, the Island's municipal libraries reported an overall collection renewal rate of 5.75%, which is below the standard.

4.2.2 Breakdown of books by language

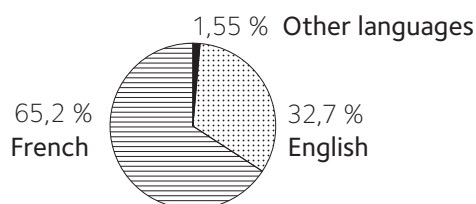
Books and other library materials are used as tools for learning the province's language as well as the codes of behaviour and social values of Québec. In this sense, libraries have a special role when it comes to francization and to integrating immigrants into society. To attract this varied clientele and to help give them a sense of belonging, collections in these people's original languages were added to the Contact and Mots partagés reader advisory programs.

At present, there is no Québec standard with regard to language. The development of a policy concerning language, therefore, has become a pressing issue. The breakdown of collections between French and English, and other languages – determined by the clientele, either newcomers or second or third generations – requires the adoption of a policy that respects government direction in terms of welcoming and integrating immigrants. These objectives must also be developed in such a way that they complement the role devolved upon the Bibliothèque nationale du Québec for receiving newcomers.

The overview shown in Table 10 in the appendix should be read with care as the data refer to mother tongue and not to the language spoken in the home. It should be noted that the percentage of collections in languages of origin ranges from 2.5% to 5.5% in the four boroughs that contain the largest proportion of population whose language is neither French nor English, including Villeray—Saint-Michel—Parc-Extension, Saint-Léonard, Saint-Laurent and Côte-des-Neiges—Notre-Dame-de-Grâce. Moreover, in addition to the multicultural library of Mile-End, which houses a large multilingual collection,³⁰ only the Côte-des-Neiges, Rivière-des-Prairies, Plateau-Mont-Royal and Parc-Extension libraries provide library materials in languages other than French and English.³¹

As for the other boroughs, they have practically no multilingual collections. Since the types of books provided for cultural communities are works by foreign authors in their original language, or by Québec authors translated into the language of origin, Montréal's cultural diversity should be perceived as an opportunity to enrich our literary culture while creating new reading publics for our homegrown authors. The following graph shows books, divided by language, for the entire Island of Montréal.

FIGURE: Breakdown of Books by Language



4.2.3 Other media: non-book materials and periodicals

Non-book materials - The offering is limited to small collections of some media, some of which are in poor condition. When it comes to software, CD-ROMs and audiovisual materials, which are always very popular, the Québec standard calls for 150 items per 1,000 residents, which does not reflect today's technology or the current market. This raises the whole issue of digital information, which, at present, is causing libraries to turn more and more to online services and subscriptions. There is no doubt that this trend will continue into the future.

Periodicals - The periodical market has absolutely exploded; the quantity and number of languages in which they are available have increased considerably in the past 10 years. They are attractive and very popular. In total, the Island's libraries subscribe to 9,991 magazines and newspapers. However, a large part of the original archives of magazines and newspapers has been transferred to the Bibliothèque nationale du Québec, where it will be made available, as it had been at the Bibliothèque centrale de Montréal. All in all, this is a large availability but, as with the issue of languages, we lack the criteria to qualify it further. Here again, the Québec standard is not clear. Without specifying whether it refers to magazines or newspapers, issues or titles, it recommends four subscriptions per 1,000 residents for cities with a population of 100,000 or over. Thus, emphasis should be placed on establishing standards and proportion of the budget to be allocated to periodicals, as well as on determining retention policies.

³⁰ From the time it was set up, the Mile-End Library acted as a multilingual resource centre for the 23 libraries of the former city of Montréal.

³¹ In total, these five libraries contain material in 18 languages other than French and English.

KEY FACTS

- Our heritage of library materials consists of 4.5 million items.
 - Overall, the Québec standard of 2.2 books per capita is met. However, of the 18 boroughs that reach this level, the best endowed are going to revert to their status as distinct municipalities. As for the nine boroughs that do not meet the standard, their shortfall affects 56.9% of the population, or 1,031,605 people.
 - There is an overall shortfall of 1 million books from the objective of 3 books per capita established in Québec's policy on books and reading. In total, 1,546,151 people, or 85.3% of the population, are affected by this deficiency in our collections.
 - There are collections in 18 languages in five libraries, concentrated especially in the Mile-End inter-cultural library.
-

4.3 POLICIES ON SERVICE

For a library, issuing a membership card is the first tangible act toward gaining a loyal citizen. For the new patron, it is often the beginning of a habit of reading, with no other obligations than those stipulated by the various service policies of the boroughs. Table 11 in the appendix shows just how varied these policies are.

Membership and circulation of materials - Length of membership varies; it is for two years in 37 libraries, one year in 14 libraries and three years in two. The maximum number of items that can be borrowed ranges from four to an unlimited number, for both young people and adults. Excluding the two libraries that loan an unlimited number of items, the median value is 25 items for adults and 15 for young people. The length of loans, which is the same for young people and adults, is 14 days at four service points, 15 days at two and 21 days for 47 libraries. While telephone renewals are offered by 37 libraries, reserving items is possible in person throughout the network; by telephone at 45 libraries; and through the online catalogue or the Internet in only nine. Universal returns are only offered by the 23 libraries of the former Montréal. Moreover, there is no on-demand document delivery between libraries in the network, even though 9,000 documents were loaned between libraries in 2002. Deposit collections to groups and institutions are offered in only 15 of the 54 libraries.

Reference and reader assistance - Considered as basic a service as the loan of books, the reference function exists almost everywhere in the network. This is not true of telephone reference, which is available for adults in 35 libraries and for young people in 31. In fact, 35 libraries out of 54 employ one or more reference librarians, who work between 414 and 9,464 hours per year. Librarians whose sole function is to give reference service are found in 65% of libraries. Since these librarians work only part-time, ranging from 0.2 to 5.2 person-years, the lack of reference librarians is all the more serious.

Specific clientele - Although 40 libraries offer large print books for people who are visually impaired, only four of them are equipped with a reading apparatus. The size of these collections ranges from 42 to 2,951 items. Resources for wheelchair access are insufficient; only 10 libraries have suitable furniture, 12 offer no access for people with reduced mobility and three provide only partial access. In addition, the entire territory of the Island is covered by home loans for the benefit of people with physical limitations. This service is not publicized very much and it is little known by the public.

Fees - Everywhere library membership is free for residents. Five boroughs, however, have an indirect fee as they require a citizenship card, which ranges from \$1 to \$10 per person. For non-residents, there are fees; they range from \$16 to \$125 for adults, and from \$4 to \$75 for young people. To replace a membership card that has been damaged or lost, 31 libraries charge between \$1 and \$5 for adults. And all libraries charge fines for late returns, ranging from \$0.05 to \$0.25 per day, up to a maximum of \$20 for adults.

4.4 THE VIRTUAL LIBRARY

New information and communications technologies are evolving at a rapid rate, which presents a challenge for the entire network, as much for resource materials as for information systems, especially as it relates to harmonizing systems.³² This is an unavoidable challenge that assumes that efficient, interactive online service can be provided, starting with the catalogue in its entirety, virtual reference and online reservations.

In the virtual library, an interactive means of distant communication can be set up that allows the “wired” patron to ask questions, sign up for training, access educational software and consult or read online works that are in the public domain.³³ Other services are still to come. Québec’s university libraries are in the process of creating a Bibliothèque virtuelle de recherche québécoise (virtual research library for Québec) (BVRQ), through which all their resources can be accessed. The possibilities are unlimited and the order in which they are achieved depends on nothing other than an organization’s order of priorities.

If we look at the issue of Online services in the libraries of the Island of Montréal by consulting Table 12 in the appendix, we see that the catalogue is available in 41 libraries, the patron’s record in 32 libraries, reservations in six service points and renewal only in one. In addition, in more than half of the libraries, the patron can find online information about new acquisitions (27), suggestions for reading (24), digitized title pages and spines of books (23), as well as the calendar of special events (4). As for online reference, virtual library visits, services such as “answers to the most frequently asked questions” and the development of electronic collections, there is still a long way to go. This is true of the entire issue of electronics, which changes constantly.

On the subject of service to people who come in person, Table 13 in the appendix shows that, in the 27 boroughs, 303 Internet terminals are available, even though the number varies a great deal from one borough to another. This shows how important it is to have a fair standard on Internet access, even if it is only temporary. Electronic media come in the form of databases, CD-ROMs, educational software and software for children. In at least 36 libraries, some products are available in the form of electronic subscriptions under license agreement. One example is Biblio Branchée, which 33 libraries offer to their patrons.

From all of the preceding information, it is evident that the central services must monitor technology and consult with libraries on an ongoing basis so that their needs are understood and they can be given the support they need. As well, the harmonization of computer systems that is already underway will allow libraries to provide a greater variety of online services, covering the entire collection at the same time, in a more user-friendly fashion and at lower cost.

4.5 OPENING HOURS

Opening hours are the most important factor affecting usage and accessibility of services.³⁴ In 2002, following public consultations on the role of the library in the community, the permanent commission on art and culture recommended that libraries be open 53 hours per week³⁵ in all libraries in the network, and that this objective be attained within five years. The Québec standard recommends opening hours that are a function of population size, and stipulates that 40% of these hours should be later than 6 p.m. or on weekends.

³² Section 5 deals with this issue: “Managing the network: all for one, one for all.”

³³ Works that are not protected by copyright.

³⁴ The work of the monitoring committee on the effects of opening hours emphasizes this fact. It points out that, after the merger, of the 16 libraries that experienced greater usage by patrons from other boroughs, the 10 that were open more than 53 hours per week received 75% of the migrants.

³⁵ This objective of 53 hours is per library. It is an objective based on a specific interpretation and application of Québec standards and not on an average for the province. The objective applies to individual libraries and not to the borough level.

As outlined in Tables 14, 15 and 16 in the appendix, there is a great deal of variability in opening hours for the Island's libraries. If we look at the maximum number of opening hours (without double counting),³⁶ we see that, on a weekly basis, 18 of the 27 boroughs already reach or surpass the objective of 53 hours, even though 50% of the population is affected by the libraries that fall short of the goal. In 2002 and 2004, opening hours ranged from 37.5 to 84, giving an Island median of 62 hours. All libraries met the Québec standard of 40% of opening hours being outside normal office hours. In terms of days of opening, 16 of the 27 boroughs open every weekday for most of the year; four open seven days a week all year long (Côte-Saint-Luc—Hampstead—Montréal-Ouest, Verdun, Dollard-Des Ormeaux—Roxboro and Pierrefonds-Senneville). Nine boroughs close Mondays; one closes Fridays.

In 2002, the annual cumulative number of hours³⁷ ranged from 1,907 hours for Ville-Marie to 7,863 hours for Montréal-Nord. The number of opening days that are not double counted is 286 in eight boroughs and 365 for Côte-Saint-Luc—Hampstead—Montréal-Ouest. The median for the Island is 321 days.

In view of the preceding information, one objective becomes evident: opening hours should be increased in order to improve service to residents. By making the boroughs consistent and providing the same range of opening hours, movement of patrons within the network becomes easier. The municipal libraries on the Island of Montréal plan to set an objective of 62 opening hours per week (without double counting), seven opening days per week per borough and 324 opening days per year.

4.6 LOANS

At the outset, we should point out that loans, one of the performance measures for libraries, depend on a number of factors that are interrelated in several ways. These factors affect loans policies, collections and the number of books in them, staffing, space availability, usage rates and the organization of work. The issue must be approached with care because all of these factors influence loan rates to varying degrees, and some of them are very important.

The Ministère de la Culture et des Communications du Québec has stated that the number of librarians per 6,000 residents is a major factor affecting a library's loans rate.³⁸ There is a strong correlation (Kendall index of 0.692) between the number of employees per 2,000 residents and the number of loans per capita, as is shown in Table 17 in the appendix. In fact, a close examination of these data show that the most important factor affecting the loans rate is the number of employees per 2,000 residents, followed closely by the number of books per capita, which ranges from 7.8 for Westmount to 1.2 for Rosemont—La Petite-Patrie. There is an equally large disparity in the number of loans per capita, which ranges from 21.6 to 3.3 items.

To further clarify the issue of loans, Table 18 in the appendix needs to be consulted. It shows that, between 1998 and 2002, Island libraries increased their loans by 8.6%. The rate of loans per capita grew by 5.3% and this figure does not take into account the fact that there were interruptions in service at some libraries in these years. The boroughs with the highest rate of loans per capita in 1998 continued to grow: 49.3% in Mont-Royal, 38.5% in Westmount and 16.8% in Dorval; only Pointe-Claire showed no growth, but it did maintain its loans rate per capita at 18.0. The boroughs with the lowest rates of loans per capita are Ville-Marie,³⁹ Rosemont—La Petite-Patrie and Villeray—Saint-Michel—Parc-Extension.

In 2002, Island libraries received 5.5 million visits and made 24 million transactions. For the borough libraries, this equals an average of 450 visits per day per service point.

³⁶ This represents the maximum range of opening hours, the time when a patron can access at least one of the service points in the borough. For example, if three of four libraries are open Tuesdays from 1:00 p.m. to 6:00 p.m., this is equal to five opening hours per week when not double counting.

³⁷ Annual cumulative opening hours are calculated using the total opening hours of all service points, whether double counted or not. Taking the same example as in the previous footnote, there are 15 hours open per week, multiplied by the number of weeks per year the library is open. This result is divided by the number of residents in the borough multiplied by one thousand.

³⁸ Gagnon, Gilbert, and Rosaire Garon. Le rendement des bibliothèques publiques autonomes : éléments d'explication. MCCQ, 1995, p. 23.

³⁹ Note that this statistic excludes the Bibliothèque centrale de Montréal and relates mainly to the Frontenac Library.

4.7 PENETRATION LEVELS

As is shown in Table 19 in the appendix, in 2002, the penetration level of the Island of Montréal's 54 libraries was 37.8%, 6.4% higher than the overall rate of 31.4% for the province of Québec. However, a comparison with major Canadian cities with 500,000 or more residents places Montréal eighth out of eight in 2002 and 2003. The city ranks in the same place in terms of loans per capita. The penetration rate is based on the number of people with a library membership card; it represents the percentage of active members among the population to be served. It does not include those who have no library card but still visit the library and use its services.

