Regular Meeting of the Milton Public Library Board
January 15, 2025 at 7:00 PM
Main Boardroom

Mission Statement
The Milton Public Library empowers the community to: Read. Learn. Create. Connect.

Agenda

Members: Sana Malik (Chair), Councillor Colin Best, Councillor Rick Malboeuf, Councillor Sarah Marshall, Ragy Sharkawy, Sibyl Shen, Karen Wolnik

Staff: Sarah Douglas-Murray**,** Chris Dorscht

Guests:
Anand Desai, Associate Planner, Monteith Brown Planning Consultants
Janine Gallagher, Director Human Resources, Town of Milton
Priti Pabla, Learning & Organizational Development Specialist, Town of Milton

1. Land Acknowledgement   All

Milton Public Library operates on treaty lands and the traditional territory of the Mississaugas of the Credit First Nation, Neutral, Huron-Wendat and Haudenosaunee people.

As we centre the truth and support reconciliation across Milton, our commitment to provide the highest quality service for all is inspired by First Peoples traditional knowledge, laws, and philosophies

2. Convene and Confirm Agenda   All

3. Declaration of Interest   All

4. Chair/Vice Chair Election   All

5. Consent Agenda   Chair

5.1. Approval of the Minutes of November 27, 2024

5.2. Monthly Operating and Capital Variance Report to December 31

5.3. ILS Account Management

5.4. Policy Review Schedule

5.5. 2025 Cost of Living Increase

5.6. 2025 Approved Operating and Capital Budget

6. Discussion Items

6.1. MPL Master Plan   SDM

6.2. HR Updates   JG

6.3. Remote Hold Lockers at Milton Sports Centre and Mattamy   SDM/KK
     National Cycling Centre

6.4. 2024 Year End Quarterly Report   CD

6.5. CEO & Chief Librarian Report   SDM

6.6. 2025 Work Plan   SDM

7. Confidential Session

Confidential Session to deal with sensitive personal matters about an
identifiable individual, including Board members.   HR Committee

7.1. Approval of the Confidential Minutes of November 27, 2024
7.2. CEO 2025 Goals

8. Reports and Updates

8.1. Committee Updates

8.2. Council Updates

9. Other Business

10. Future Meeting and Events

Next Board Meeting: Wednesday March 19, 2025, 7:00 p.m.

MPL 170th Celebration: Saturday January 25, 2025, remarks 1 p.m.

OLA Super Conference: Wednesday January 29 – Saturday February 1,
2025

11. Adjournment

Report to: Milton Public Library Board

From: Sarah Douglas-Murray

Date: January 15, 2025

Subject: Chair and Vice Chair Elections

Recommendation:

That the Milton Public Library Board Elects _____ Chair of the MPL Board for 2025; and

That the Milton Public Library Board Elects _____ Chair of the MPL Board for 2025; and

Background:

BL-00 MPL Board Procedural By-law outlines the procedures under which the Milton Public Library Board operates including procedures related to elections and states;

3.1 The officers of the Board shall be the Chair, Vice Chair, and the CEO as Secretary /Treasurer, 3.2 The Chair and Vice Chair shall be elected annually at the first regular Board Meeting of the calendar year from among the Board's membership. Each officer shall serve a one-year term or until the Board's next organizational meeting.

Report:

Elections are therefor required at the first regular Board Meeting of the year, for 2025 elections will take place at the January 15, 2025 Board Meeting.

Sana Malik has been Chair of the MPL Board February 2023 – January 2025 and has indicated that she is interested in remaining in the Chair Position.

Sibyl Shen has been Vice-Chair of the MPL Board February 2023 – January 2025 and has indicated that she is interested in remaining in the Chair Position.

As such, this fulfils the following 2025 MPL Goal and Objective:

Goal: Advocacy and Governance

Objective: Ensure Strong Leadership and Effective Governance

Recommendation:

That the Milton Public Library Board Elects _____ Chair of the MPL Board for 2025; and

That the Milton Public Library Board Elects _____ Chair of the MPL Board for 2025; and

Regular Meeting of the Milton Public Library Board
November 27, 2024 at 7:00 PM
Main Boardroom

Mission Statement
The Milton Public Library empowers the community to Read. Learn. Create. Connect.

Minutes

Members: Sana Malik (Chair), Karen Wolnik, Councillor Rick Malboeuf, Councillor Sarah Marshall, Sibyl Shen (Vice-Chair), Councillor Colin Best, Ragy Sharkawy

Staff: Sarah Douglas-Murray, Kanta Kapoor, Chris Dorscht

Guests:
Anand Desai, Monteith Brown Consulting
Glen Cowan, Chief Financial Officer & Treasurer, Town of Milton
Doug Sampano, Commissioner, Community Services, Town of Milton
Janine, Gallagher, Director, Human Resources, Town of Milton

1. **Land Acknowledgement**

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2. **Approval of Agenda**

Motion #24-1949
That the Milton Public Library Board approve the Agenda of the November 27ᵗʰ Board Meeting
Moved by *Councillor Colin Best,* **Seconded by** *Karen Wolnik,* **Carried**

3. **Declaration of Interest: none**
4. **Consent Agenda**
   4.1. Approval of the Minutes of October 26, 2024

   4.2. Correspondence – Fine Free Libraries

4.3. Monthly Operating and Capital Variance Report to October 31

4.4. 2025 Closures

4.5. 2025 Board Meeting Schedule

4.6. CEO & Chief Librarian Report

4.7. Bridge Toolkit

Motion #24-1950
That the Milton Public Library Board approve the Consent Agenda for October 16ᵗʰ 2024 Meeting.

Moved by *Councillor Colin Best*, **Seconded by** *Councillor Rick Malboeuf,* **Carried**

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5. Discussion Items

5.1 MPL Draft Master Plan Update

Sarah Douglas-Murray presented the Town Senior Management Team's feedback on the Draft Master Plan for the Board to review and approve.

Motion #24- 1951

The Milton Public Library Board should receive this Milton Public Library Draft Master Plan Update. November 2024 and provide feedback on the three items outlined for the staff to finalize the Master Plan and present it to the January 15ᵗʰ Board Meeting for approval.

Moved by: Ragy Sharkawy, **Seconded by** *Councillor Colin Best*

5.2 Remote Hold Lockers at Milton Sports Centre and Mattamy National Cycling Centre

As directed by the Board in its October meeting, Sarah Douglas-Murray and Kanta Kapoor presented the feasibility study on Book Vending Machines and Hold Lockers, including operating and capital budget requirements.

Motion #24-1952

That the Milton Public Library Board approve a request to Town of Milton Council to include Remote Hold Lockers in the 2025 Capital and Operating Budget, including the following specific items:
- **a new capital project with a budget of $177,815 with funding from**

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development charges (90%) and the Library Capital Reserve (10%) to purchase Remote Hold Lockers to meet the needs of the growing community;

- **an increase in the approved staff complement of the Milton Public Library of 0.3143 FTE in 2025 to support the operational needs of the Remote Hold Lockers;**
- **an increase to the 2025 operating budget of $40,860 ($66,720 in 2026 once fully annualized) to cover the ongoing operating costs associated with the Remote Hold Lockers.**

Moved by: *Councillor Sarah Marshall*, **Seconded by** *Councillor Colin Best,* **Carried.**

5.3 OLA Super Conference Board Attendance

Sarah Douglas-Murray provided the Board with an overview of the OLA Super conference theme and schedule.

Motion #24-1953

That Karen Wolnik be registered for the OLA Super Conference.
Moved by: *Karen Wolnik* , **Seconded by** *Councillor Colin* Best, **Carried.**

5.4 2025 Strategic Pillars and Workplan

Sarah Douglas-Murray presented the Strategic Pillars and 2025 Work Plan Report which includes all Master Plan Recommendations to be undertaken in 2025 and 2026 as well as the associated staff actions to take place in 2025 linking them back to the related Service Areas and Strategic Pillars. The Board was requested to provide any feedback on the workplan.