KEY FACTS

Virtual library services

- Subscriptions to basic services are free for residents.
- Reference service and reservations of library materials are offered on-site throughout the network.
- There are reference librarians in only 35 libraries and a number of them work only part-time or have many other duties.
- There is no service of system-wide loans and document delivery among libraries in the network.
- Deposit collections to groups and institutions are offered in only 15 of the 54 libraries; this is not enough to respond to the demand.
- There is no system-wide membership card or online catalogue; online services are still too limited.

Hours of opening and loans rates

- Half the Island's population enjoys more than 53 opening hours per week per borough.
 - For more than half the population, located in eight boroughs, the library is closed the equivalent of two months per year, giving 286 opening days. The Island median is 321 days per year.
 - The most important factor for the loans rate is the number of employees per 2,000 residents, followed by the number of books per capita, which ranges from 7.8 for Westmount to 1.2 for Rosemont —La Petite-Patrie.
 - Between 1998 and 2002, the per capita loans rate grew by 5.3%.
-

1 CITY

5. MANAGING THE NETWORK: ALL FOR ONE, ONE FOR ALL

1 NETWORK

27 BOROUGHES

54 LIBRARIES

5. MANAGING THE NETWORK: ALL FOR ONE, ONE FOR ALL

In discussions about setting up and operating a network, we must first discuss the patrons to whom we want to give the best possible service, throughout the Island. We must also encourage synergy among libraries, boroughs and central services. In sum, we must give form and substance to an interdependence that is recognized by all the parties involved. We must also create a solidarity centre where everyone can share and take advantage of the best expertise possible, no matter where it exists in the network. This is most evident in the processing of materials, support to libraries and harmonizing systems.

5.1 THE DYNAMICS AND RICHNESS OF THE NETWORK

The more that the dynamics between the various levels of management respect each person's autonomy and role, the more the richness of the system will blossom. Since libraries are local services, they report to the boroughs, which are responsible for managing them on the local level. However, it is the responsibility of the Direction du développement culturel et des bibliothèques of the Ville de Montréal to plan and develop the network and, by extension, to establish guidelines and standards of service.⁴⁰

5.1.1 Processing library materials

The processing of library materials is a key step in the process of filling a library's shelves. The aim, therefore, is to provide the libraries efficient and consistent services of cataloguing, document analysis and physical preparation of materials while ensuring that bibliographic data are correct and up-to-date. All of this helps patrons to locate and access materials.

At present, practices vary; while materials processing is centralized for the nine boroughs of the former Montréal, it is done locally by the other 18. The efforts of a working group responsible for analyzing the situation⁴¹ will make possible the development of a model that integrates best practices while respecting the autonomy of the boroughs. This approach is feasible. As standardization of processing and the resulting economies of scale⁴² free up a great deal of money, Montrealers would benefit from new products and services. However, special attention has to be paid to the sensitive question of the time it takes to get the materials on the library shelf.

5.1.2 Support to libraries

During this undertaking to build a library network for the Island of Montréal, boroughs can count on the support of the Direction du développement culturel et des bibliothèques.

Every day, the staff use their expertise and specialized skills to respond to the needs of the boroughs. Their work entails supporting the operation of the network and advising the municipal administration and the boroughs in matters related to service, reader advisory, the establishment of partnerships and the social development of the library. The central service team has been especially innovative in recent years, having set up several programs for multicultural patrons and for groups that are difficult to reach, including Contact and Mots partagés. Les Livres dans la rue has existed for more than 20 years.

To better understand the operations and the role of central services, and of all the activities carried out by the team, we need mention only those related to strategic planning for the network as a whole. This assessment was prepared by central services staff. Their other responsibilities include system harmonization, the future consolidation plan, development of minimum standards, and answers to questions from the boroughs as well as answers to questions about planning and layout. Additional activities, such as system-wide reader

⁴⁰ This mandate was given when the new city was created. Its mission is to extend existing programs to the entire Island.

⁴¹ Ville de Montréal. Étude sur le traitement documentaire dans les bibliothèques publiques de la Ville de Montréal. November 2004.

⁴² In the model created by the network of the former city of Montréal, savings due to economies of scale for human resources alone amounted to \$565,000 in 2002.

advisory programs like those referred to above; participation in and support of promotional activities, including our presence at the Salon du livre de Montréal and participation in Montréal capitale mondiale du livre, Blue Metropolis and Montreal Matters; organizing training days and exchanges for network employees; maintaining the Web site and help with computer support. It is this centralized part of the network that serves the boroughs while maintaining a vision of the whole.

As might be foreseen, requests from the boroughs are increasing rapidly, to the point that central services staff cannot respond to them all since they amount to only 8.2 people, compared to a staff of 69.7 in Toronto. Adding staff, therefore, is becoming an increasingly important priority as central services staff have an essential role to play in coordinating the setting up of the network and, hence, applying the results of this assessment to a consolidation plan. However, central services can rely on assistance from the Bibliothèque nationale du Québec in giving support to the Montréal library network, especially from the Direction des services aux milieux documentaires, whose mandate is to set up activities and services for libraries, especially for public libraries (our translation).⁴³ Montréal's libraries can also turn to the BNQ, which will now have the role of central library.

5.1.3 Harmonization of systems

At present, an individual who wants to use the services of the entire library system must have 24 membership cards and must learn to use a great number of interface systems to access its eight coexisting document management systems. There is no union catalogue. In spite of this fact, our libraries receive 6 million visits per year and complete 24 million transactions.

In order to provide a single entry point to library patrons and to ease citizen access to all our libraries, various scenarios were evaluated in studying the harmonizing of management systems for the libraries of the Island of Montréal.⁴⁴ The City also issued a call for tenders aimed at implementing a single system that provides network service and local parameters, combined with a link to the Bibliothèque nationale du Québec. Systems harmonization, which began in 2005, is expected to take five years. The advantages will be the creation of a single catalogue and, possibly, a system-wide membership card, online services (reservations and renewals, for example), economies of scale for items such as maintenance costs, and better management of information.

5.2 THE NETWORK EFFECT

In addition to bringing economies of scale, one of the strengths of networks is their ability to anticipate social trends and technological change and better adapt to them. It is a sort of balancing tool, which allows resources to be pooled. As a result of the dialogue and cooperation that ensue, networks reduce disparities that arise due to local characteristics. For the boroughs, this opens the way to cooperation that brings solutions and to the development of projects that are as creative as they are dynamic. And we must remember the contribution of the Bibliothèque nationale du Québec, which, as the central library, is called upon to actively participate in the life and development of the network, a network whose added value lies in its universality, equity and quality of service.

⁴³ Bibliothèque nationale du Québec. La Bibliothèque nationale du Québec et les bibliothèques publiques : un partenariat fructueux. Press release, Montréal, September 30, 2004. Information from the BNQ Web site: www.bnquebec.ca. Page consulted in March 2005.

⁴⁴ Ville de Montréal and CGI. Étude sur l'harmonisation des systèmes de gestion des bibliothèques de l'île de Montréal. March 2003.

KEY FACTS

- A working group undertook the responsibility of reporting on the processing of library materials in order to create a model that brings together best practices.
 - It is important to increase the staffing of central services in order to encourage the development of the network as a whole.
 - Cooperation among the boroughs will bring about solutions and creative projects.
 - There is a need to further expand agreements aimed at pooling services and activities.
 - Eight library materials management systems coexist; harmonization of these systems is in progress as well as the beginnings of an improved online service.
 - There are possibilities for sharing resources and achieving economies of scale.
-

1 CITY

6. MONTRÉAL AND OTHER LARGE CANADIAN CITIES

1 NETWORK

27 BOROUGHES

54 LIBRARIES

6. MONTRÉAL AND OTHER LARGE CANADIAN CITIES

As Montréal seeks to position itself internationally as a city of knowledge, it is wise to compare it with its most immediate neighbours, in this case large Canadian cities with populations of 500,000 and over, which include Calgary, Edmonton, Mississauga, Ottawa, Toronto, Vancouver and Winnipeg.

Montréal has long compared itself to cities with populations of 500,000 and over. These are urban environments whose size and complexity are comparable and that represent reasonable and realistic targets for the provision of quality service that can help make Montréal a model for the development of Québec's libraries. Table 20 in the appendix clarifies, in particular, issues related to staffing, book inventories, space and expenses.

Staffing - An examination of the data related to staffing shows a major deficiency. In the number of librarians per 6,000 residents, Montréal (0.52) is ranked fifth after Vancouver (1.32), Toronto (1.05), Mississauga (0.69) and Ottawa (0.59), and is followed by the public libraries in Calgary (0.40), Edmonton (0.39) and Winnipeg (0.35). As for the number of employees per 2,000 residents, Montréal, with 0.95 employees, ranks sixth and is tied with Ottawa; Winnipeg is again at the end of the list. Referring to Table 21 in the appendix, it should be noted that this classification shows shortfalls for the vast majority of boroughs (20 out of 27), which represents a deficit of 262.87 employees. The boroughs most affected by this shortfall are Côte-des-Neiges—Notre-Dame-de-Grâce, Rosemont—La Petite-Patrie, Ahuntsic—Cartierville, Villeray—Saint-Michel—Parc-Extension, Rivière-des-Prairies—Pointe-aux-Trembles—Montréal-Est and Mercier—Hochelaga-Maisonneuve. Turning to the number of employees in the planning unit, Toronto's team is made up of 69.7 person-years (3.8% of the total), while Montréal's has 8.2 people (0.9% of the total); the disproportion is great.

Inventory of books - In comparison with these same Canadian cities, except for Winnipeg, whose data are not available, in inventory of books per capita, Montréal ranks fourth with an inventory per capita of 2.3 books. The top three are Vancouver (4.0 books), Toronto (3.5 books) and Ottawa (2.8 books). Mississauga (2.2 books), Edmonton (2.0 books) and Calgary (1.9 books) are in fifth, sixth and last place.

Space - The average surface area of cities with populations of 500,000 and over is 57 m² per 1,000 residents. If we compare again with the public libraries in Vancouver (82.3), Toronto (63.2), Mississauga (56.6), Ottawa (54.3), Edmonton (51.5), Winnipeg (45.4) and Calgary (38.9), Montréal (40.3) ranks seventh out of eight. Eight boroughs out of 27, which account for 44.8% of the population, are at less than 60% of the average.

Penetration rates - When referring to Table 19 in the appendix, one sees that Montréal's overall penetration rate is 37.8%, by far the lowest of the seven Canadian cities already mentioned. Vancouver is first with a rate of 67.7%, followed closely by Winnipeg (62.6%) and Toronto (54.8%). In fourth, fifth, sixth and seventh place are the public libraries of the cities of Mississauga (52.3%), Ottawa (51.7%), Calgary (50.9%) and Edmonton (38.8%). The difference between Montréal and Vancouver is 29.9%; between Montréal and Edmonton, 1.0%.

Expenses - All the preceding discrepancies can be converted into dollars. Based on operating expenses, the financial output per capita for Montréal ranks third with \$38.3 per resident, just behind Vancouver (\$63.9) and Toronto (\$53.1). Calgary (\$32.8) and Winnipeg (\$32.2) are in seventh and eighth place. The average dollar output per capita of large Canadian libraries is \$43.4, which represents an investment of 113.3% of Montréal's and implies a negative imbalance of \$5.1, or 11.8%.⁴⁵

⁴⁵ These figures come from the statistics of the CALUPL and from the 2002 financial report of the Ville de Montréal.

KEY FACTS

A major shortfall in staffing

- Montréal reports an overall shortfall of 72 librarians and 262.9 employees of all categories compared to the average of Canadian cities with populations of 500,000 and over. In central services, there is a large imbalance in staffing levels.

A low penetration rate

- With a penetration rate of 37.8%, Montréal ranks last compared to the other seven Canadian cities with populations of 500,000 and over. Vancouver ranks first, with a rate of 67.7%, followed by Winnipeg (62.6%) and Toronto (54.8%).

A major lack of space

- In terms of space, 17 boroughs that represent more than 80% of the population are under the average for large Canadian cities. Seven of them are under half of this average. This represents an overall shortfall of 30,300 m².

The need for a greater financial effort

- A negative imbalance of \$5.1, or 11.8%, in investment per capita separates Montréal from other Canadian cities with populations of 500,000 and over; after Vancouver (\$63.9) and Toronto (\$53.1), the city ranks third with \$38.3 per capita. Calgary (\$32.8) and Winnipeg (\$32.2) are in seventh and eighth place.
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1 CITY

7. A REALITY CHECK FOR THE MUNICIPAL LIBRARIES
ON THE ISLAND OF MONTRÉAL

1 NETWORK

27 BOROUGHES

54 LIBRARIES

7. A REALITY CHECK FOR THE MUNICIPAL LIBRARIES ON THE ISLAND OF MONTRÉAL

This systematic examination of the municipal library network on the Island of Montréal could have led to a series of analyses based on the host of valuable data collected during the process. A reality check at this time allows us to evaluate the state of the network's components and how it operates. It should be viewed with the initial objective in mind: to set up a true network, with variable levels of autonomy, shared services and optimum use of resources, all for the benefit of patrons. In short, the goal is to provide the best possible service, everywhere on the Island.

7.1 THE SPECIFICS OF MONTRÉAL

The Island of Montréal has its own stamp, that is, characteristics that define the city in a special way and that also form barriers to building a successful library network. The city's distinctive traits relate to the great variation in population density, the large disparities between boroughs evident at almost all levels of the analysis, as well as the multicultural aspect of Montréal's population with its 120 cultures living side by side. It goes without saying that these specifics colour the overall picture of this analysis and, as a result, have an impact on identifying the strengths and weaknesses of the network.

7.2 STRENGTHS AND WEAKNESSES

Here then are the main strengths (+) and weaknesses (-), highlighted throughout this assessment and grouped here in a succinct picture of the library network. They relate to staffing, support and reader advisory, collections, services, hours of opening, space and service areas.

7.2.1 Staffing, support and reader advisory

We know that, without reader advisory, there is no point in adding to collections because collections alone do not promote reading. And reader advisory requires employees, librarians in particular. The same is true of support to libraries and to boroughs. Here are the main strengths and weaknesses of each of these elements.

- (+) Staffing surpasses the Québec average for number of librarians per resident: one librarian per 11,000 residents compared to one per 19,000 for Québec.
- (-) Despite the preceding information, there remains a flagrant shortage of librarians and employees. Only a minority of boroughs meet or surpass the average of large Canadian cities with populations of 500,000 and over.
- (-) There is a need to add some 72 librarians and 262.9 employees to catch up to the average of Canadian cities with populations of 500,000 and over.

Support

- (+) Support is provided by a network team with expertise in processing materials, managing computer networks, providing service outside the walls of libraries and supporting libraries. Given the resources, this team is ready to take on a wider role.
- (+) The harmonization of eight computer systems is now underway.
- (+) There is an analysis in progress of materials processing activities.
- (+) Agreements exist between some libraries that are aimed at pooling services and activities, with the economies of scale that this implies.
- (-) There is a shortage of staff in the Direction du développement culturel et des bibliothèques, especially for developing programs and monitoring information technology.

Reader advisory

- (+) Innovative and effective reader advisory programs, such as Contact, Mots partagés and Les Livres dans la rue, extend across the Island of Montréal.
- (-) For all reader advisory programs, there is a librarian in only 45 of 54 libraries, and this librarian often has a great many other duties.
- (-) Several boroughs are lacking resources, which leads to differences in the level of service to immigrants and other patrons.

7.2.2 Collections

- (+) Nine boroughs, containing 14.7% of the population, meet the Québec objective of 3.0 books per capita. Six of these boroughs, however, have asked to again become separate municipalities, as has the area of Dollard-des-Ormeaux.
- (+) Since 1999, the number of books per capita has surpassed that of Québec as a whole.
- (+) Collections are bilingual and efforts have been made to integrate newcomers, with books available in 18 languages other than French and English, especially at the Mile-End Intercultural Library.
- (+) There is a large number of periodical subscriptions, including 2,000 titles that are unique to the Bibliothèque centrale de Montréal; these are still available at the BNQ.
- (-) The collection replacement rate is 5.75%, below the Québec standard of 6.5% per year.
- (-) A shortfall from the Québec standard of 2.2 books per capita affects 56.9% of the population, or 1,031,605 people.
- (-) A shortfall of 1,242,249 books affects 85.3% of the population; the objective set by the policy on reading and books is 3.0 books per resident.
- (-) A nearly general delay in making audiovisual and digital materials available.

7.2.3 Services

- (+) Services are accessible and free, including free membership for residents; reference service, computer terminals and access to the Internet are available throughout the network.
- (+) The loan period is 21 days in 48 libraries out of 54.
- (+) Attention is paid to specific needs of patrons, including large-print books and loans to the home; collections that support literacy and francization are available in more than one-third of libraries, 22 of 54.
- (-) There is no system-wide library membership card nor is there a single catalogue for the overall network.
- (-) Loans policies are heterogeneous.
- (-) The availability of online service is still too limited (renewals, reservations, reference).
- (-) There is no system-wide interlibrary loans system for the network.

7.2.4 Opening hours

- (+) Libraries are open 53 hours per week for half the population of the Island of Montréal; this affects 918,140 people.
- (+) From 2002 to 2004, there was an increase in the hours that libraries were open.
- (+) The Québec standard of 40% of hours outside of business hours is met by all libraries.
- (+) Libraries are open every weekday for most of the year in 16 of 27 boroughs; this affects 721,210 people, or 40% of the population.
- (-) For half the population, libraries are closed the equivalent of two months per year.
- (-) There is too much variation in opening hours.

7.2.5 Space

- (+) Ten boroughs that make up 16.8% of the population meet the average of large Canadian cities, which is 57 m² per 1,000 residents.
- (-) More than half of the boroughs, 17 of 27, are below the average of large Canadian cities; eight of them are below 60% of this average.
- (-) Overall, 1,508,193 people, or 83.2% of the population of the Island of Montréal, are affected by this lack of space.
- (-) The overall shortfall in relation to the Canadian average is 30,300 m².

7.2.6 Service areas

- (+) The entire territory of the Island of Montréal is covered; all boroughs offer library service.
- (+) In 13 boroughs, points of service are well located and there is a sufficient number of them to serve the borough's entire population.
- (+) The Grande Bibliothèque lending headquarters recently opened; the new Côte-des-Neiges Nord Library will open soon.
- (-) There is a large variation in the size of population to be served by individual libraries; it ranges from 2,500 people to 80,000.
- (-) There are imbalances and disparities in the availability of service; these include overlaps as well as insufficient numbers of service points.

1 CITY

8. THE ROAD TO DEVELOPMENT

1 NETWORK

27 BOROUGHES

54 LIBRARIES

8. THE ROAD TO DEVELOPMENT

The Island of Montréal has the advantage of size as it faces the various challenges highlighted by this assessment and heads resolutely toward a major upgrading. The key is the map of the network. It is a tool for equity, encouraging the changes that are required due to the many imbalances observed. With this road map, the path to development is a sure thing, given the immense collective wealth of the Island of Montréal's public library network.

8.1 THE IMPERATIVES OF CHANGE, OR THE STRATEGIC HIGHWAY TO DEVELOPMENT

There are many urgent requirements, as well as strategic directions to be undertaken jointly by borough representatives, in order to meet the challenge of building a true network of public libraries on the Island: reduce the imbalances while respecting local characteristics and maintaining the high quality of some services and programs; strengthen the role of libraries as a living environment and a tool for integration and social development; ensure that the people of Montréal have access to quality service; increase readership and library visits by those under the age of 17; help Montréal become a city of readers and lifelong learners, a city of knowledge.

8.2 THE CONSOLIDATION PLAN AND PRIORITY ACTION

The consolidation plan - This analysis draws a living picture of an environment that is complex, active and dynamic, that of the 54 libraries on the Island of Montréal. Some of the paths forward that have been outlined in this report now require reflection before being incorporated into a 10-year consolidation plan, whose objective, we must remember, is to strengthen and develop Montréal's network of libraries, in concert with the Bibliothèque nationale du Québec. Some priority actions have already emerged and they put the emphasis on accessibility. This accessibility should ensure that there is consistency and harmony in the overall network, but it should also allow collections and services to be adapted to diversified clienteles. The consolidation plan that is now being prepared should also lead to an agreement with the Québec government.

Priority action - These actions, which meet the criteria of ensuring network-wide quality while maintaining our strategic direction, require the following:

- Increase staffing in order to improve reader advisory service and service to young people; this includes librarians and liaison agents
- Improve the collections
- Expand opening hours
- Complete some 10 building projects that include adding service points, upgrading locations to standard, moving and enlarging some service points

Apart from minor differences between them, nine boroughs in particular are affected by all of these priorities. A number require additional service points and have fallen behind to the point that it is of prime importance to address their problems. These boroughs are Côte-des-Neiges—Notre-Dame-de-Grâce, Rosemont—La Petite-Patrie, Ahuntsic-Cartierville, Ville-Marie, Mercier—Hochelaga-Maisonneuve, Verdun, Villeray—Saint-Michel—Parc-Extension, LaSalle and Sud-Ouest.

It is important to emphasize that several of these regions correspond to disadvantaged areas shown on Map 3 in the appendix, which shows the urban renewal sectors 2001.⁴⁶ For an overview, refer to the pictogram that follows, Priority Action, and Table 22 in the appendix, which shows the percentage that meet objectives.

8.3 FINANCING AND PARTNERSHIPS

This assessment, which forms a base for developing the consolidation plan called for by the city contract, highlights a series of priority actions required so that the Island's libraries catch up and become a true network. When it comes to who will pay for these solutions, there is every reason to believe that, in addition to the Ville de Montréal, the Ministère de la Culture et des Communications du Québec (MCCQ) and the federal government, contributions will be made in the form of partnerships, especially with the Bibliothèque nationale du Québec and private libraries.

Financing - For the Ville de Montréal, there are two levels of financing, as the boroughs are now responsible for local services, which includes libraries. Thus the City at the centre transfers the catch-up budgets to the boroughs but, in return, the boroughs must follow the guidelines of the various budget programs and report on performance measures related to them. As for the financial participation of the MCCQ, in addition to existing programs, the Montréal City Contract 2003-2007 speaks of ways to incorporate financing methods. It is also because of this contract that this assessment must, of necessity, precede any consolidation plan and, therefore, any financial decisions. Other avenues need to be explored, including federal literacy programs and programs related to immigration as well as the tripartite agreement on infrastructure.

Partnerships - In taking partnerships into account in the consolidation plan for the libraries of the Island of Montréal, we must first point out the functional links that already bind Montréal and the Bibliothèque nationale du Québec and, second, we must remember the private libraries that have contributed to Montréal's library service for decades. The objective that the services of the Bibliothèque de Montréal and the BNQ complement each other is intended to lead to optimum use of resources to foster and strengthen the development of the Island's library network. As for private libraries, it is uncertain whether the City can continue to support them from public funds; however, it is possible to follow the viable model of the 2003 agreement between the City, the boroughs and the Fraser-Hickson Institute. This agreement calls for the Institute to expand its services in its immediate neighbourhood.

This means that, in the consolidation plan, it will be necessary to consider not only potential cooperation with private libraries, but also, through the BNQ, cooperation with Québec's public libraries. In fact, the BNQ intends to maintain ongoing ties with Québec's libraries in order to link them to each other, thereby fostering exchanges and joint projects that could serve all of Québec's public libraries.

⁴⁶ This map is based on data from the 2001 Census.

PRIORITY ACTIONS

		Field of action				
Borough	Actions to attain	INVENTORY OF BOOKS	OPENING HOURS	HUMAN RESSOURCES		SURFACE AREA
			NOT DOUBLE COUNTED	LIBRARIANS	ALL EMPLOYEES	
		3.0/RESIDENT	62 HOURS	0.76 LIBRARIANS/ 6,000 RESIDENTS	1.24 EMPLOYEES/ 2,000 RESIDENTS	57 M ² / 1000 RESIDENTS
5 field of initiative	Côte-des-Neiges – Notre-Dame-de-Grâce	  	  	  	  	  
	Rosemont – La Petite-Patrie	  	  	  	  	  
	Ahuntsic-Cartierville	  	 	  	  	  
	Ville-Marie	  	  	 	  	  
	Mercier – Hochelaga-Maisonneuve	  	  	 	 	 
4 field of initiative	Verdun	 	  	  	 	 
	Villeray – Saint-Michel – Parc-Extension	  	  	 	 	 
	LaSalle	  	 	 	 	 
	Sud-Ouest		  			
	Montréal-Nord	  		  	 	  
	Rivière-des-Prairies – Pointe-aux-Trembles – Montréal-Est	  		  	  	 
	Saint-Léonard	 	 	  	  	
	Plateau-Mont-Royal	 	  			  
	Saint-Laurent	 				  
	Lachine			 	 	 
3 field of initiative	Pierrefonds-Senneville			 		 
	Outremont		  			
	Anjou		 	 	 	
	L'Île-Bizard – Sainte-Geneviève – Sainte-Anne-de-Bellevue			 	 	
	Dollard-Des Ormeaux – Roxboro			 		
	Kirkland					
	Beaconsfield – Baie-D'Urfé					

CONCLUSION

The completion of this assessment of the municipal libraries on the Island of Montréal is one of the first conditions for building a successful library network that is accessible, user-friendly and close to its citizens.

We have long been aware of the need for Montréal's libraries to catch up and attain higher standards. Now, an exhaustive analysis of the operations of the Island's libraries highlights a great potential to develop a network that is equitable and accessible. The borough/central services dynamic, which respects local autonomy while paying attention to the needs of the whole, emerges as a major advantage in completing, managing and bringing to life the Island of Montréal's municipal library network.

In order to reach our goals, it is, however, essential to give reader advisory service all the importance it deserves and, as a result, to increase the staff required to do so, librarians in particular. This is particularly true since libraries lie at the heart of the knowledge economy and they are directly related to the desire (our translation)⁴⁷ to make the entire Island a magnet for culture and knowledge. This desire was recently reiterated in the Ville de Montréal's proposed policy on culture, in which libraries are recognized as pivotal elements in the cultural development of the boroughs and of the City, thus applying the recommendation of the executive committee of Montréal, city of knowledge, who considered the development of community and school libraries as a priority of the utmost importance.⁴⁸

Beginning on April 23, 2005 and continuing throughout the year, Montréal is the World Capital of the Book, as decreed by UNESCO. This assessment, and the consolidation plan that will follow from it, give substance to the desire to create Montréal, A city of reading, A city of knowledge. There is still a long way to go before attaining this objective, but the first step has been taken.

⁴⁷ Ville de Montréal. Commission des arts, de la culture et du patrimoine. Consultation publique sur le rôle de la bibliothèque dans sa communauté. Submitted to the Executive Committee, August 19, 2002, p. 3.

⁴⁸ Ville de Montréal. Executive Committee. Montréal, ville de savoir. November 2003, p. 82.