Motion #24-1954

That the Milton Public Library Board receive the Strategic Pillars and 2025 Work Plan Report;
Moved by: *Councillor Colin* Best, **Seconded by** *Ragy Sharkawy*, **Carried**

5.5 CEO Performance Evaluation
The motion was passed to initiate the Confidential Session to discuss CEO performance.

Motion #24-1955

It was **Moved by** *Councillor Colin* Best. **Seconded by** *Councillor Rick Malboeuf,* to move into the Confidential Session at 8:45 pm. Carried

> **It was Moved by** *Councillor Colin Best,* **Seconded by** *Karen Wolnik,* **to move out of the Confidential Session at 8:58 pm**. **Carried**

Meeting Adjourned: PM

Next Meeting: January 15, 2025 at 7 PM

Signed: _____

Sana Malik, Chair

Milton Public Library Board

Signed: _____

Sarah Douglas Murray, CEO

Milton Public Library Board

Report to: Milton Public Library Board

From: Sarah Douglas Murray, CEO & Chief Librarian

Date: January 15, 2025

Subject: 2024 Preliminary Operating and Capital Variance Report to December 31, 2024

Recommendation:

That the Milton Public Library Board receives the 2024 Preliminary Operating and Capital Variance Report to December 31, 2024

Background:

The Milton Public Library Board is accountable to the Town of Milton Council and, through them, the community of Milton for the Library's financial affairs. In accordance with the *Public Libraries Act*, the Milton Public Library's financial affairs will be managed responsibly to ensure that the Board meets its fiduciary responsibilities, with due caution, using ethical and honest practices.

Report:

The Operating and Capital Monthly Financial Year to Date Variance Reports results reflect revenues and expenses as of December 31, 2024. It should be noted that some December revenues and expenditures are still outstanding including some purchasing card reconciliation. Carry over of some grant revenues and expenditures is also still outstanding.

Goal: Municipal-Library Reporting Requirement

Objective: Financial records prepared in accordance with generally accepted accounting principle (GAAP), and from time to time the public sector accounting board (PSAB).

Recommendation:

That the Milton Public Library Board receives the 2024 Preliminary Operating and Capital Variance Report to December 31, 2024

TOWN OF MILTON
MONTHLY FINANCIAL REPORT
December   2024

LIBRARY

	MTD ACTUAL	YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
LIBRARY							
LIBRARY							
8025 LIBRARIES							
EXPENDITURES							
3005 Salaries Full Time	198,089	1,924,335	2,456,495	-200,740	2,255,755	331,420	85.31%
3020 Hourly Part Time	77,858	1,077,961	1,105,499	36,356	1,141,855	63,894	94.40%
3023 Overtime Pay		1,404				-1,404	#DIV/0!
3025 Employee Benefits	51,276	800,118	779,830	-56,228	723,602	-76,516	110.57%
3027 Staff Gapping				-57,400	-57,400	-57,400	
3120 Memberships		9,662		3,250	3,250	-6,412	297.29%
3125 Mileage/Car Allowance	263	2,767	6,902		6,902	4,135	40.09%
3130 Professional Development	573	34,594	59,150	-14,000	45,150	10,556	76.62%
3135 Recognition Plan Awards	575	1,097		750	750	-347	146.27%
3205 Bank Charges	490	5,639	6,500		6,500	861	86.75%
3292 Transfer to Reserve		710,139	710,139		710,139		100.00%
3310 Equip-Data	620	42,816	38,539	3,000	41,539	-1,277	103.07%
3330 Copies	327	19,922	14,275		14,275	-5,647	139.56%
3335 Electronic Products	14,874	221,078	255,750	-6,000	249,750	28,672	88.52%
3375 Office Equipment		511	10,393	-8,000	2,393	1,882	21.35%
3380 Office Supplies	391	9,942	4,255	8,000	12,255	2,313	81.13%
3400 Materials & Supplies	1,668	10,334	11,375		11,375	1,041	90.85%
3410 Program Expenses	13,905	148,227	94,192	35,000	129,192	-19,035	114.73%
3474 Region Garbage Tags Expense	850	2,820		3,601	3,601	781	78.31%
3610 Advertising	1,514	50,735	40,958	10,000	50,958	223	99.56%
3630 Audit			8,446		8,446	8,446	
3635 Automation Equip Maint	1,562	134,873	136,715		136,715	1,842	98.65%
3650 Board Expenses		5,779	12,000	-7,000	5,000	-779	115.58%
3670 Bldg Maintenance		13,410	14,666		14,666	1,256	91.44%
3726 Telecommunications	936	67,766	72,875		72,875	5,109	92.99%
3740 Contracts	762	49,452	37,400	24,219	61,619	12,167	80.25%
3799 Insurance		10,720	9,160	1,560	10,720		100.00%
3825 Lease-Other		218	531		531	313	41.05%
3868 Facility Rental Expense		1,557	5,115		5,115	3,558	30.44%
3895 Postage	14	2,543	2,239		2,239	-304	113.58%
3900 Printing/Stationery		14,592	11,902		11,902	-2,690	122.60%
3905 Processing	2,856	102,960	94,124	3,000	97,124	-5,836	106.01%
3910 Professional Fees		811	31,480	-15,000	16,480	15,669	4.92%
3945 Service Agreements		1,018	3,694		3,694	2,676	27.56%
3950 Shipping & Courier	1,249	16,546	15,652	3,000	18,652	2,106	88.71%
4010 Subscriptions		19,217	18,162		18,162	-1,055	105.81%
4050 Utilities-Gas/Oil	225	5,248	7,424		7,424	2,176	70.69%
4053 Utiliities - Hydro		17,407	17,994		17,994	587	96.74%
4057 Utilities - Water		2,396	2,520		2,520	124	95.08%
6805 CS Infrast. Reallocated Exp		206,303	412,605		412,605	206,302	50.00%
Total EXPENDITURES	370,877	5,746,917	6,508,956	-232,632	6,276,324	529,407	91.57%
REVENUE							

TOWN OF MILTON
MONTHLY FINANCIAL REPORT
December   2024

LIBRARY

	MTD ACTUAL	YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
5050 Tax Levy		-5,933,370	-6,190,338	256,968	-5,933,370		100.00%
5230 Other Grants		-500				500	#DIV/0!
5234 Public Library Operating Grant	-52,429	-52,429	-52,429		-52,429		100.00%
5235 Public Library Pay Equity Gran	-3,275	-3,275	-3,275		-3,275		100.00%
5250 Canada Summer Jobs		-18,184	-1,850	-16,686	-18,536	-352	98.10%
5252 Young Canada Works		-8,226		-17,820	-17,820	-9,594	46.16%
5270 New Horizons for Seniors		-25,000	-23,734	8,734	-15,000	10,000	166.67%
5300 Recoveries from Others		-3,181				3,181	#DIV/0!
5315 Fundraising and Donations	-6,075	-6,989	-5,722	-7,495	-13,217	-6,228	52.88%
5365 Salaries & Benefits Recovered		-4,773	-8,874		-8,874	-4,101	53.79%
5400 Fees & Service Charges	-556	-7,622	-53,307	40,000	-13,307	-5,685	57.28%
5407 Administration Fees	-18	-344		-540	-540	-196	63.70%
5493 Region Garbage Tags Revenue	-102	-1,836		-3,061	-3,061	-1,225	59.98%
5665 Stat-Fines	-8,645	-91,491	-131,839	40,000	-91,839	-348	99.62%
5666 Stat-Lost Items	-926	-7,391	-9,925		-9,925	-2,534	74.47%
5667 Stat-Book Sales	-3	-4,332	-3,737		-3,737	595	115.92%
5668 Photocopies	-2,620	-31,531	-2,229	-30,000	-32,229	-698	97.83%
5700 Vending Machine Revenue		-4,164		-4,500	-4,500	-336	92.53%
5901 Contribution from Capital		-23,622	-21,696	-1,926	-23,622		100.00%
Total REVENUE	-74,649	-6,228,260	-6,508,955	263,674	-6,245,281	-17,021	99.73%
Total 8025 LIBRARIES	296,228	-481,343	1	31,042	31,043	512,386	(1,550.57%)
Total LIBRARY	296,228	-481,343	1	31,042	31,043	512,386	(1,550.57%)
Total LIBRARY	296,228	-481,343	1	31,042	31,043	512,386	(1,550.57%)
Total LIBRARY	296,228	-481,343	1	31,042	31,043	512,386	(1,550.57%)