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1 CITY

THE APPENDIXES

1 NETWORK
27 BOROUGHES
54 LIBRARIES

Map 1



Map 2

LOCATIONS OF MONTRÉAL LIBRARIES USING A SERVICE RADIUS OF 0.75 TO 2.4 KILOMETRES

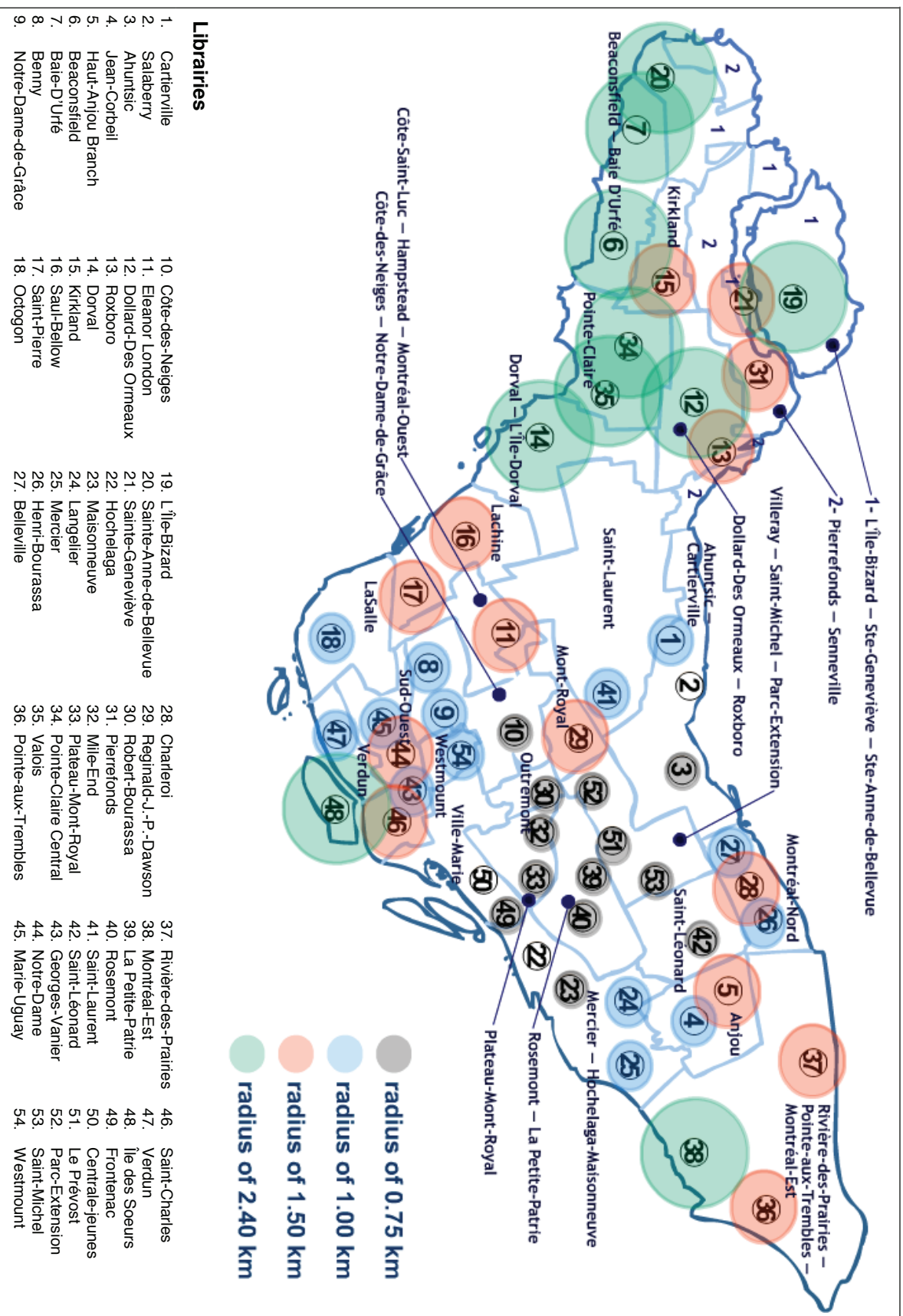




Table 1

List and locations of libraries on the Island of Montréal

Borough	Library
Ahuntsic-Cartierville	Ahuntsic Library Cartierville Library Salaberry Library (children)
Anjou	Jean-Corbeil Library Haut-Anjou Branch
Beaconsfield – Baie-D’Urfé	Baie-D’Urfé Library Beaconsfield Library
Côte-des-Neiges – Notre-Dame-de-Grâce	Benny Library Côte-des-Neiges Library Notre-Dame-de-Grâce Library
Côte-Saint-Luc – Hampstead – Montréal-Ouest	Eleanor London Public Library
Dollard-Des Ormeaux – Roxboro	Dollard-des-Ormeaux Library Roxboro Library
Dorval – L’Île-Dorval	Dorval Library
Kirkland	Kirkland Library
Lachine	Saul Bellow Municipal Library Saint-Pierre Branch
LaSalle	Octogon Library
L’Île-Bizard – Sainte-Geneviève – Sainte-Anne-de-Bellevue	Île-Bizard Library Sainte-Anne-de-Bellevue Municipal Library Sainte-Geneviève Municipal Library
Mercier – Hochelaga-Maisonneuve	Hochelaga Library (children) Langelier Library Maisonneuve Library Mercier Library
Montréal-Nord	Belleville Biblio-cultural Centre Charlevoix Biblio-cultural Centre Henri-Bourassa Biblio-cultural Centre
Mont-Royal	Reginald-J.-P.-Dawson Library
Outremont	Robert-Bourassa Municipal Library
Pierrefonds-Senneville	Pierrefonds Library
Plateau-Mont-Royal	Mile-End Library Plateau-Mont-Royal Library
Pointe-Claire	Pointe-Claire Central Library Stewart Hall Branch (closed in January 2004) Valois Branch
Rivière-des-Prairies – Pointe-aux-Trembles – Montréal-Est	Montréal-Est Library Pointe-aux-Trembles Library Rivière-des-Prairies Library
Rosemont – La Petite-Patrie	La Petite-Patrie Library Rosemont Library
Saint-Laurent	Saint-Laurent Library
Saint-Léonard	Saint-Léonard Library
Sud-Ouest	Georges-Vanier Library Marie-Uguay Library Notre-Dame Library Saint-Charles Library
Verdun	Verdun Library Île des Sœurs Branch
Ville-Marie	Frontenac Library
Villeray – Saint-Michel – Parc-Extension	Le Prévost Library Parc-Extension Library (opened in February 2003) Saint-Michel Library
Westmount	Westmount Library

Table 2

Immigration (2001)

Borough	Population 2001	Population by immigrant status	Immigrants	%	Rank
Saint-Laurent	77 391	76 610	37 160	48,5	1
Côte-des-Neiges – Notre-Dame-de-Grâce	163 110	159 760	71 710	44,9	2
Villeray – Saint-Michel – Parc-Extension	145 485	144 690	59 760	41,3	3
Saint-Léonard	69 604	69 505	26 760	38,5	4
Côte-Saint-Luc – Hampstead – Montréal-Ouest	41 580	41 290	15 755	38,2	5
Dollard-Des Ormeaux – Roxboro	53 848	53 470	17 885	33,4	6
Ahuntsic – Cartierville	125 145	122 365	40 225	32,9	7
Mont-Royal	20 361	20 075	6 185	30,8	8
Pierrefonds – Senneville	55 933	55 240	15 475	28,0	9
City of Montréal (all boroughs)	1 812 723	1 782 830	492 230	27,6	
Ville-Marie	74 832	71 955	19 815	27,5	10
Westmount	19 727	19 385	5 260	27,1	11
Montréal-Nord	83 600	82 265	21 770	26,5	12
Kirkland	20 434	20 420	5 230	25,6	13
LaSalle	73 983	73 105	18 145	24,8	14
Outremont	22 933	22 690	5 005	22,1	15
Plateau-Mont-Royal	101 364	100 015	21 420	21,4	16
Dorval – L'Île-Dorval	17 706	17 425	3 520	20,2	17
Beaconsfield – Baie-D'Urfé	23 123	23 000	4 635	20,2	18
Pointe-Claire	29 286	29 060	5 720	19,7	19
Sud-Ouest	66 474	65 525	12 185	18,6	20
Anjou	38 015	37 685	6 805	18,1	21
Rosemont – La Petite-Patrie	131 318	128 980	22 750	17,6	22
Rivière-des-Prairies – Pointe-aux-Trembles – Montréal-Est	106 004	103 145	17 860	17,3	23
Verdun	60 564	59 485	8 565	14,4	24
L'Île-Bizard – Sainte-Geneviève – Sainte-Anne-de-Bellevue	22 201	21 340	2 735	12,8	25
Mercier – Hochelaga-Maisonneuve	128 440	125 025	15 135	12,1	26
Lachine	40 222	39 325	4 755	12,1	27

Table 3

Profile of Montréal's population (2001)

Borough	Population	Immigration		Population 20 years of age and over by level of education				Low-income population		Unemployment rate %	% of population 15 to 24 years of age not attending school (indicator of dropping out)
		Population	%	Total	% without secondary school diploma	% with some university studies	Total	%			
Aurumont – Cartierville	125 145	40 225	32.9	97 280	10.6	30.9	34 520	28.4	9.6	30.0	
Anjou	38 015	6 805	18.1	30 070	13.4	21.8	8 130	21.6	7.4	36.7	
Beaconsfield – Baie D'Urfé	23 123	4 635	20.2	16 305	5.0	55.5	1 275	5.5	4.9	14.8	
Côte-des-Neiges – Notre-Dame-de-Grâce	163 110	71 710	44.9	123 600	8.6	45.9	58 925	37.0	11.6	24.4	
Côte-Saint-Luc – Hampstead – Montréal-Ouest	41 580	15 755	38.2	32 195	11.0	47.1	6 870	17.0	7.0	17.2	
Dollard-Des Ormeaux – Roxboro	53 848	17 885	33.4	38 010	9.3	38.2	7 060	13.2	6.5	21.5	
Dorval – L'Île-Dorval	17 706	3 520	20.2	13 655	13.0	31.6	2 600	15.0	4.7	30.5	
Kirkland	20 434	5 230	25.6	13 895	5.8	46.3	1 425	7.0	5.3	13.3	
Lachine	40 222	4 755	12.1	30 620	17.7	19.8	10 525	27.0	7.8	43.3	
LaSalle	73 983	18 145	24.8	57 510	14.6	18.1	17 125	23.5	8.3	34.5	
L'Île-Bizard – Sainte-Genève – Sainte-Anne-de-Bellevue	22 201	2 735	12.8	15 145	10.7	31.3	2 620	12.3	5.5	26.7	
Mercier – Hochelaga-Maisonneuve	128 440	15 135	12.1	100 455	14.7	18.1	40 890	32.9	9.9	42.6	
Montréal-Nord	83 600	21 770	26.5	62 550	17.5	11.6	32 385	39.5	11.9	38.0	
Mont-Royal	20 361	6 185	30.8	15 045	5.2	62.0	1 900	9.5	4.7	12.5	
Outremont	22 933	5 005	22.1	16 875	5.2	62.8	3 515	15.7	5.6	24.8	
Pierrefonds – Senneville	55 933	15 475	28.0	39 380	10.2	30.5	9 470	17.2	6.2	27.7	
Plateau-Mont-Royal	101 364	21 420	21.4	86 490	6.3	48.8	31 840	32.3	9.0	32.1	
Pointe-Claire	29 286	5 720	19.7	21 410	8.4	40.7	2 960	10.2	5.8	17.6	
Rivière-des-Prairies – Pointe-aux-Trembles – Montréal-Est	106 004	17 860	17.3	76 025	13.9	13.2	20 625	20.1	7.2	32.4	
Rosemont – La Petite-Patrie	131 318	22 750	17.6	106 700	12.0	26.7	41 915	32.7	9.2	38.0	
Saint-Laurent	77 391	37 160	48.5	58 640	12.6	33.6	22 500	29.4	9.6	26.9	
Saint-Léonard	69 604	26 760	38.5	54 505	11.5	17.2	18 595	26.8	9.7	34.2	
Sud-Ouest	66 474	12 185	18.6	50 570	16.5	21.2	26 610	40.6	11.6	38.4	
Verdun	60 564	8 565	14.4	47 775	14.8	28.5	18 875	31.8	8.0	39.7	
Ville-Marie	74 832	19 815	27.5	63 180	7.7	43.5	29 620	43.8	11.3	30.5	
Villeray – Saint-Michel – Parc-Extension	145 485	59 760	41.3	110 970	14.0	18.7	58 715	40.7	13.5	35.1	
Westmount	19 727	5 260	27.1	15 100	4.7	68.2	2 275	11.9	5.0	17.3	
City of Montréal	1 812 723	492 230	27.6	1 393 960	11.7	30.3	513 765	29.0	9.2	31.6	

Table 4

Some socio-economic data (2001)

In order of rank

Borough	Average household income (27: lowest income)	Unemployment rate (27: highest)	15-24 years of age not attending school (27: highest)	Adults without secondary school diploma (27: highest)	University studies (27: lowest)	Single-parent families (27: highest)	Immigrant population (27: highest)	Population (27: lowest population)
Villeray – Saint-Michel – Parc-Extension	27	27	20	21	22	23	25	2
Montréal-Nord	26	26	23	26	27	26	16	8
Sud-Ouest	25	24	24	25	20	27	8	13
Rosemont – La Petite-Patrie	24	18	22	16	18	24	6	3
Mercier – Hochelaga-Maisonneuve	23	22	26	23	23	25	2	4
Plateau-Mont-Royal	22	17	16	6	5	18	12	7
Côte-des-Neiges – Notre-Dame-de-Grâce	21	25	8	9	8	21	26	1
Lachine	20	16	27	27	21	20	1	18
LaSalle	19	6	19	22	24	19	14	11
Ville-Marie	18	23	15	7	9	16	18	10
Saint-Léonard	17	21	18	15	25	14	24	12
Ahuntsic – Cartierville	16	20	13	12	15	17	21	5
Anjou	15	13	21	19	19	13	7	19
Verdun	14	15	25	24	17	22	4	14
Rivière-des-Prairies – Pointe-aux-Trembles – Montréal-Est	13	12	17	20	26	12	5	6
Saint-Laurent	12	19	11	17	12	11	27	9
Dorval – L'Île-Dorval	11	2	14	18	13	9	11	27
Pierrefonds – Senneville	10	9	12	11	16	10	19	15
L'Île-Bizard – Sainte-Geneviève – Sainte-Anne-de-Bellevue	9	14	10	13	14	8	3	23
Pointe-Claire	8	8	6	8	10	7	9	20
Dollard-Des Ormeaux – Roxboro	7	10	7	10	11	6	22	16
Côte-Saint-Luc – Hampstead – Montréal-Ouest	6	11	4	14	6	4	23	17
Outremont	5	7	9	3	2	15	13	22
Kirkland	4	5	2	5	7	1	15	24
Beaconsfield – Baie-D'Urfe	3	3	3	2	4	2	10	21
Mont-Royal	2	1	1	4	3	3	20	25
Westmount	1	4	5	1	1	5	17	26

Table 5

Population served using a 1.5 km radius

Libraries		Population served within a 1.5 km radius					
		Inside borough	Outside borough	Total	Median	Density within a 1.5 km radius (number of residents per km ²)	Median density
Group 1	Le Prévoist	54 775	24 915	79 690	55 020	11 274	7 784
	Côte-des-Neiges	63 700	3 540	67 240		9 512	
	Rosemont	53 330	7 490	60 820		8 604	
	La Petite-Patrie	35 270	25 070	60 340		8 536	
	Ahuntsic	55 305	-	55 305		7 824	
	Frontenac	26 440	28 833	55 273		7 820	
	Parc-Extension	35 725	19 295	55 020		7 784	
	Mile-End	27 730	26 955	54 685		7 736	
	Plateau-Mont-Royal	50 560	-	50 560		7 153	
	Robert-Bourassa	22 890	27 515	50 405		7 131	
	Maisonnette	42 480	3 473	45 953		6 501	
	Saint-Michel	26 730	17 655	44 385		6 279	
	Saint-Léonard	43 574	-	43 574		6 164	
	Octogon	42 475	-	42 475		6 009	
Group 2	Verdun	31 755	8 590	40 345	34 015	5 708	4 812
	Belleville	21 600	18 480	40 080		5 670	
	Westmount	19 670	16 865	36 535		5 169	
	Mercier	36 115	-	36 115		5 109	
	Marie-Uguay	30 240	4 610	34 850		4 930	
	Saint-Laurent	34 100	-	34 100		4 824	
	Langelier	32 215	1 715	33 930		4 800	
	Cartierville (Acadie)	22 665	10 845	33 510		4 741	
	Notre-Dame-de-Grâce	24 290	8 880	33 170		4 693	
	Georges-Vanier	9 465	23 050	32 515		4 600	
	Henri-Bourassa	26 540	5 470	32 010		4 528	
	Benny	30 865	-	30 865		4 366	
	Jean-Corbeil (Anjou)	23 145	5 125	28 270		3 999	
	Reginald-J.-P.-Dawson	19 175	8 980	28 155		3 983	
Group 3	Saul Bellow	26 601	-	26 601	19 891	3 763	2 814
	Charleroi	18 810	6 969	25 779		3 647	
	Rivière-des-Prairies	20 290	-	20 290		2 870	
	Saint-Charles	13 185	7 015	20 200		2 858	
	Notre-Dame	13 525	6 590	20 115		2 846	
	Saint-Pierre (branch)	9 455	10 456	19 911		2 817	
	Eleanor London (Côte-St-Luc)	17 985	1 885	19 870		2 811	
	Roxboro	15 480	3 162	18 642		2 637	
	Kirkland	13 258	5 260	18 518		2 620	
	Sainte-Geneviève	3 290	15 085	18 375		2 600	
	Pointe-aux-Trembles	17 585	-	17 585		2 488	
	Pierrefonds	12 885	3 780	16 665		2 358	
	Haut-Anjou (branch)	2 975	12 025	15 000		2 122	
	Montréal-Est	14 415	-	14 415		2 039	
Group 4	Île des Sœurs (branch)	13 165	-	13 165	8 375	1 862	1 185
	Pointe-Claire (central)	11 570	-	11 570		1 637	
	Dollard-des-Ormeaux	11 205	-	11 205		1 585	
	Dorval	8 745	-	8 745		1 237	
	Beaconsfield	5 305	2 700	8 005		1 132	
	Stewart Hall (branch)*	7 080	-	7 080		1 002	
	Valois (branch)	6 555	-	6 555		927	
	L'Île-Bizard	5 025	-	5 025		711	
	Salaberry (children)**	4 400	-	4 400		622	
	Baie-D'Urfé	3 800	-	3 800		538	
	Hochelaga (children)**	3 685	-	3 685		521	
	Sainte-Anne-de-Bellevue	2 460	-	2 460		348	
City of Montréal		1 225 558	372 278	1 597 836			

*Stewart Hall (branch) closed in January 2004.

**To simplify the exercise, the two libraries serving only children are not included.

Table 6

Population served using a variable radius

Library ¹		Population served using a radius ranging from 0.75 km to 2.4 km					
		Inside borough	Outside borough	Total	Median	Density using a variable radius (in residents per km ²)	Median density
0.75 km radius	Parc-Extension	24 842	-	24 842	18 247	14 058	10 326
	La Petite-Patrie	19 729	3 306	23 035		13 035	
	Le Prévoist	17 889	3 593	21 482		12 156	
	Plateau-Mont-Royal	21 261	-	21 261		12 031	
	Mile-End	14 203	5 955	20 158		11 407	
	Côte-des-Neiges	18 698	-	18 698		10 581	
	Saint-Michel	18 247	-	18 247		10 326	
	Rosemont	17 968	-	17 968		10 168	
	Robert-Bourassa	14 822	1 220	16 042		9 078	
	Frontenac	15 348	-	15 348		8 685	
	Maisonnette	13 618	-	13 618		7 706	
	Ahuntsic	10 559	-	10 559		5 975	
	Saint-Léonard	8 549	-	8 549		4 838	
	Langelier	25 463	-	25 463		8 105	
1.0 km radius	Marie-Uguay	25 066	-	25 066	18 241	7 979	5 806
	Benny	21 968	-	21 968		6 993	
	Octogon	20 373	-	20 373		6 485	
	Belleville	18 527	-	18 527		5 897	
	Westmount	18 498	-	18 498		5 888	
	Verdun	18 378	-	18 378		5 850	
	Mercier	18 103	-	18 103		5 762	
	Henri-Bourassa	17 753	-	17 753		5 651	
	Jean-Corbeil (Anjou)	17 525	-	17 525		5 578	
	Cartierville (Acadie)	15 203	2 130	17 333		5 517	
	Georges-Vanier	12 110	4 880	16 990		5 408	
	Notre-Dame-de-Grâce	15 928	-	15 928		5 070	
	Saint-Laurent	9 612	-	9 612		3 060	
	Reginald-J.-P.-Dawson	19 175	8 980	28 155	19 630	3 983	2 777
1.5 km radius	Saul Bellow	26 601	-	26 601		3 763	
	Charlevoix	20 496	3 475	23 971		3 391	
	Rivière-des-Prairies	20 290	-	20 290		2 870	
	Saint-Charles	13 210	7 015	20 225		2 861	
	Saint-Pierre (branch)	9 455	10 456	19 911		2 817	
	Eleanor London (Côte-St-Luc)	17 985	1 885	19 870		2 811	
	Notre-Dame	11 647	7 742	19 389		2 743	
	Roxboro	15 480	3 162	18 642		2 637	
	Kirkland	13 258	5 260	18 518		2 620	
	Sainte-Geneviève	3 290	15 085	18 375		2 600	
	Pointe-aux-Trembles	17 585	-	17 585		2 488	
	Pierrefonds	12 885	3 780	16 665		2 358	
	Haut-Anjou (branch)	2 975	12 025	15 000		2 122	
	Île des Soeurs (branch)	37 207	-	37 207	19 969	2 056	1 104
2.4 km radius	Dollard-des-Ormeaux	25 375	4 044	29 419		1 626	
	Montréal-Est	24 158	-	24 158		1 335	
	Beaconsfield	19 310	3 549	22 859		1 263	
	Pointe-Claire (central)	18 683	3 549	22 232		1 229	
	Dorval	17 706	-	17 706		978	
	Valois (branch)	10 603	3 267	13 870		766	
	L'Île-Bizard	12 395	-	12 395		685	
	Baie-D'Urfé	3 813	2 471	6 284		347	
	Sainte-Anne-de-Bellevue	2 471	970	3 441		190	
	Stewart Hall (branch)*			-		0	
	Salaberry (children)**			-		0	
	Hochelaga (children)**			-		0	
	Ville de Montréal	846 293	117 799	964 092	18 518		

1. The libraries are grouped by quartiles as a function of the density of the population served inside a constant radius of 1.5 km.

*Stewart Hall (branch) closed in January 2004.

**To simplify the exercise, the two libraries serving only children are not included.

Table 7

Surface area – Comparison with the average of Canadian cities serving 500,000 residents and over

Borough	Population 2001	Space (m ²)	Space (m ²) with allocation ¹	Current situation per 1,000 residents	Median for each group	Projection using average of Canadian cities 500,000 res.+ (57 m ² /1,000 res.)	% of the average attained
Rosemont – La Petite-Patrie	131 180	1 873,7	2 267,2	17,3	25,26	7 477,3	30,3%
Côte-des-Neiges – Notre-Dame-de-Grâce	163 295	3 078,1	3 657,0	22,4		9 307,8	39,3%
Ville-Marie	74 350	1 707,0	1 848,7	24,9		4 238,0	43,6%
Ahuntsic – Cartierville	125 030	2 789,9	3 208,5	25,7		7 126,7	45,0%
Montréal-Nord	83 615	2 166,0	2 166,0	25,9		4 766,1	45,4%
Plateau-Mont-Royal	101 320	2 275,1	2 694,5	26,6		5 775,2	46,7%
Saint-Laurent	77 405	2 059,7	2 059,7	26,6		4 412,1	46,7%
Pierrefonds – Senneville	55 920	1 649,8	1 649,8	29,5	37,93	3 187,4	51,8%
Mercier – Hochelaga-Maisonneuve	128 535	3 920,3	4 396,5	34,2		7 326,5	60,0%
Villeray – Saint-Michel – Parc-Extension	145 550	4 799,2	5 467,7	37,6		8 296,4	65,9%
LaSalle	73 985	2 833,0	2 833,0	38,3		4 217,1	67,2%
Verdun	60 525	2 450,4	2 450,4	40,5		3 449,9	71,0%
Lachine	40 182	1 771,0	1 771,0	44,1		2 290,4	77,3%
Rivière-des-Prairies – Pointe-aux-Trembles – Montréal-Est	106 065	4 551,3	4 892,3	46,1		6 045,7	80,9%
Kirkland	20 446	1 021,9	1 021,9	50,0	56,74	1 165,4	87,7%
Sud-Ouest	66 915	3 115,6	3 539,2	52,9		3 814,2	92,8%
Dollard-Des Ormeaux – Roxboro	53 875	3 034,0	3 034,0	56,3		3 070,9	98,8%
L'Île-Bizard – Ste-Geneviève – Ste-Anne-de-Bellevue	22 180	1 267,8	1 267,8	57,2		1 264,3	100,3%
Côte-Saint-Luc – Hampstead – Montréal-Ouest	41 670	2 787,0	2 787,0	66,9		2 375,2	117,3%
Beaconsfield – Baie-D'Urfe	23 100	1 563,9	1 563,9	67,7		1 316,7	118,8%
Anjou	38 005	2 719,3	2 719,3	71,6		2 166,3	125,5%
Saint-Léonard	69 653	5 574,0	5 574,0	80,0	94,07	3 970,2	140,4%
Mont-Royal	20 355	1 636,8	1 636,8	80,4		1 160,2	141,1%
Dorval – L'Île-Dorval	17 715	1 656,9	1 656,9	93,5		1 009,8	164,1%
Pointe-Claire	29 265	2 768,5	2 768,5	94,6		1 668,1	166,0%
Westmount	19 670	1 890,0	1 890,0	96,1		1 121,2	168,6%
Outremont	22 890	2 200,0	2 200,0	96,1		1 304,7	168,6%
Borough libraries	1 812 696	69 160,2	73 021,7		46,13	103 323,7	

1. For the libraries of the former Montréal, central space related to training activities, planning, network development and materials processing has been allocated. The method used for allocating space is available on request.

Table 8

Human resources 2002 – Comparison with the average of Canadian cities serving 500,000 residents and over

Borough	Population 2001	Librarians				All employees			
		Current situation ¹	Average of Canadian cities 500,000 res. + librarians (0.76/6,000 res.)	Gap	% of average of Canadian cities 500,000 res. + attained	Current situation ¹	Average of Canadian cities 500,000 res. + employees (1.24/2,000 res.)	Gap	% of average of Canadian cities 500,000 res. + attained
Côte-Saint-Luc – Hampstead – Montréal-Ouest	41 670	14.0	5.3	8.7	264.4%	57.6	25.8	31.8	223.0%
Pointe-Claire	29 265	6.0	3.7	2.3	161.7%	37.2	18.1	19.0	204.8%
Westmount	19 670	7.7	2.5	5.2	307.3%	29.9	12.2	17.7	245.4%
Mont-Royal	20 355	5.3	2.6	2.7	203.9%	21.8	12.6	9.2	173.1%
Beaconsfield – Baie-D'Urfé	23 100	2.8	2.9	(0.1)	96.0%	19.6	14.3	5.3	136.9%
Dorval – L'Île-Dorval	17 715	3.7	2.2	1.4	164.1%	15.2	11.0	4.2	138.3%
Plateau-Mont-Royal	101 320	11.5	12.8	(1.3)	89.5%	66.1	62.8	3.3	105.2%
Outremont	22 890	2.3	2.9	(0.6)	79.2%	13.5	14.2	(0.7)	95.4%
Dollard-Des Ormeaux – Roxboro	53 875	5.0	6.8	(1.8)	73.7%	31.6	33.4	(1.8)	94.7%
Kirkland	20 446	3.2	2.6	0.6	124.4%	10.8	12.7	(1.9)	85.3%
L'Île-Bizard – Ste-Geneviève – Ste-Anne-de-Bellevue	22 180	2.0	2.8	(0.8)	71.6%	9.1	13.8	(4.6)	66.3%
Pierrefonds – Sennerville	55 920	4.8	7.1	(2.3)	67.3%	29.8	34.7	(4.9)	86.0%
Anjou	38 005	3.2	4.8	(1.6)	67.1%	16.9	23.6	(6.7)	71.7%
Sud-Ouest	66 915	6.8	8.5	(1.6)	80.6%	33.4	41.5	(8.1)	80.5%
Lachine	40 182	3.0	5.1	(2.0)	59.8%	16.5	24.9	(8.4)	66.3%
Saint-Laurent	77 405	8.2	9.8	(1.6)	83.9%	38.7	48.0	(9.2)	80.7%
Verdun	60 525	3.5	7.7	(4.2)	45.7%	23.1	37.5	(14.4)	61.6%
Montréal-Nord	83 615	2.1	10.6	(8.5)	20.1%	35.0	51.8	(16.9)	67.4%
LaSalle	73 985	5.6	9.4	(3.8)	59.6%	27.8	45.9	(18.0)	60.7%
Saint-Léonard	69 653	4.2	8.8	(4.6)	47.3%	24.1	43.2	(19.1)	55.8%
Ville-Marie	74 350	5.2	9.4	(4.2)	55.0%	26.5	46.1	(19.6)	57.5%
Mercier – Hochelaga-Maisonneuve	128 535	9.7	16.3	(6.6)	59.3%	53.3	79.7	(26.4)	66.9%
Rivière-des-Prairies – Pointe-aux-Trembles – Montréal-Est	106 065	6.5	13.4	(6.9)	48.6%	36.1	65.8	(29.7)	54.8%
Villeray – Saint-Michel – Parc-Extension	145 550	9.4	18.4	(9.1)	50.8%	57.1	90.2	(33.2)	63.2%
Ahuntsic – Cartierville	125 030	7.4	15.8	(8.4)	47.0%	42.3	77.5	(35.3)	54.5%
Rosemont – La Petite-Patrie	131 180	7.3	16.6	(9.4)	43.7%	40.7	81.3	(40.7)	50.0%
Côte-des-Neiges – Notre-Dame-de-Grâce	163 295	7.3	20.7	(13.4)	35.3%	47.2	101.2	(54.1)	46.6%
TOTAL	1 812 696	157.7	229.6	(72.0)	68.7%	861.0	1 123.9	(262.9)	76.6%

1. In the case of the libraries of the former Montréal, person-years include support personnel of central services, except for 8.2 person-years for training and expertise provided to all the Island's libraries. It also includes the allocation of personnel of the Central library based on actual usage by the boroughs.