Milton Public Library **December 31 Capital Variance Statement**			
Project ID	**LIFE -TO-DATE ACTUALS-SPENT**	**APPROVED BUDGET**	**LIFE-TO-DATE VARIANCE**
C80010023 AUTOMATION REPLACEMENT	234,741	228,590 -	6,151
C80010024 AUTOMATION REPLACEMENT	233,813	264,916	31,103
C80010317 COLLECTION - NEW	815,508	921,450	105,942
C80010318 COLLECTION - NEW	32,163	939,880	907,717
C80011124 LIBRARY SERVICES MASTER PLAN	46,473	65,000	18,527
C80012123 COLLECTION - REPLACEMENT	470,397	462,977 -	7,420
C80012124 COLLECTION - REPLACEMENT	238,946	520,007	281,061
C80131124 FURNITURE REPLACEMENT	90,665	100,000	9,335
C80131221 LIBRARY SERVICE DELIVERY STRATEGY IMPLEMENTATION	259,943	815,900	555,957
C80131424 INTEGRATED LIBRARY SYSTEM	40,526	100,000	59,474
(blank)			
Grand Total	**2,161,810**	**4,478,720**	**2,568,238**

Consent Agenda 5.3

Report to: Milton Public Library Board

From: Sarah Douglas-Murray, CEO and Chief Librarian
Kanta Kapoor, Director – Support Services

Date: January 15, 2025

Re: ILS Database Account Management 2025

Recommendation:

THAT the Milton Public Library Board receive the report entitled "ILS Database Account Management 2025"

Background

The purpose of this report is to inform the Milton Public Library Board of client account balances that will be written off in 2025 under the delegated authority provided to the CEO/Chief Librarian. These are outstanding fines and fees on client accounts expunged from the Integrated Library System (ILS) annually according to the ILS Patron Account Management Policy approved by the Board through Resolution 24-1919. The policy recommends the following actions:

Annually expunge ILS database account balances resulting from overdue fines or lost materials based on the following criteria:

- Accounts with balances under $100 are expunged after three years
- Accounts with balances over $100 are expunged after five years.
- Accounts with a balance over $500 require Board approval before expunging.
- An annual report is presented to the Board in the January meeting, detailing the total amount to be expunged.

Report:

A total of $32,150.43 will be written off in Jan 2025. The average patron account balance expunged will be $16.65.

2025 written off Information

Period	No. of Patrons	Fine
Balances less than $100 (less than 3 years)	1882	$24030.24
Balances more than $100 Totals (5+ years)	48	$8,120.19
Total	1930	32,150.43

Note that there were no patron records with fees owing over $500 in the current account maintenance process.

Financial Impact:

As patrons' account balances are recorded as revenues for accounting purposes only when received, the amounts cleared will not be shown as a loss in the 2025 operating results. The operating budget is based only on patrons' fines and fees expected to be collected during the year. This budgeting and accounting practice for fines and fees has been reviewed with the external auditors and the City's Treasurer.

As such, this fulfills the following 2025 Goals and Objectives:

    Goal: Organisational Effectiveness

    Objective: Provide the information and resources necessary for informed decision-making by the Board

<u>Recommendation:</u>

THAT the Milton Public Library Board receive the report entitled "ILS Database Account Management 2025."

Report to: Milton Public Library Board

From: Sarah Douglas-Murray, CAO and Chief Librarian

Date: January 15, 2025

Subject: Policy Review Schedule

Recommendation:

That Milton Public Library Board receive the report entitled "Policy Review Schedule"; and

That the Milton Public Library Board approve the Policy Review Timelines included as Attachment 1; and

That a standing item be added to the January and September Board Meetings providing an update on Policy Review.

Background:

The Policy Review Schedule for the 2023-2027 Board term (Appendix A) was approved by the Board at the March 22, 2023 Board Meeting through Motion #23-1853. In June 2023 the Board Initiated a Service Delivery and Organizational Review Process that included a review of all MPL policies and procedures are part of the scope of work. In January 2024 through resolution 24-1908 the MPL Board approved a pause on non-essential Policy Review until the completion of the Service Delivery and Organizational Review and Subsequent Master Plan Process.

Report:

The Master Plan Process is now complete and includes the recommendation to;

Add a standing item on the MPL Board Agenda that undertakes a review of selected MPL Policies twice per year, or other interval set by the Board, as a means to ensure effective Governance.

The attached Policy Review Timelines has been drafted and includes proposed review timelines for all Policies during this Board Term. It is also recommended hat a standing item be added to the January and September Board Meetings providing an update on Policy Review.

As such, this fulfils the following MPL Goal and Objective:

      Goal: Organizational Effectiveness

Objective: Provide the information and resources necessary for informed decision making by the Board

Recommendation:

That Milton Public Library Board receive the report entitled "Policy Review Schedule"; and

That the Milton Public Library Board approve the Policy Review Timelines included as Attachment 1; and

That a standing item be added to the January and September Board Meetings providing an update on Policy Review.