Table 9

Analysis of book inventories by borough – 2002

Borough	Population 2001	Book Inventory (2002 total)	% of patrons visiting the Central lib. (A and C)	Book Inventory, ¹ including allocations to the Central lib.	Book inventory (including allocations to the Central lib.) per capita	Projection using the objective of 3 books per capita	Gap: inventory vs. objective of 3 books per capita	Gap: inventory (including Central lib.) vs. objective of 3 books per capita	Loans rate of books (per capita)	Loans rate – all materials (per capita)
Westmount	19 670	152 575	0.30%	153 213	7.79	59 010	93 565	94 203	15.9	21.6
Mont-Royal	20 355	155 252	0.26%	156 052	7.67	61 065	94 187	94 987	10.3	16.0
Pointe-Claire	29 265	207 189	0.04%	207 295	7.08	87 795	119 394	119 500	11.6	18.0
Beaconsfield – Baie-D'Urè	23 100	110 674	0.04%	110 809	4.80	69 300	41 374	41 509	7.7	9.0
Dorval – L'Île-Dorval	17 715	73 315	0.05%	73 474	4.15	53 145	20 170	20 329	8.0	13.6
Côte-Saint-Luc – Hampstead – Montréal-Ouest	41 670	169 949	0.24%	170 693	4.10	125 010	44 939	45 683	7.2	11.0
Dollard-Des Ormeaux – Roxboro	53 875	191 716	0.10%	192 013	3.56	161 625	30 091	30 388	6.4	7.3
Anjou	38 005	124 125	0.33%	125 131	3.29	114 015	10 110	11 116	5.3	5.9
Outremont	22 890	70 777	0.70%	72 886	3.18	68 670	2 107	4 216	5.8	6.4
Pierrefonds – Seneville	55 920	151 492	0.10%	151 780	2.71	167 760	-16 268	-15 980	7.1	7.9
Sud-Ouest	66 915	163 308	3.44%	173 711	2.60	200 745	-37 437	-27 034	4.3	4.9
Saint-Leonard	69 653	180 223	0.10%	180 511	2.59	208 959	-28 736	-28 448	3.9	4.7
Kirkland	20 446	52 309	0.03%	52 388	2.56	61 338	-9 029	-8 950	7.1	7.1
Verdun	60 525	145 511	0.99%	148 521	2.45	181 575	-36 064	-33 054	3.9	5.3
Lachine	40 182	98 417	0.21%	98 597	2.45	120 546	-22 129	-21 949	5.1	6.3
Plateau-Mont-Royal	101 320	161 084	28.07%	247 910	2.45	303 960	-142 876	-56 050	6.0	6.9
L'Île-Bizard – Ste-Genevieve – Ste-Anne-de-Bellevue	22 180	51 565	0.06%	52 648	2.37	66 540	-14 975	-13 892	3.7	6.1
Saint-Laurent	77 405	180 303	0.58%	182 038	2.35	232 215	-51 912	-50 177	4.5	7.6
LaSalle	73 985	152 959	0.36%	153 604	2.08	221 955	-68 996	-68 351	6.5	7.3
Montréal-Nord	83 615	171 076	0.60%	172 906	2.07	250 845	-79 769	-77 939	4.6	5.8
Mercier – Hochelaga-Maisonneuve	128 535	212 657	7.77%	236 273	1.84	386 605	-172 948	-149 332	4.8	5.4
Rivière-des-Pratelles – Pointe-aux-Trembles – Montréal-Est	106 065	187 853	1.88%	193 533	1.82	318 195	-130 342	-124 662	4.3	5.0
Ville-Marie	74 350	66 660	17.01%	119 748	1.61	223 050	-156 390	-103 302	2.4	2.7
Villeray – Saint-Michel – Parc-Extension	145 550	194 366	8.19%	219 268	1.51	436 650	-242 284	-217 342	4.6	5.2
Ahuntsic – Cartierville	125 030	154 191	7.54%	177 144	1.42	375 090	-220 899	-197 846	4.4	4.9
Côte-des-Neiges – Notre-Dame-de-Grâce	163 295	191 048	6.90%	212 007	1.30	489 885	-298 837	-277 878	3.8	4.2
Rosemont – La Petite-Patrie	131 180	119 653	13.76%	161 685	1.23	393 540	-273 887	-231 855	3.0	3.3
Borough libraries	1 812 696	3 890 247	100%	4 195 839	2.31	5 438 088	-1 547 841	-1 242 249	4.9	6.0

1. Collections excluded from the total: Bibliobus (40,166), outside services (39,136), portion of the Central library not allocated to the boroughs (271,673), support to centralized expertise (41,504) and items awaiting processing (21,461) and weeded items (263,003).

Collections – Breakdown of books by language

Source: Database on the 2003 population

*Source: Table 10 of the Assessment of Montréal Libraries December 2003

Summary – Membership and loans policies – 2002

Table 11

Borough/Library	Membership			Loans										Auto-loan	Renewals			Reservations				
	Length	Citizen card	Yes	Maximum number of items**				Length of loan***							By phone	By Internet	In pers.	By telephone	By OPAC	By Internet		
				Adults	Children	Adults	Children	Adults	Children	Adults	Children											
												Individuals	Organizations								Individuals	Organizations
Ahuntsic-Cartierville*	2 year	No		25	15	40	40	21	21	21	30	21	No	Yes	No	Yes	Yes	No	No			
Anjou	2 years	Yes		10	10	30	0	21	21	21	30	21	No	No	No	Yes	Yes	No	No			
Beaconsfield – Baie-D'Urfé	1 year	No		6	6	0	18	14	14	0	14	No	Yes	No	Yes	Yes	Yes	No	No			
Beaconsfield	1 year	No		unlimited	unlimited	0	0	21	21	21	0	0	No	Yes	No	Yes	Yes	Yes	No			
Côte-des-Neiges – Notre-Dame-de-Grâce	2 years	No		25	15	40	40	21	21	21	21	21	No	Yes	No	Yes	Yes	No	No			
Côte-Saint-Luc – Hampstead – Montréal-Ouest	3 years	No		unlimited	unlimited	0	0	21	21	21	0	0	No	No	No	Yes	Yes	No	No			
Dollard-Des-Ormeaux – Roxboro	2 years	No		38	16	0	0	21	21	21	0	0	No	No	No	Yes	No	No	No			
Dorval – L'Île-Dorval	2 years	No		33	33	0	0	21	21	21	0	0	No	No	No	Yes	Yes	No	No			
Kirkland	1 year	No		20	20	0	0	21	21	21	0	0	No	No	No	Yes	Yes	No	No			
Lachine	2 years	No		15	15	0	30	21	21	21	0	21	No	Yes	No	Yes	Yes	No	No			
LaSalle	1 year	No		6	6	25	50	21	21	21	30	30	No	Yes	No	Yes	Yes	No	No			
L'Île-Bizard – Sainte-Geneviève – Sainte-Anne-de-Bellevue	2 years	Yes		10	10	0	0	21	21	21	0	0	No	Yes	No	Yes	No	Yes	Yes			
L'Île-Bizard	2 years	No		24	24	0	0	21	21	21	0	0	No	No	No	Yes	Yes	No	No			
Site-Arme-de-Bellevue	1 year	No		8	8	0	20	15	15	0	0	15	No	No	Yes	Yes	No	No	Yes			
Site-Geneviève	1 year	No		4	4	0	0	15	15	0	0	0	No	Yes	No	Yes	Yes	No	No			
Mercier – Hochelaga-Maisonneuve	2 years	No		25	15	40	40	21	21	21	21	21	No	Yes	No	Yes	Yes	No	No			
Montréal-Nord	1 year	No		10	10	0	0	21	21	21	0	0	No	No	Yes	No	Yes	Yes	No			
Mont-Royal	1 year	No		12	12	0	0	21	21	21	0	0	No	No	No	Yes	Yes	No	No			
Outremont	1 year	No		6	6	0	0	21	21	21	0	0	No	No	No	Yes	Yes	No	No			
Pierrefonds-Senneville	2 years	No		38	16	0	0	21	21	21	0	0	No	No	No	Yes	No	No	No			
Plateau-Mont-Royal	2 years	No		25	15	40	40	21	21	21	21	21	No	Yes	No	Yes	Yes	No	No			
Pointe-Claire	2 years	No		50	50	0	0	14	14	14	0	0	No	No	No	Yes	No	Yes	Yes			
Rivière-des-Prat es – Pointe-aux-Trembles – Montréal-Est	2 years	No		18	10	0	0	21	21	21	21	0	No	Yes	No	Yes	Yes	No	No			
Montréal-Est	2 years	No		25	15	40	40	21	21	21	21	21	No	Yes	No	Yes	Yes	No	No			
Rivière-des-Prat es–Pointe-aux-Trembles	2 years	No		25	15	40	40	21	21	21	21	21	No	Yes	No	Yes	Yes	No	No			
Rosemont – La Petite-Patrie	1 year	No		15	15	0	0	21	21	21	0	0	No	Yes	No	Yes	No	No	No			
Saint-Laurent	1 year	No		10	10	500	500	21	21	21	365	365	No	Yes	No	Yes	No	No	Yes			
Saint-Léonard	3 years	No		25	15	40	40	21	21	21	21	21	No	Yes	No	Yes	Yes	No	No			
Sud-Ouest	2 years	No		20	20	20	20	21	21	21	21	21	No	Yes	No	Yes	Yes	No	No			
Verdun	2 years	Yes		20	20	20	20	21	21	21	21	21	No	Yes	No	Yes	Yes	No	No			
Ville-Marie	2 years	No		25	15	40	40	21	21	21	21	21	No	Yes	No	Yes	Yes	No	No			
Villeray – Saint-Michel – Parc-Extension	2 years	No		25	15	40	40	21	21	21	21	21	No	Yes	No	Yes	Yes	No	No			
Westmount	1 year	No		20	20	0	0	21	21	21	0	0	Yes	Yes	No	Yes	Yes	Yes	Yes			

*Same information for all the borough's libraries

**Depending on the library, a maximum number of items by type of item could also apply.

***The length of loan could vary depending on the type of material, especially for audiovisual materials.

Table 12

Online services of the libraries on the Island of Montréal

Library	WEB SERVICES					
	Catalogue	Patron's file	Reservations	Renewals	List of new items, reading suggestions, digitized title pages and spines	Other
Ahuntsic	X	X			X	
Baie-D'Urfé						
Beaconsfield						
Belleville						
Benny	X	X			X	
Cartierville (Acadie)	X	X			X	
Charlevoix						
Côte-des-Neiges	X	X				
Dollard-des-Ormeaux						
Dorval						
Eleanor London (Côte-Saint-Luc)						
Frontenac	X	X			X	
Georges-Vanier	X	X			X	
Haut-Anjou (Branch)	X					
Henri-Bourassa						
Hochelaga (children)	X	X			X	
Île des Sœurs (branch)	X					
Jean-Corbeil (Anjou)	X					
Kirkland						
La Petite-Patrie	X	X			X	
Langelier	X	X			X	
Le Prévoist	X	X			X	
L'Île-Bizard	X					
Octogon	X	X	X			Online reference, reading suggestions, schedule of activities, list of new items
Maisonnette	X	X			X	
Marie-Uguay	X	X			X	
Mercier	X	X			X	
Mile-End	X	X			X	
Montréal-Est						
Notre-Dame	X	X			X	
Notre-Dame-de-Grâce	X	X			X	
Parc-Extension ¹	X	X			X	
Pierrefonds						
Plateau-Mont-Royal	X	X			X	
Pointe-aux-Trembles	X	X			X	
Pointe-Claire (central)	X	X	X			Schedule of activities, list of new items
Reginald-J.-P.-Dawson	X					
Rivière-des-Prairies	X	X			X	
Robert-Bourassa	X					
Rosemont	X	X			X	
Roxboro						
Saint-Charles	X	X			X	
Sainte-Anne-de-Bellevue ²	X	X	X	X		
Sainte-Genève						
Saint-Laurent						
Saint-Léonard	X	X	X			
Saint-Michel	X	X			X	
Saint-Pierre (branch)	X					
Salaberry (children)	X	X			X	
Saul Bellow	X					
Stewart Hall (branch)	X	X	X			Schedule of activities, list of new items
Valois (branch)	X	X	X			Schedule of activities, list of new items
Verdun	X					
Westmount	X	X				
TOTAL	41	32	6	1	23	

1. Library opened in 2003

2. CRSPB de la Montérégie

Table 13

Internet and patron services in the public libraries of the Island of Montréal

Borough	Library	On-site services offered from public terminals				Public access to the Internet	No. of Internet connections available to patrons	Is Internet access free?	
		DBs on CD-ROM ¹	Office software	Educational and other software - children	DBs from home			For library members	For visitors who are not members ²
Ahuntsic-Cartierville	Ahuntsic	✓		✓		12	—	Yes	Day pass - 10\$
	Cartierville (Acadie)	✓		✓		4	—	Yes	Day pass - 10\$
Anjou	Salaberry (children)	✓		✓		2	—	Yes	Day pass - 10\$
	Jean-Corbeil (Anjou)	✓	✓			9	—	Yes	YES
	Haut-Anjou (branch)					2			
Beaconsfield – Baie-D'Urfé	Baie-D'Urfé						1	Yes	YES
	Beaconsfield	✓	✓			4	—	Yes	YES
Côte-des-Neiges – Notre-Dame-de-Grâce	Benny	✓		✓		4	—	Yes	Day pass - 10\$
	Côte-des-Neiges	✓		✓		8	—	Yes	Day pass - 10\$
	Notre-Dame-de-Grâce	✓		✓		3	—	Yes	Day pass - 10\$
Côte-Saint-Luc – Hampstead – Montréal-Ouest	Eleanor London		✓			10	—	Yes	N/A
Dollard-Des Ormeaux – Roxboro	Dollard-des-Ormeaux					6	—	Yes	YES
	Roxboro		✓			6	—	Yes	YES
Dorval – L'Île-Dorval	Dorval	✓	✓			2	—	Yes	Membership required
Kirkland	Kirkland	✓	✓	✓		8	—	Yes	Membership required
Lachine	Saul-Bellow	✓	✓	✓		7	—	Yes	YES
	Saint-Pierre (branch)					1			
LaSalle	Octogon	✓	✓	✓		23	—	Yes	YES
L'Île-Bizard – Sainte-Geneviève – Sainte-Anne-de-Bellevue	L'Île-Bizard		✓			4	3	Yes	YES
	Sainte-Geneviève					—			
	Ste-Anne-de-Bellevue ³								
Mercier – Hochelaga-Maisonneuve	Hochelaga (children)	✓		✓		4	—	Yes	Day pass - 10\$
	Langelier	✓		✓		6	—	Yes	Day pass - 10\$
	Maisonneuve	✓				4	—	Yes	Day pass - 10\$
	Mercier	✓		✓		5	—	Yes	Day pass - 10\$
Montréal-Nord	Belleville	✓	✓	✓		1	—	Yes	Membership required
	Charleroi	✓	✓	✓		1	—	Yes	Membership required
	Henri-Bourassa	✓	✓	✓		2	—	Yes	Membership required
Mont-Royal	Reginald-J.-P.-Dawson	✓	✓	✓		10	—	Yes	YES
Outremont	Robert-Bourassa	✓	✓	✓		15	—	Yes	YES
Pierrefonds-Senneville	Pierrefonds	✓	✓			6	—	Yes	YES
Plateau-Mont-Royal	Mile-End	✓				6	—	Yes	Day pass - 10\$
	Plateau-Mont-Royal	✓				5	—	Yes	Day pass - 10\$
Pointe-Claire	Pointe-Claire (central)	✓	✓			9	—	Yes	YES
	Stewart Hall (branch)					1			
	Valois (branch)					1			
Rivière-des-Prairies – Pointe-aux-Trembles – Montréal-Est	Pointe-aux-Trembles	✓		✓		4	—	Yes	Day pass - 10\$
	Rivière-des-Prairies	✓		✓		10	—	Yes	Day pass - 10\$
	Montréal-Est		✓			4	—	Yes	YES
Rosemont – La Petite-Patrie	La Petite-Patrie	✓		✓		4	—	Yes	Day pass - 10\$
	Rosemont	✓				6	—	Yes	Day pass - 10\$
Saint-Laurent	Saint-Laurent	✓	✓	✓	✓	10	—	Yes	YES
Saint-Léonard	Saint-Léonard	✓	✓	✓		24	— ⁴	Yes	YES
Sud-Ouest	Georges-Vanier	✓		✓		4	—	Yes	Day pass - 10\$
	Marie-Uguay	✓				3	—	Yes	Day pass - 10\$
	Notre-Dame	✓				3	—	Yes	Day pass - 10\$
	Saint-Charles	✓		✓		3	—	Yes	Day pass - 10\$
Verdun	Verdun		✓			8	—	Yes	YES
	Île des Soeurs (branch)					1			
Ville-Marie	Frontenac	✓				7	—	Yes	Day pass - 10\$
Villeray – Saint-Michel – Parc-Extension	Le Prévost	✓		✓		5	—	Yes	Day pass - 10\$
	Saint-Michel	✓		✓		5	—	Yes	Day pass - 10\$
Westmount	Westmount	✓	✓			11	—	Yes	YES
TOTAL						303	4		

Sources: Annual survey of public libraries 2002 – Complément sur les technologies de l'information du MCCQ

- Subscription to electronic resources (CD-ROM and Internet) for the former Montréal.
- For the libraries of the former Montréal, it's free for residents of the RMR (Région métropolitaine du recensement/Metropolitan Census Region).
- Since it is affiliated to the CRSBP, the MCCQ survey does not cover Ste-Anne-de-Bellevue.
- Note: Wireless network technology for accessing the Internet for laptops in the adult section

Table 14

Opening hours (not double counted) in 2002

Borough	Population by census area	Opening hours (not double counted) in 2002								Hours open outside of 9 a.m. to 5 p.m.	
		Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Total	number	%
Côte-Saint-Luc – Hampstead – Montréal-Ouest	41 670	12,0	12,0	12,0	12,0	12,0	12,0	12,0	84,0	49	58,3%
Pointe-Claire	29 265	7,0	11,0	11,0	11,0	11,0	11,0	8,0	70,0	35	50,0%
Westmount	19 670	7,0	11,0	11,0	11,0	11,0	11,0	7,0	69,0	34	49,3%
Dollard-Des Ormeaux – Roxboro	53 875	7,0	11,0	11,0	11,0	11,0	9,0	7,0	67,0	31	46,3%
Saint-Laurent	77 405	4,0	11,0	11,0	11,0	11,0	11,0	8,0	67,0	32	47,8%
L'Île-Bizard – Sainte-Geneviève – Sainte-Anne-de-Bellevue	22 180	6,0	11,0	11,0	11,0	11,0	10,0	6,0	66,0	31	47,0%
Pierrefonds-Senneville	55 920	7,0	11,0	11,0	11,0	11,0	8,0	7,0	66,0	31	47,0%
Dorval – L'Île-Dorval	17 715	7,0	11,0	11,0	11,0	11,0	7,0	7,0	65,0	30	46,2%
Mont-Royal	20 355	5,0	11,0	11,0	11,0	11,0	8,0	7,0	64,0	29	45,3%
Beaconsfield – Baie-D'Urfé	23 100	4,0	8,0	11,0	11,0	11,0	11,0	7,0	63,0	31	49,2%
Kirkland	20 445	4,0	11,0	11,0	11,0	11,0	11,0	4,0	63,0	28	44,4%
Est	106 065	5,0	10,5	10,5	10,5	10,5	10,5	5,0	62,5	30	48,0%
Lachine	40 185	7,0	12,0	12,0	12,0	12,0	0,0	7,0	62,0	30	48,4%
Montréal-Nord	83 615	7,0	11,0	11,0	11,0	11,0	4,0	7,0	62,0	30	48,4%
Saint-Léonard	69 655	4,0	8,0	11,0	11,0	11,0	8,0	7,0	60,0	28	46,7%
LaSalle	73 985	7,0	9,0	9,0	9,0	9,0	7,0	7,0	57,0	30	52,6%
Ahuntsic-Cartierville	125 030	5,0	0,0	12,0	12,0	12,0	9,0	7,0	57,0	25	43,9%
Anjou	38 005	4,0	8,5	8,5	8,5	8,5	8,5	7,0	53,5	31	57,9%
Verdun	60 525	5,0	8,0	8,0	8,0	8,0	4,0	5,0	46,0	26	56,5%
Côte-des-Neiges – Notre-Dame-de-Grâce	163 295	5,0	0,0	8,5	8,5	10,5	6,0	5,0	43,5	21,5	49,4%
Outremont	22 890	4,0	0,0	8,0	8,0	8,0	8,0	7,0	43,0	27	62,8%
Plateau-Mont-Royal	101 320	5,0	0,0	9,5	8,0	8,0	6,0	5,0	41,5	20	48,2%
Mercier – Hochelaga-Maisonneuve	128 535	5,0	0,0	9,0	9,0	6,0	6,0	5,0	40,0	20	50,0%
Ville-Marie	74 350	5,0	0,0	8,0	8,0	8,0	6,0	5,0	40,0	20	50,0%
Villeray – Saint-Michel – Parc-Extension	145 550	5,0	0,0	7,5	7,5	8,0	5,0	7,0	40,0	21	52,5%
Rosemont – La Petite-Patrie	131 180	5,0	0,0	8,0	8,0	8,0	5,0	5,0	39,0	20	51,3%
Sud-Ouest	66 915	5,0	0,0	7,5	7,5	7,5	5,0	5,0	37,5	21,5	57,3%

Sources: MCCQ Survey 2002 and Statistics Canada 2001

Table 15

Opening hours (not double counted) in 2004

Borough	Population by census area	Opening hours (not double counted) in 2004										Hours open outside of 9 a.m. to 5 p.m.	
		Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Total	number	%		
Côte-Saint-Luc – Hampstead – Montréal-Ouest	41 670	12,0	12,0	12,0	12,0	12,0	12,0	12,0	84,0	49	58,3%		
Pointe-Claire	29 265	7,0	11,0	11,0	11,0	11,0	11,0	8,0	70,0	35	50,0%		
Westmount	19 670	7,0	11,0	11,0	11,0	11,0	11,0	7,0	69,0	34	49,3%		
Dollard-Des Ormeaux – Roxboro	53 875	7,0	11,0	11,0	11,0	11,0	9,0	7,0	67,0	31	46,3%		
Saint-Laurent	77 405	4,0	11,0	11,0	11,0	11,0	11,0	8,0	67,0	32	47,8%		
L'Île-Bizard – Sainte-Geneviève – Sainte-Anne-de-Bellevue	22 180	6,0	11,0	11,0	11,0	11,0	10,0	6,0	66,0	31	47,0%		
Pierrefonds-Senneville	55 920	7,0	11,0	11,0	11,0	11,0	8,0	7,0	66,0	31	47,0%		
Dorval – L'Île-Dorval	17 715	7,0	11,0	11,0	11,0	11,0	7,0	7,0	65,0	30	46,2%		
LaSalle	73 985	7,0	11,0	11,0	11,0	11,0	7,0	7,0	65,0	30	46,2%		
Mont-Royal	20 355	5,0	11,0	11,0	11,0	11,0	8,0	7,0	64,0	29	45,3%		
Beaconsfield – Baie-D'Urré	23 100	4,0	8,0	11,0	11,0	11,0	11,0	7,0	63,0	31	49,2%		
Kirkland	20 445	4,0	11,0	11,0	11,0	11,0	11,0	4,0	63,0	28	44,4%		
Est	106 065	5,0	10,5	10,5	10,5	11,0	10,5	5,0	63,0	27,5	43,7%		
Lachine	40 185	7,0	12,0	12,0	12,0	12,0	0,0	7,0	62,0	30	48,4%		
Montréal-Nord	83 615	7,0	11,0	11,0	11,0	11,0	4,0	7,0	62,0	30	48,4%		
Saint-Léonard	69 655	4,0	8,0	11,0	11,0	11,0	8,0	7,0	60,0	28	46,7%		
Ahuntsic-Cartierville	125 030	5,0	0,0	12,0	12,0	12,0	9,0	7,0	57,0	25	43,9%		
Anjou	38 005	4,0	8,5	8,5	8,5	8,5	8,5	7,0	53,5	31	57,9%		
Villeray – Saint-Michel – Parc-Extension	145 550	7,0	0,0	9,0	11,0	8,0	8,0	7,0	50,0	24	48,0%		
Plateau-Mont-Royal	101 320	5,0	0,0	10,0	10,0	8,0	6,0	7,0	46,0	22	47,8%		
Verdun	60 525	5,0	8,0	8,0	8,0	8,0	4,0	5,0	46,0	26	56,5%		
Côte-des-Neiges – Notre-Dame-de-Grâce	163 295	5,0	0,0	8,5	8,5	10,5	6,0	5,0	43,5	21,5	49,4%		
Outremont	22 890	4,0	0,0	8,0	8,0	8,0	8,0	7,0	43,0	27	62,8%		
Mercier – Hochelaga-Maisonneuve	128 535	5,0	0,0	9,0	9,0	6,0	6,0	5,0	40,0	20	50,0%		
Ville-Marie	74 350	5,0	0,0	8,0	8,0	8,0	6,0	5,0	40,0	20	50,0%		
Rosemont – La Petite-Patrie	131 180	5,0	0,0	8,0	8,0	8,0	5,0	5,0	39,0	20	51,3%		
Sud-Ouest	66 915	5,0	0,0	7,5	7,5	7,5	5,0	5,0	37,5	21,5	57,3%		

Sources: 2004 fall schedules and Statistics Canada 2001

Table 16

Annual cumulative opening hours in 2002

Borough (2002 data)	Population by census area	Days open (not double counted)	Annual open hours
Côte-Saint-Luc – Hampstead – Montréal-Ouest	41 670	365	4380
Verdun	60 525	353	4639
Dollard-Des Ormeaux – Roxboro	53 875	350	5500
Pierrefonds-Senneville	55 920	350	3300
Westmount	19 670	335	3302
Mont-Royal	20 355	332	3035
Saint-Laurent	77 405	330	3159
Beaconsfield – Baie-D'Urfé	23 100	328	4287
Dorval – L'Île-Dorval	17 715	327	3036
L'Île-Bizard – Sainte-Geneviève – Sainte-Anne-de-Bellevue	22 180	324	5763
LaSalle	73 985	324	2638
Pointe-Claire	29 265	323	5999
Anjou	38 005	323	4476
Kirkland	20 445	321	2889
Montréal-Nord	83 615	320	7863
Saint-Léonard	69 655	318	2726
Lachine	40 185	300	3857
Outremont	22 890	290	2078
Rivière-des-Prairies – Pointe-aux-Trembles – Montréal-Est	106 065	290	6114
Sud-Ouest	66 915	286	5935
Mercier – Hochelaga-Maisonneuve	128 535	286	6578
Ahuntsic-Cartierville	125 030	286	5100
Villeray – Saint-Michel – Parc-Extension ¹	145 550	286	5815
Plateau-Mont-Royal	101 320	286	3790
Ville-Marie	74 350	286	1907
Côte-des-Neiges – Notre-Dame-de-Grâce	163 295	286	5029
Rosemont – La Petite-Patrie	131 180	286	3718

1. For this exercise, the 45 open hours of the Parc-Extension Library (opened in 2003) have been added.

Table 17

Comparative data on loans performance

Borough ¹ (2002 data)	Loans per capita	Book inventory (including allocation from the Central library) per capita	Number of employees ² / 2,000 res.	Open hours (not double counted) per week	Space (m ²) with allocation ³ /1,000 res.
Westmount	21,6	7,8	3,0	69	96,1
Pointe-Claire	18,0	7,1	2,5	70	94,6
Mont-Royal	16,0	7,7	2,1	64	80,4
Dorval – L'Île-Dorval	13,6	4,1	1,7	65	93,5
Côte-Saint-Luc – Hampstead – Montréal-Ouest	11,0	4,1	2,8	84	66,9
Beaconsfield – Baie-D'Urfe	9,0	4,8	1,7	63	67,7
Pierrefonds-Senneville	7,9	2,7	1,1	66	29,5
Saint-Laurent	7,6	2,4	1,0	67	26,6
LaSalle	7,3	2,1	0,8	57	38,3
Dollard-Des Ormeaux – Roxboro	7,3	3,6	1,2	67	56,3
Kirkland	7,1	2,6	1,1	63	50,0
Plateau-Mont-Royal	6,9	2,5	1,3	41,5	26,6
Outremont	6,4	3,2	1,2	43	96,1
Lachine	6,3	2,5	0,8	62	44,1
L'Île-Bizard – Sainte-Geneviève – Sainte-Anne-de-Bellevue	6,1	2,4	0,8	66	57,2
Anjou	5,9	3,3	0,9	53,5	71,6
Montréal-Nord	5,8	2,1	0,8	62	25,9
Mercier – Hochelaga-Maisonneuve	5,4	1,8	0,8	40	34,2
Verdun	5,3	2,5	0,8	46	40,5
Rivière-des-Prairies – Pointe-aux-Trembles – Montréal-Est	5,0	1,8	0,7	62,5	46,1
Ahuntsic-Cartierville	4,9	1,4	0,7	57	25,7
Sud-Ouest	4,9	2,6	1,0	37,5	52,9
Saint-Léonard	4,7	2,6	0,7	60	80,0
Côte-des-Neiges – Notre-Dame-de-Grâce	4,2	1,3	0,6	43,5	22,4
Villeray – Saint-Michel – Parc-Extension ⁴	3,9	1,5	0,8	40	37,6
Rosemont – La Petite-Patrie	3,3	1,2	0,6	39	17,3
Ville-Marie	2,7	1,6	0,7	40	24,9

1. The boroughs are divided into four groups, according to their level of loans performance.

2. In the case of the libraries of the former Montréal, person-years include support personnel of central services, except for 8,2 person-years for training and expertise provided to all the Island's libraries. It also includes the allocation of personnel of the Central library based on actual usage by the boroughs.