Milton Public Library
Policy Review Document/Timelines
Updated January 2025

Policy Number	Policy Title	Position Most Responsible	Policy Creation Date	Last Date Reviewed		Board Review Date	Notes	
BL-01	Procedural By-law	CEO/Board	2004 06 (JUN)	Sep-24		Jun-26	Board to review in advance of election	
FN-01	Mission Statement	CEO	2008 05 (MAY)	Jun-20		Mar-25		
FN-04	Intellectual Freedom	CEO	1987 05 (MAY)	Jan-21		Mar-25		
FN-05	Children's Rights in the Public Library	CEO	1999 06 (JUN)	Oct-21		Mar-25		
FN-06	Teen's Rights in the Public Library	CEO	2010 05 (MAY)	Oct-21		Mar-25		
FR-01	Donations	CEO	2013 03 (MAR)	Jan-20		Mar-26	To review in partnership with ToM	
FR-02	Sponsorship	CEO	2011 12 (DEC)	Jan-20		Mar-26	To review in partnership with ToM	
FR-03	Naming Rights	CEO	2017 06 (JUN)	Jan-20		Mar-26	To review in partnership with ToM	
GOV-01	Board Training Policy	CEO	2013 06 (JUN)	Sep-24		Jun-26	Board to review in advance of election to provide suggested edits. Policy to be updated March 2027 and endorsed by new Board.	
GOV-02	Board Self Evaluation	CEO	2016 05 (MAY)	Sep-24		Jun-26	Board to review in advance of election to provide suggested edits. Policy to be updated March 2027 and endorsed by new Board.	
GOV-03	Duties and responsiblities of Individual Board Members	CEO	2004 06 (JUN)	Sep-24		Jun-26	Board to review in advance of election to provide suggested edits. Policy to be updated March 2027 and endorsed by new Board.	
GOV-04	Committees of the Board	CEO	2004 06 (JUN)	Sep-24		Jun-26	Board to review in advance of election to provide suggested edits. Policy to be updated March 2027 and endorsed by new Board.	
GOV-06	Delegation of Authority to the CEO	CEO	2013 06 (JUN)	Sep-24		Jun-26	Board to review in advance of election to provide suggested edits. Policy to be updated March 2027 and endorsed by new Board.	
GOV-07	Board Orientation	CEO	2014 04 (APR)	Sep-24		Jun-26	Board to review in advance of election to provide suggested edits. Policy to be updated March 2027 and endorsed by new Board.	
GOV-08	Board Advocacy	CEO	2014 04 (APR)	Sep-24		Jun-26	Board to review in advance of election to provide suggested edits. Policy to be updated March 2027 and endorsed by new Board.	
HR-01	Scope and Purpose (HR)	CEO/HR	2019 02 (FEB)	Dec-22		Nov-26		
HR-02	Hiring Policy	CEO/HR	2019 02 (FEB)	May-20		Nov-25		
HR-03	Probation and Evaluation Periods	CEO/HR	2019 02 (FEB)	May-20		Nov-25		
HR-04	Vulnerable Sector Screening	CEO/HR	2015 01 (JAN)	May-20		Nov-25		
HR-05	Hours of Work	CEO/HR	2019 02 (FEB)	May-20		Nov-26		
HR-06	Employee Code of Conduct	CEO/HR	2019 02 (FEB)	May-20		Nov-25		
HR-07	Respect in the Workplace	CEO/HR	2019 02 (FEB)	Jan-23		Nov-25		
HR-08	Health and Safety	CEO/HR	2007 06 (JUN)	Jan-23		Nov-25		
HR-09	Accommodation Policy	CEO/HR	2019 02 (FEB)	Jun-20		Nov-25		
HR-10	Alcohol, Cannabis and Other Drugs	CEO/HR	2019 02 (FEB)	May-22		Nov-25		
HR-11	Clothing and Safety Equipment	CEO/HR	2018 10 (OCT)	Jan-22		Nov-25		
HR-12	Scent-Sensitive Workplace	CEO/HR	2009 06 (JUN)	Sep-20		Nov-26		
HR-13	Salary Administration	CEO/HR	2019 02 (FEB)	Mar-24		Nov-25		
HR-14	Salary Payments, Deductions, Over-Payments	CEO/HR	2019 02 (FEB)	Jun-22		Nov-25		
HR-15	Over-time/In-Lieu of Overtime	CEO/HR	2019 02 (FEB)	Mar-21		Nov-25		
HR-16	Job Evaluation and Maintenance Program	CEO/HR	2019 02 (FEB)	Nov-19		Nov-25		
HR-17	Vacation	CEO/HR	2019 02 (FEB)	May-21		Nov-26		
HR-18	Sick Leave, Short Term Disability and Long Term Disability	CEO/HR	2019 02 (FEB)	Jun-21		Nov-25		

		Milton Public Library					
		Policy Review Document/Timelines					
		Updated January 2025					
Policy Number	**Policy Title**	**Position Most Responsible**	**Policy Creation Date**	**Last Date Reviewed**		**Board Review Date**	**Notes**
HR-19	Employee Benefits	CEO/HR	2019 02 (FEB)	Jun-21		Nov-26	
HR-20	Paid Holidays and Religious Observances	CEO/HR	2019 02 (FEB)	Sep-21		Nov-25	
HR-21	Medical Appointment and Family Illness Leave	CEO/HR	2019 02 (FEB)	Jun-21		Nov-25	
HR-22	Bereavement Leave	CEO/HR	2019 02 (FEB)	May-21		Nov-25	
HR-23	Jury Duty and Witness Leave	CEO/HR	2019 02 (FEB)	May-21		Nov-25	
HR-24	Mileage Allowance	CEO/HR	2019 02 (FEB)	Mar-21		Nov-25	
HR-25	Travel Expense Reimbursement	CEO/HR	2019 02 (FEB)	Feb-19		Nov-25	
HR-26	Leaves of Absences as defined by the Employment Standards Act	CEO/HR	2019 02 (FEB)	Nov-20		Nov-25	
HR-27	Personal Leave of Absence	CEO/HR	2019 02 (FEB)	Nov-20		Nov-25	
HR-28	Pregnancy and Parental Leave	CEO/HR	2019 02 (FEB)	Nov-20		Nov-25	
HR-29	Adverse Weather Conditions	CEO/HR	2019 02 (FEB)	Oct-20		Nov-26	
HR-30	Professional Development	CEO/HR	2006 12 (DEC)	May-23		Nov-26	
HR-31	Performance Appraisal	CEO/HR	2019 03 (MAR)	Mar-24	complete		
HR-32	Termination of Employment	CEO/HR	2019 01 (JAN)	Nov-21		Nov-26	
HR-33	Employee Discipline	CEO/HR	2019 02 (FEB)	Dec-22		Nov-26	
HR-34	Problem and Conflict Resolution	CEO/HR	2019 02 (FEB)	Dec-22		Nov-26	
HR-35	Long Term Service Recognition	CEO/HR	2000 03 (MAR)	Oct-20		Nov-25	
HR-36	Retirement Recognition	CEO/HR	2000 03 (MAR)	Jun-22		Nov-25	
HR-37	Working from Home	CEO/HR	2020 05 (May)	May-20		Nov-26	
HR-39	Disconnecting from Work	CEO/HR	2022 05 (May)	May-22		Nov-25	
HR-40	Electronic Monitoring	CEO/HR	2022 10 (Oct)	Oct-22		Nov-25	
HR-41	Social Media	CEO/HR	2022 07 (July)	Jul-22		Nov-26	
OP-01	Confidentiality and the Protection of Privacy	CEO	1994 06 (June)	Mar-21		May-26	
OP-02	Emergency Response	DCX	2012 02 (Feb)	May-22		May-26	
OP-03	AODA Requirements	DCX	2019 02 (Feb)	Jun-22		May-26	
OP-04	Collections Management Policy	DSS	2009 06 (June)	Jul-23	complete		
OP-06	Customer Service	DCX	2012 02 (Feb)	Sep-21		May-26	
OP-07	Public Internet Access Policy	DSS	1998 12 (Dec)	May-20		Mar-25	
OP-08	Bed Bug Prevention and Containment	DCX	2013 06 (June)	Sep-22		May-26	
OP-09	Purchasing	CEO	2004 12 (Dec)	Dec-22		Jan-26	To be updated to align with ToM Purchasing in 2025
OP-10	Social Media	DCX	2011 11 (Nov)	Oct-20		May-26	overlap with HR-41 - Social Media
OP-11	Circulation	DSS	2012 06 (June)	May-23		Mar-25	to be updated in March 2025 once ILS conversion is complete
OP-12	Public Code of Conduct	DCX	1987 09 (Sep)	Jun-24	complete		
OP-13	Community Notices	DCX	2013 12 (Dec)	Dec-22		May-26	
OP-14	Cananda'a Anti-Spam Legislation	DCX	2015 03 (March)	Dec-22		May-26	
OP-15	Volunteers	CEO	2016 10 (Oct)	Nov-21		Mar-25	
OP-16	Friends of MPL	CEO	2016 09 (Sep)	Jun-18			should be recinded - no active prorgam
OP-17	Media Communications	DCX	2017 04 (April)	Oct-20		May-26	
OP-18	Records Management	CEO	2019 05 (May)	May-19		Jan-26	
OP-21	Prorgamming Policy	DCX	2021 01 (Jan)	Jan-21		Apr-25	

	Milton Public Library						
	Policy Review Document/Timelines						
	Updated January 2025						
Policy Number	**Policy Title**	**Position Most Responsible**	**Policy Creation Date**	**Last Date Reviewed**		**Board Review Date**	**Notes**
OP-22	Web Archiving Collection Management	DSS	2022 03 (Mar)	Mar-22		complete	
OP-23	Room and Space Usage Policy	DCX	2023 05 (May)	May-23		Apr-25	
OP-24	ILS Database patron Account Management Polciy	DSS	2024 03 (Mar)	Mar-24		complete	

Report to: Milton Public Library Board

From: Sarah Douglas-Murray, CEO & Chief Librarian

Date: January 15, 2025

Subject: 2025 Cost of Living Increase

Recommendation:

That Milton Public Library Board receive the report entitled "2025 Cost of Living Increase" ; and

That the Milton Public Library Board approve an increase of 3.0% as the cost of living adjustment for Non-Union staff effective April 1st, 2025.

Background

The Milton Public Library (MPL) Salary Administration Policy (HR-13) outlines the policy for Salary Administration for all full-time and part-time employees not covered by the Collective Agreement. Bargaining Unit employees' compensation and wage administration is covered within the Collective Agreement. The Salary Administration Policy (HR-13) also outlines that Economic adjustment or Cost of Living adjustments to the salary grid will align with the Town of Milton. The Town of Milton recommends an economic adjustment through the annual budget process. This recommendation is based on a review of available market data within the Town's municipal comparator group. All increases are subject to budget approval by Milton Public Library Board and the Town of Milton. Any adjustments to the salary grid are effective as of April 1st of the year.

At the Board Meeting of July 6, 2023 through Motion #23-1874 the Milton Public Library Board accepted the Memorandum of settlement between Milton Public Library Board and CUPE and its Local 4366 for the Full-Time and Part-Time Contract, Apr 1 2023 – Mar 31 2026 Collective Agreement. The Collective Agreement outlines an increase on April 1, 2025 of 2.0% or "Me too with the Town of Milton". At the December 2, 2024 Town of Milton Council Meeting through Report ES-035-24 -2025 Capital and Operating Budget Council approved that the non-union salary range adjustment for 2025 be approved at a rate of 3%.

Report

As the Collective Agreement with CUPE 4366, Schedule A – Salary Grid includes a "Me too" clause with the Town of Milton and as 3% was approved as part of the Town Budget Process,

Unionized staff will receive a 3.0% increase as of April 1, 2025 rather than 2.0% as was originally outlined in the Collective Agreement.

In accordance with the Salary Administration Policy (HR-13) staff are requesting that the Board approve the 2025 Cost of Living increase for non-union staff at the rate of 3%. As outlined in HR-13 Salary Administration this increase would be effective April 1, 2025.

Goal: Organizational Effectiveness
Objective: Provide the information and resources necessary for informed decision making by the Board.

Recommendation:

That Milton Public Library Board receive the report entitled "2025 Cost of Living Increase" ; and

That the Board approve an increase of 3.0% as the cost of living adjustment for Non-Union staff effective April 1st, 2025.

Report to: Milton Public Library Board

From: Sarah Douglas-Murray, CEO & Chief Librarian

Date: January 15, 2025

Subject: 2025 Approved Operating and Capital Budget

Recommendation:

That Milton Public Library Board receive the "2025 Approved Operating and Capital Budget" report.

Background

In October 2024, through resolution 24-1946 The Milton Public Library Board endorsed the Milton Public Libraries Operating and Capital Budget submission to the Town of Milton. The Budget was then considered by Town of Milton Council on December 2, 2024.

Report

The confirmed Operating Budget for 2025 is $6,312,940 and is included as Attachment 1 to this report. The approved Operating Budget is $40,860 greater than was presented to the Board in October 2024 as it now includes Operational expenses in relation to the Hold Lockers that were endorsed by the Board at the November 2024 meeting through Resolution # 24-1952 and subsequently approved by Town of Milton Council as part of the Budget deliberations.

The approved Operating Budget include funding for the following new positions;

- IT Technician - Aligned with the Town of Milton Strategic Plan's themes of Innovate in Technology and Process and Quality Facilities and Amenities, this position will ensure service levels can be maintained and assist with mitigation of cyber security threats and system failures.
- Customer Service Associates – Conversion of two 24-hour Part-time Customer Service Associate Positions to Full-time (35 hour). This will allow MPL to maintain existing service levels with significant growth in library use. This request was supported by the Service Delivery and Organizational Review that was conducted in 2024.
- Support Services Assistant – Conversion of the 24-hour Part-time Support person to FT in the second half of 2025 in order to implement and Service Hold Lockers.

Capital Budget

The approved 2025 Library Capital was approved at $1,128,041. The 20245 - 2034 Library Capital Forecast is provided as Attachement 2 to this report.

In 2025, the capital requests consist of the following four projects:
- $284,753 for Automation Replacement
- $560,207 for Collection Replacement
- $105,266 for Furniture Replacement
- $177,815 for Remote Hold lockers

As such, this fulfills the following 2025 MPL Goal and Objective:

Goal: Organizational Effectiveness

Objective: Provide the information and resources necessary for informed decision making by the Board

Recommendation:

That Milton Public Library Board receive the "2025 Approved Operating and Capital Budget" report.

LIBRARY
2025 Operating Budget

	2025 Final Budget	2025 Prelim Budget	Increase/ (Decrease) from Council meeting
LIBRARY			
LIBRARY			
8025 LIBRARIES			
EXPENDITURES			
Salaries and Benefits			
3005 Salaries Full Time	2,320,146	2,295,246	24,900
3020 Hourly Part Time	1,084,237	1,100,528	-16,291
3025 Employee Benefits	843,029	839,638	3,391
3026 Training/WSIB Contributions			
Total Salaries and Benefits	4,247,412	4,235,412	12,000
Administrative			
3120 Memberships	15,330	15,330	
3125 Mileage/Car Allowance	4,801	3,601	1,200
3130 Professional Development	60,451	60,451	
3135 Recognition Plan Awards	1,600	1,600	
Total Administrative	82,182	80,982	1,200
Financial			
3205 Bank Charges	6,500	6,500	
Total Financial	6,500	6,500	
Transfers to Own Funds			
3292 Transfer to Reserve	753,543	738,543	15,000
Total Transfers to Own Funds	753,543	738,543	15,000
Purchased Goods			
3310 Equip-Data	129,881	127,221	2,660
3330 Copies	18,907	18,907	
3335 Electronic Products	273,863	273,863	
3375 Office Equipment	10,220	10,220	
3380 Office Supplies	12,525	12,525	
3400 Materials & Supplies	11,625	11,625	
3410 Program Expenses	111,264	111,264	
3430 Rotating Collections			
3474 Region Garbage Tags Expense	3,601	3,601	
Total Purchased Goods	571,886	569,226	2,660
Purchased Services			
3610 Advertising	41,860	41,860	
3630 Audit	8,599	8,599	
3635 Automation Equip Maint	147,970	137,970	10,000
3650 Board Expenses	3,066	3,066	
3670 Bldg Maintenance	14,666	14,666	
3726 Telecommunications	74,478	74,478	
3740 Contracts	38,224	38,224	
3799 Insurance	11,283	11,283	