3. For the libraries of the former Montréal, central space related to training activities, planning, network development and materials processing has been allocated.

4. Human resources, book inventory and space at the Parc-Extension Library have been taken into account.

Table 18

Loans rates, 1998–2002

Borough	Population 2001	Loans rate 1998	Loans rate per capita Change 2002–1998
Ahuntsic – Cartierville	125 030		4,9
Anjou	38 005		5,9
Beaconsfield – Baie-D'Urfé	23 100		9,0
Côte-des-Neiges – Notre-Dame-de-Grâce	163 295		4,2
Côte-Saint-Luc – Hampstead – Montréal-Ouest	41 670		11,0
Dollard-Des Ormeaux – Roxboro	53 875		7,3
Dorval – L'Île-Dorval	17 715		13,6
Kirkland	20 445		7,1
Lachine	40 185		6,3
LaSalle	73 985		7,3
L'Île-Bizard – Ste-Genève – Ste-Anne-de-Bellevue	22 180		6,1
Mercier – Hochelaga-Maisonneuve	128 535		5,4
Montréal-Nord	83 615		5,8
Mont-Royal	20 355		16,0
Outremont	22 890		6,4
Pierrefonds – Senneville	55 920		7,9
Plateau-Mont-Royal	101 320		6,9
Pointe-Claire	29 265		8,0
Rivière-des-Prairies – Pointe-aux-Trembles – Montréal-Est	106 065		5,0
Rosemont – La Petite-Patrie	131 180		3,3
Saint-Laurent	77 405		7,6
Saint-Léonard	69 655		4,7
Sud-Ouest	66 915		4,9
Verdun	74 350		5,3
Ville-Marie	60 525		2,7
Villeray – Saint-Michel – Parc-Extension	145 550		3,9
Westmount	19 670		21,6
City of Montréal	1 812 696		6,0
			5,3%

N.B.: In 1998, the Benny and Ahuntsic Libraries were closed for four months and two months respectively.

In 2002, the Cartierville and Marie-Uguay Libraries were closed for seven months and one-and-a-half months respectively.

PAS BON

Table 19

**Penetration rates¹ and number of loans
Canadian libraries serving 500,000 residents and over**

Library ²	2002					2003				
	Population	Members	Penetration rate	Loans ³	Loans per capita	Population	Members	Penetration rate	Loans ³	Loans per capita
Toronto Public Library	2 481 494	1 359 993	54,8%	29 224 857	11,8	2 481 494	1 550 507	62,5%	28 667 470	11,6
Calgary Public Library	878 866	447 691	50,9%	12 387 225	14,1	922 315	462 838	50,2%	12 389 356	13,4
Ottawa Public Library	774 072	400 000	51,7%	7 601 022	9,8	790 000	433 056	54,8%	8 870 826	11,2
Edmonton Public Library	666 104	258 612	38,8%	7 934 658	11,9	666 104	294 904	44,3%	8 512 379	12,8
Mississauga Library System	612 925	320 423	52,3%	7 162 730	11,7	680 000	364 441	53,6%	6 868 445	10,1
Winnipeg Public Library	619 544	387 677	62,6%	5 695 355	9,2	619 544	391 676	63,2%	5 730 808	9,3
Vancouver Public Library	545 671	369 446	67,7%	9 200 161	16,9	568 442	369 629	65,0%	8 956 354	15,8
Montréal Libraries ⁴	1 812 696	685 022	37,8%	11 853 654	6,5	1 812 696	701 662	38,7%	12 273 492	6,8

1. The penetration rate is calculated based on people with a membership card; it represents the percentage of active members in the population served. It does not include patrons who are not members but still visit the library and use its resources.

2. Sources: CALLPL (The Council of Administrators of Large Urban Public Libraries) 2002, 2003

3. For all types of materials

4. Includes the members and the loans of the Bibliothèque centrale de Montréal, adults and children.

Table 20

Canadian library networks serving 500,000 residents and over
Comparative data

CALUPL ¹	Population ²	Book inventory ³	Inventory per capita	Human resources				Surface area		Expenses	Expenses per capita
				Librarians	Number of librarians/6,000 res.	Employees	Number of employees/2,000 res.	Surface area (m ²)	Surface area/1,000 res. (m ²)		
Toronto Public Library	2 481 494	8 584 236	3,5	432,6	1,05	1 820,5	1,47	156 831	63,2	131 869 071	53,1
Calgary Public Library	878 866	1 680 273	1,9	58,1	0,40	424,9	0,97	34 188	38,9	28 861 836	32,8
Ottawa Public Library	774 072	2 153 472	2,8	76,5	0,59	367,5	0,95	42 002	54,3	26 161 253	33,8
Edmonton Public Library	666 104	1 322 587	2,0	43,6	0,39	359,3	1,08	34 325	51,5	23 561 739	35,4
Mississauga Library System	612 925	1 357 924	2,2	70,0	0,69	362,0	1,18	34 672	56,6	20 159 644	32,9
Winnipeg Public Library	619 544	N/D		36,0	0,35	274,8	0,89	28 121	45,4	19 960 985	32,2
Vancouver Public Library	545 671	2 169 502	4,0	120,0	1,32	485,0	1,78	44 916	82,3	34 881 579	63,9
Comparative data⁴			2,9		0,76		1,24		57,0		43,4

Montréal libraries ⁵	1 812 696	4 195 839	2,3	157,7	0,52	861,0	0,95	73 022	40,3	69 378 396	38,3
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1. CALUPL: The Council of Administrators of Large Urban Public Libraries – 2002 data

2. Population: Statistics Canada – 2001 Census

3. Data are from the statistics published annually by the provincial ministry responsible for public libraries.

4. For inventory per capita, the population of Winnipeg is not included because there are no data for book inventory.

5. Collections excluded from the total: Bibliobus (40,168), outside services (39,138), part of the Cenral library not allocated to the boroughs (271,673), support to centralized expertise (41,504) and items awaiting processing (21,461) and weeded items (263,003)

Table 21

Overview of imbalances in staffing, space and collections

Borough	Human resources 2002 ¹ (compared to the average of Canadian cities with 500,000 + res.: 1.24 employees/2,000 res.)	Library surface area 2002 ¹ (compared to the average of Canadian cities with 500,000 + res.: 57 m ² /1,000 res.)	Collections: objective of 3 books/capita
	Difference	Difference (in m ²)	Diff: inventory (including Central lib.)
Côte-des-Neiges – Notre-Dame-de-Grâce	-54,06	-5 650,81	-278 241
Rosemont – La Petite-Patrie	-40,65	-5 210,07	-232 190
Ahuntsic – Cartierville	-35,26	-3 918,22	-198 251
Villeray – Saint-Michel – Parc-Extension	-33,19	-2 828,64	-217 795
Rivière-des-Prairies – Pointe-aux-Trembles – Montréal-Est	-29,70	-1 153,38	-124 839
Mercier – Hochelaga-Maisonneuve	-26,41	-2 929,98	-149 721
Ville-Marie	-19,57	-2 389,21	-101 837
Saint-Léonard	-19,07	1 603,78	-28 456
LaSalle	-18,05	-1 384,15	-68 345
Montréal-Nord	-16,89	-2 600,06	-77 971
Verdun	-14,42	-999,51	-33 119
Saint-Laurent	-9,25	-2 352,35	-50 245
Lachine	-8,39	-519,37	-21 940
Sud-Ouest	-8,08	-274,92	-27 274
Anjou	-6,66	552,98	11 084
Pierrefonds – Senneville	-4,85	-1 537,66	-15 988
L'Île-Bizard – Ste-Geneviève – Ste-Anne-de-Bellevue	-4,64	3,50	-13 919
Kirkland	-1,87	-143,52	-8 955
Dollard-Des Ormeaux – Roxboro	-1,75	-36,86	30 380
Outremont	-0,65	895,27	4 161
Plateau-Mont-Royal	3,29	-3 080,74	-54 978
Dorval – L'Île-Dorval	4,21	647,13	20 335
Beaconsfield – Baie-D'Urfe	5,29	247,19	41 506
Mont-Royal	9,22	476,59	94 979
Westmount	17,73	768,81	94 203
Pointe-Claire	19,02	1 100,43	119 493
Côte-Saint-Luc – Hampstead – Montréal-Ouest	31,79	411,81	45 673
Network total	-262,87	-30 302	-1 242 249

1. For the libraries of the former Montréal, the number of person-years includes support personnel in central services, except for the 8.2 person-years allocated to training and expertise for all island libraries. Book inventories and human resources are improved by allocating the resources of the Bibliothèque centrale de Montréal, according to its actual use by each borough. This has the greatest impact on the libraries in the Plateau-Mont-Royal and Ville-Marie boroughs.

Table 22

**% of objectives attained
(phase 1 – situation in 2002)**

Borough	Book inventory	Opening hours		Human resources		Space
		No double count	Outside office hours ¹	Librarians	All employees	
Objective	3.0/res.	62 hours	31 hours	0.76 librarians/ 6,000 res.	1.24 employees/ 2,000 res.	57 m ² /1,000 res.
Ahuntsic-Cartierville	47,1%	91,9%	80,6%	47,0%	54,5%	45,0%
Côte-des-Neiges – Notre-Dame-de-Grâce	43,2%	70,2%	69,4%	35,3%	46,6%	39,3%
LaSalle	69,2%	91,9%	96,8%	59,6%	60,7%	67,2%
Mercier – Hochelaga-Maisonneuve	61,2%	64,5%	64,5%	59,3%	66,9%	60,0%
Rosemont – La Petite-Patrie	41,0%	62,9%	64,5%	43,7%	50,0%	30,3%
Verdun	81,8%	74,2%	83,9%	45,7%	61,6%	71,0%
Ville-Marie ²	54,3%	64,5%	64,5%	55,0%	57,5%	43,6%
Villeray – Saint-Michel – Parc-Extension	50,1%	64,5%	67,7%	50,8%	63,2%	65,9%
Plateau-Mont-Royal ²	81,9%	66,9%	64,5%	89,5%	105,2%	46,7%
Rivière-des-Prairies – Pointe-aux-Trembles – Montréal-Est	60,8%	100,8%	96,8%	48,6%	54,8%	80,9%
Saint-Léonard	86,4%	96,8%	90,3%	47,3%	55,8%	140,4%
Sud-Ouest	86,4%	60,5%	69,4%	80,6%	80,5%	92,8%
Lachine	81,8%	100,0%	96,8%	59,8%	66,3%	77,3%
Montréal-Nord	68,9%	100,0%	96,8%	20,1%	67,4%	45,4%
Pierrefonds-Senneville	90,5%	106,5%	100,0%	67,3%	86,0%	51,8%
Saint-Laurent	78,4%	108,1%	103,2%	83,9%	80,7%	46,7%
Kirkland	85,4%	101,6%	90,3%	124,4%	85,3%	87,7%
Outremont	106,1%	69,4%	87,1%	79,2%	95,4%	168,6%
Anjou	109,7%	86,3%	100,0%	67,1%	71,7%	125,5%
Dollard-Des Ormeaux – Roxboro	118,8%	108,1%	100,0%	73,7%	94,7%	98,8%
L'Île-Bizard – Sainte-Geneviève – Sainte-Anne-de-Bellevue	79,1%	106,5%	100,0%	71,6%	66,3%	100,3%
Beaconsfield – Baie-D'Urfé	159,9%	101,6%	100,0%	96,0%	136,9%	118,8%
Dorval – L'Île-Dorval	138,3%	104,8%	96,8%	164,1%	138,3%	164,1%
Mont-Royal	255,5%	103,2%	93,5%	203,9%	173,1%	141,1%
Côte-Saint-Luc – Hampstead – Montréal-Ouest	136,5%	135,5%	158,1%	264,4%	223,0%	117,3%
Pointe-Claire	236,1%	112,9%	112,9%	161,7%	204,8%	166,0%
Westmount	259,6%	111,3%	109,7%	307,3%	245,4%	168,6%

1. The objective for hours outside office hours (after 5:00 p.m. + weekend) corresponds to 50% of hours open (not double counted).

2. For the libraries of the former City of Montréal, book inventories and human resources are improved by allocating the resources of the Bibliothèque centrale de Montréal. This has the greatest impact on the libraries in the Plateau-Mont-Royal and Ville-Marie boroughs.

54 LIBRARIES
27 BOROUGHES
MONTREAL'S POPULATION 1,812,723
AVERAGE HOUSEHOLD INCOME \$49,429
PENETRATION RATE 31%
158 LIBRARIANS
861 EMPLOYEES
19,641 ADVISORY ACTIVITIES
4.5 MILLION ITEMS
3 BOOKS PER CAPITA
18 LANGUAGES
62 WEEKLY OPENING HOURS
286 OPENING DAYS

THIS PROJECT IS MADE POSSIBLE THROUGH THE FINANCIAL SUPPORT OF THE CITY CONTRACT.

Culture
et Communications
Québec 

Montréal 

0.76 LIBRARIAN / 6 000 RESIDENTS
1.24 EMPLOYEES / 2 000 RESIDENTS
57 M² / 1 000 RESIDENTS
4.5 MILLION ITEMS