LIBRARY
2025 Operating Budget

	2025 Final Budget	2025 Prelim Budget	Increase/ (Decrease) from Council meeting
3825 Lease-Other	531	531	
3868 Facility Rental Expense	5,115	5,115	
3895 Postage	3,373	3,373	
3900 Printing/Stationery	12,164	12,164	
3905 Processing	76,650	76,650	
3910 Professional Fees	20,440	20,440	
3945 Service Agreements	3,694	3,694	
3950 Shipping & Courier	25,656	25,656	
4010 Subscriptions	2,044	2,044	
4050 Utilities-Gas/Oil	7,424	7,424	
4053 Utiliities - Hydro	20,253	20,253	
4057 Utilities - Water	3,624	3,624	
Total Purchased Services	521,114	511,114	10,000
Reallocated Expenses			
6805 CS Infrast. Reallocated Exp	420,766	420,766	
Total Reallocated Expenses	420,766	420,766	
Total EXPENDITURES	6,603,403	6,562,543	40,860
REVENUE			
Financing Revenue			
5901 Contribution from Capital	-22,884	-22,884	
Total Financing Revenue	-22,884	-22,884	
Grants			
5234 Public Library Operating Grant	-52,429	-52,429	
5235 Public Library Pay Equity Gran	-3,275	-3,275	
5250 Canada Summer Jobs			
5270 New Horizons for Seniors			
Total Grants	-55,704	-55,704	
Recoveries and Donations			
5315 Fundraising and Donations	-5,000	-5,000	
5365 Salaries & Benefits Recovered			
Total Recoveries and Donations	-5,000	-5,000	
User Fees and Service Charges			
5400 Fees & Service Charges	-43,307	-43,307	
5407 Administration Fees	-540	-540	
5493 Region Garbage Tags Revenue	-3,061	-3,061	
5665 Stat-Fines	-100,000	-100,000	
5666 Stat-Lost Items	-4,880	-4,880	
5667 Stat-Book Sales	-1,887	-1,887	
5668 Photocopies	-40,000	-40,000	
5700 Vending Machine Revenue	-13,200	-13,200	
Total User Fees and Service Charges	-206,875	-206,875	
Total REVENUE	-290,463	-290,463	

LIBRARY
2025 Operating Budget

	2025 Final Budget	2025 Prelim Budget	Increase/ (Decrease) from Council meeting
Total 8025 LIBRARIES	6,312,940	6,272,080	40,860

Library Services
2025 Budget
10 Year Capital Forecast

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
LB Library											
Library											
C80010025 Automation Replacement	$284,753	$222,910	$261,986	$240,231	$266,827	$214,183	$243,562	$243,562	$243,562	$292,275	$2,513,851
C80010325 Collection - New	$0	$0	$0	$0	$1,050,253	$1,050,253	$0	$0	$2,100,508	$0	$4,201,014
C80010425 Shelving - New	$0	$0	$0	$0	$339,308	$0	$0	$0	$349,488	$0	$688,796
C80010525 Van - New	$0	$0	$0	$0	$44,702	$0	$0	$0	$0	$0	$44,702
C80011125 Library Services Master Plan	$0	$0	$0	$82,400	$0	$0	$0	$82,400	$0	$0	$164,800
C80012125 Collection - Replacement	$560,207	$571,391	$598,694	$623,354	$643,820	$673,369	$706,134	$706,134	$706,134	$847,360	$6,636,597
C80012325 New Branch Computer Equipment	$0	$0	$0	$0	$85,540	$0	$0	$0	$73,327	$0	$158,867
C80131125 Furniture Replacement	$105,266	$105,266	$105,266	$105,266	$105,266	$105,266	$105,266	$105,266	$105,266	$126,319	$1,073,713
C80131425 Integrated Library System	$0	$0	$0	$0	$105,266	$0	$0	$0	$0	$105,266	$210,532
C80131525 Remote Hold Lockers	$177,815	$0	$0	$0	$0	$0	$0	$0	$0	$0	$177,815
TOTAL CAPITAL PROJECTS	**$1,128,041**	**$899,567**	**$965,946**	**$1,051,251**	**$2,640,982**	**$2,043,071**	**$1,054,962**	**$1,137,362**	**$3,578,285**	**$1,371,220**	**$15,870,687**

Report to: Milton Public Library Board

From: Sarah Douglas-Murray, CEO & Chief Librarian

Date: January 15, 2025

Subject: Milton Public Library Strategic Master Plan 2024-2029

Recommendation:

That the Milton Public Library Board receive the Milton Public Library Strategic Master Plan report; and

That the Milton Public Library Strategic Master Plan 2024 - 2029 be approved.

Background:

The last comprehensive Milton Public Library (MPL) Master Plan was approved by the MPL Board in July 2015. In late 2020, an update to the MPL Master Plan was undertaken for the 2021–2023 period to align with the Town of Milton Council's Staff Work Plan. In 2023, MPL initiated a Service Delivery and Organizational Review, which was completed in April 2024. Following this, the MPL Master Plan update began.

The purpose of the MPL Master Plan is to identify future directions for library services that reflect the needs of the Milton community and align with the Town's strategic goals. This plan will help establish a collective community vision for the future of library services in Milton.

In March 2024, through Resolution 24-1918, the MPL Board endorsed the scope of work for the Master Plan. In spring 2024, RFP No. 24-548 for the Milton Public Library Master Plan Update was issued, and the contract was awarded to Monteith Brown Planning Consultants through Resolution 24-1931 at the May 15, 2024 Board Meeting. The consulting team collaborated with the MPL Project Team to gather all relevant documentation and develop the MPL Draft Master Plan. At the September 18, 2024, Board Meeting, a presentation was made, including a revised vision, purpose, and initial recommendations. The MPL Draft Master Plan, incorporating initial feedback from the Board and staff was received through Motion #24-1947 at the October 16 Board Meeting. The Draft Master Plan then underwent a period of community consultation and feedback. An update report was presented to the Board at the November 27, 2024 Meeting and a workshop was conducted with the MPL Board to obtain direction on several outstanding items. The attached Milton Public Library Master Plan has been updated with feedback and direction that was provided at the November Board Meeting.

Report:

The Library Strategic Master Plan (the "LSMP") establishes a collective vision for library services and identifies future directions that reflect the needs of the community to the year 2029. The LSMP is intended to guide Milton Public Library and the Town of Milton as they navigate through recent and ongoing population growth and socio-demographic change that is constantly evolving how library services are provided to the community.

The Library Strategic Master Plan provides a slightly updated Vision and Purpose while carrying forward the Values included in previous Master Plans.

Vision
To inspire through discovery, collaboration, creation and innovation.

Purpose
MPL empowers the community to: Read. Learn. Innovate. Connect.

Values
Intellectual Freedom - Supporting the principles of free thought, belief, and expression.
Inclusivity - Empowering Milton's diverse community.
Accessibility - Providing free and equitable access.
Exceptional Public Service - Ensuring responsive customer service.
Lifelong Learning - Promoting literacy, discovery, and creativity.
Accountability - Prioritizing transparency and fiscal responsibility in decision-making.

The Strategic Master Plan also introduces four Strategic Pillars to guide MPL's work;
- Telling Our Story
- Building Strong Infrastructure
- Creating a Robust & Resilient Organization
- Delivering Quality Services

The Strategic Master Plan groups 35 Recommendations under the seven Service Areas of;

- Advocacy Governance and Funding
- Communications and Marketing
- Staffing and Training
- Technology
- Facilities
- Customer Experience
- Collections

The report includes an Implementation Plan for the 35 Recommendations that will guide the work of MPL staff for the period f 2025-2029. An annual work plan based on the implementation plan will be presented to the Board for approval at their first meeting annually.

This process fulfills the following 2025 MPL Goal and Objective:

Goal: Organizational Effectiveness
Objective: Provide the information and resources necessary for informed decision-making by the Board.

Recommendation:

That the Milton Public Library Board receive the Milton Public Library Strategic Master Plan report; and

That the Milton Public Library Strategic Master Plan 2024 - 2029 be approved.

Milton Public Library
Be Inspired

Library Strategic Master Plan

January 2025

Monteith◆Brown
planning consultants

Rose Vespa Consulting

Milton Public Library

Library Strategic Master Plan

January 15, 2025

Prepared by:

Land Acknowledgement

Milton Public Library operates on treaty lands and the traditional territory of the Mississaugas of the Credit First Nation, Neutral, Huron-Wendat and Haudenosaunee people.

As we centre the truth and support reconciliation across Milton, our commitment to provide the highest quality service for all is inspired by First Peoples traditional knowledge, laws, and philosophies.

Project Acknowledgements

We would like to thank the following individuals for their contributions and collaborations to this Plan. Their input, guidance, and leadership has been crucial in identifying future directions, and their ongoing involvement will be key to the successful implementation of this Plan.

Milton Public Library Board

Sana Malik, Chair
Sibyl Shen, Vice-Chair   Colin Best, Council Representative
Karen Wolnik   Rick Malboeuf, Council Representative
Ragy Sharkawy   Sarah Marshall, Council Representative

Milton Public Library Project Team

Sarah Douglas-Murray, CEO / Chief Librarian
Chris Dorscht, Director, Customer Experience
Natalie Haid, Branch Manager, Sherwood Library
Kanta Kapoor, Director, Support Services

Project Consultants

Monteith Brown Planning Consultants Ltd.
Rose Vespa Consulting

We also wish to acknowledge the Town of Milton Council and the Town of Milton Leadership Team for their contributions to this project.

Executive Summary

The Library Strategic Master Plan (the "LSMP") establishes a collective vision for library services and identifies future directions that reflect the needs of the community to the year 2029. The LSMP guides Milton Public Library and the Town of Milton through this period of ongoing population growth and socio-cultural change that requires the continual evolution for how library services are provided to the community.

Milton Public Library operates three library branches that collectively provide 56,471 square feet of floor space. As an important part of city-building priorities and complete communities, local libraries support virtually every aspect of the Town of Milton's 2051 Vision and Official Plan. Community consultations reinforce the high value that residents place on local libraries and visits to branches over the past year are on track to surpass pre-pandemic levels by over 200,000 visitors.
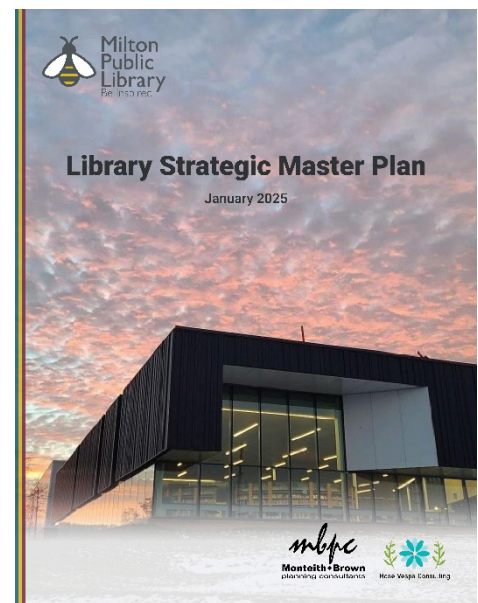
MILTON'S POPULATION

142,811 → 320,895

Estimated Population, 2024   Forecasted Population, 2041

The socio-demographic makeup of the Town of Milton directly influences how the Library system is set up, what services are provided, and how much capacity is required to service the needs of the community.

+69%

population increase since 2011

55%

of the population is racialized

HISTORIC & FORECASTED POPULATION (2001 - 2041)

2001	2011	2021	2031	2041
31,471	84,362	134,304	199,493	320,895

Source: Statistics Canada Census, 2001-2011; Town of Milton Growth Forecast Spreadsheet dated August 31, 2024.
Note: Population forecast based on 2025 Budget, adjusted to exclude net Census undercount.

AGE STRUCTURE, 2021

35.2 average age

0 to 9	10 to 19	20 to 34	35 to 54	55+
15%	16%	17%	33%	19%

CULTURAL DIVERSITY, 2021

42%

of Milton residents are immigrants

Largest source of immigration coming

Pakistan (21%)
India (15%)
Philippines (6%)

INCOME, 2021

$126,000

median household income, 2020

5.8%

residents are living in low income measure after-tax (LIM-AT)

MISSION, VISION, & VALUES

Vision

To inspire through discovery, collaboration, creation and innovation.
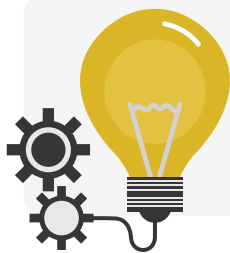
Purpose

MPL empowers the community to:
Read. Learn. Innovate. Connect.

Our Values

Intellectual Freedom
Supporting the principles of free thought, belief, and expression.

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Empowering Milton's diverse community.

Accessibility
Providing free and equitable access.

Exceptional Public Service
Ensuring responsive customer service.

Lifelong Learning
Promoting literacy, discovery, and creativity.

Accountability
Prioritizing transparency and fiscal responsibility in decision-making.

STRATEGIC PILLARS

1. Telling Our Story

Objectives:

– Deepen MPL's engagement with the community and develop a stronger understanding of the unique needs of each library branch's role within the Town.

– Celebrate and amplify MPL's successes while demonstrating the value of libraries to the community.

2. Building Strong Infrastructure

Objectives:

– Proactively plan for future population growth by ensuring appropriate physical and technological infrastructure.

– Create inclusive, welcoming and safe spaces for all members of the community.

– Explore innovative alternative service delivery models that extend service beyond MPL's existing physical locations.

3. Creating a Robust & Resilient Organization

Objectives:

– Provide a framework for strong governance.

– Ensure staffing levels throughout the organization can support MPL's operational requirements now and in the future.

– Invest in staff training and professional development especially as it relates to technology.

– Collaborate with the Town of Milton to address human resource needs including workforce development.

4. Delivering Quality Services

Objectives:

– Leverage MPL's community-led approach to service in the creation of inclusive, equitable and responsive programming and facilities for all members of the community.

– Collaborate with academic, municipal and community stakeholders for the fulfillment of MPL's vision, mission and values.

– Use data and metrics to build both physical and digital collections that meet community needs and keep pace with Milton's population growth.

– Explore and implement innovative models and ensure Milton residents have access to exceptional library service.

Strategic Pillar #1

Telling Our Story

RECOMMENDED ACTIONS

- Establish a Marketing and Communications vehicle for the public and Town Council to explain the MPL Board's roadmap, advocate for library funding, and to demonstrate accountability and transparency.

- Create a Community Engagement Librarian position to deepen the Library's engagement within the community as well as ensure outreach to underserviced areas and new residents.

- Continue to adapt Milton Public Library's community-led approach to programming to cultivate and assess other collaboration and partnership opportunities.

- Continue to identify opportunities to proactively engage the community on timely topics such as climate change, freedom of speech, and other world issues through regular programming.

- Explore options, costs and staffing requirements associated with purchasing and operating a bookmobile vehicle that combines mobile library outreach services with more frequent couriers between branches.

Strategic Pillar #2

Building Strong Infrastructure

RECOMMENDED ACTIONS

- Work to incrementally build Milton Public Library's total gross floor area to reach the Library Board's space provision target of 0.45 square feet per capita.

- Pursue a minimum 25,000 square-foot library branch as part of a future multi-use community centre in Boyne at the earliest possible opportunity. A space needs study and service delivery plan should inform the design of this future branch.

- Prepare a conceptual plan and floor space audit for the Main Branch to position it for population growth, and support objectives of the Town of Milton Official Plan and Strategic Plan such as innovation, economic development and community gathering. The audit of existing floor space should include an investigation into relocating back-of-house areas to another library and the repurposing for public-facing uses, along with assessing opportunities for a physical expansion of the branch.

- In consultation with local Indigenous communities, carry out a revitalization of the Beaty Branch outdoor gardens that considers opportunities to integrate a greater degree of library programming as well as increase outdoor seating.

- Initiate a pilot project to test public support and usage of alternative library service points such as, but not limited to, vending machines, kiosks and/or holds lockers. Potential locations for the pilot project should target southwest Milton such as the Milton Sports Centre or the Milton Velodrome as well as areas of intensification and major transit stations where there may be opportunities to partner with the private sector. The pilot project should assess the requisite human, financial and physical resources needed to provide these alternative services.

- Extend the hours of the Beaty Branch in the short term.

- Repurpose existing library space to accommodate expansion of items and equipment belonging to MPL's "Library of Things" collection.

- Continue to leverage mechanisms such as consortium purchasing and reciprocal borrowing to help the Library's collection budget stretch farther and to relieve some physical space pressures in the short term, especially as it relates to the Main Library's footprint for collections.

Strategic Pillar #3

Creating a Robust & Resilient Organization

RECOMMENDED ACTIONS

- Continue to reimagine the current organizational structure to accommodate new library facilities and a new facility/service delivery model that defines roles, structures and service levels for existing and future library locations.

- Add a standing item on the MPL Board agenda that undertakes a review of selected MPL policies twice per year, or other interval set by the Board, as a means to ensure effective governance.

- Leverage MPL's participation in the Town of Milton's Strategic Workforce Planning and Competency Framework.

- Continue to invest in staff training and professional development by ensuring that 1% of the MPL staffing budget provides for continuing education and training in accordance with ARUPLO Guidelines.

- Increase staffing for most critical gaps in 2025, with an initial focus placed on Information Technology and front-line positions.

- Develop a workforce plan to incrementally increase staff in anticipation of ongoing population growth, the need to build capacity and to bring MPL closer to staffing levels of its public library comparators.

- Prioritize staff technology training for allocation of training budget resources immediately.

- Implement the immediate addition of 1.0 FTE to provide technology assistance to the Director, Support Services.

- Develop a Technology Plan in order to provide Library staff with a roadmap to follow and update.

- Adopt a Library Facility Classification System that aligns with the ARUPLO Guidelines for Rural/Urban Public Library Systems and organizes Milton Public Library branches based on catchment area, population served and the unique functions of each library branch. The Classification System should inform facility design, geographic distribution, service delivery and operational decisions.

- Update this Library Strategic Master Plan in 2029 to reflect progress and continue to align with Town of Milton's planning initiatives.

Strategic Pillar #4

Delivering Quality Services

RECOMMENDED ACTIONS

- Continue to engage area First Nations and Indigenous communities in discussions about how new and existing Milton Public Library branches can be more welcoming of Indigenous Peoples. The role of the Library in addressing applicable Calls to Action of the Truth and Reconciliation Commission should be examined with Indigenous communities and should include, but not be limited to, raising awareness of Indigenous history and culture through the design and programming of library space.

- Initiate exploratory meetings to discuss areas of collaboration and partnership at the Milton campuses of both Conestoga College and Wilfrid Laurier University.

- Revisit the hours of service for all libraries in the medium term as the system grows, in conjunction with the role definition of each level of facility type and review alongside ARUPLO Guidelines.

- Continue to investigate shared services with the Town of Milton's Information Technology Department and develop a written agreement for accountabilities and potential shared services.

- Continue to supplement Milton Public Library's community-led approach to programming by exploring opportunities to expand adult and teen programs when library staffing levels increase.

- Increase the focus placed on programming for newcomer families.

- Formalize current practices into a Collection Strategy that defines core collections and addresses the deselection of legacy formats, ratio of print versus nonprint material, targets for digital and streaming collections, acquisition targets for multilingual collections for newcomers, and footprint plans for the physical collections of new and existing library branches.

- Continue to utilize library software products such as Collections HQ to understand and analyze circulation of formats according to location, as well as create linkages that inform selection and deselection decision making.

- Monitor data and performance metrics used to track e-books and e-audio books in order to support annual expenditure increases and expand the number of titles for each format.

- Increase the acquisition of multilingual titles by 0.5% annually to the year 2029.

- Introduce incremental annual expenditure increases for streaming services to expand access to this resource for the community, based on usage and demand.

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List of Acronyms

ARUPLO   Administrators of Rural Urban Public Libraries of Ontario
AODA   Accessibility for Ontarians with Disabilities Act
FTE   Full-Time Equivalent Staff Position
GFA   Gross Floor Area
GTA   Greater Toronto Area
LSMP   Library Strategic Master Plan
MPL   Milton Public Library
MTSA   Major Transit Station Area
SDOR   Service Delivery and Organizational Review, 2024
UGC   Milton Urban Growth Centre
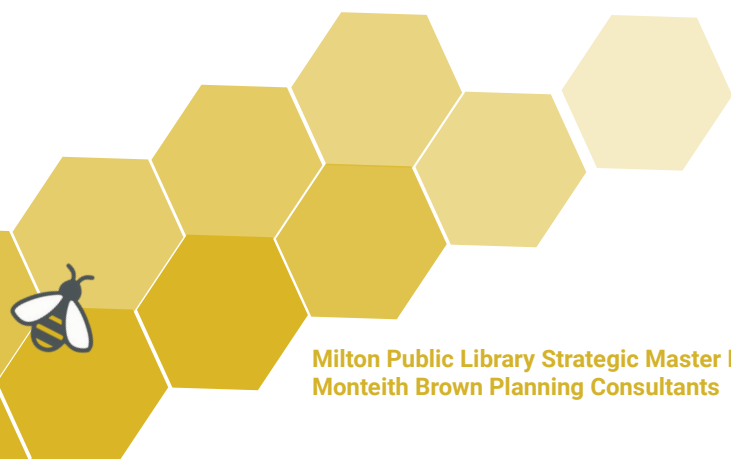
Our Vision & Purpose

The Milton Public Library Master Plan (the "LSMP") establishes a collective vision for library services and identifies future directions that reflect the needs of the community to the year 2029. The LSMP is both aspirational and pragmatic in its intent by aligning with the strategic goals of the Town of Milton, building upon a Service Delivery & Organizational Review, and prioritizing actions to help Milton Public Library ("MPL") deliver its Vision "to inspire through discovery, collaboration, creation and innovation."

As a high performing library system that is constantly striving to improve its effectiveness, MPL regularly prepares Master Plans to help navigate through the rapid changes in Milton. This LSMP updates a three-year plan last prepared in 2021 during the COVID-19 pandemic. Since that time, the importance of public libraries has never been more apparent; when access to MPL's physical space was limited, there was a significant impact on many people who relied on the affordable public services, programs and expertise of library staff to navigate educational, professional and personal endeavours. This 2024 LSMP has re-engaged the community following the pandemic, re-affirmed MPL's Vision, and articulates new priorities for the years ahead.

1.1 Milton Public Library's Vision & Purpose

The aforementioned Service Delivery & Organizational Review ("SDOR") was completed in 2024 shortly before this update to the LSMP was initiated. The SDOR involved a comprehensive community outreach and consultation program that provides relevant insights for the LSMP, including those that reinforce the role and importance of MPL to residents of all ages and backgrounds.

MPL's Vision, Purpose (formerly referred to as the Mission) and Values have been reviewed and renewed in consideration of SDOR and LSMP consultations and conversations. The updated strategic framework reflects a desired focus on innovation and alignment with best practices.

This LSMP introduces a new element to MPL's strategic framework, namely four Strategic Pillars, each with supporting Objectives. Together, the Strategic Pillars and Objectives can direct MPL's growth in line with changes to Milton's population and evolving library best practices while connecting MPL's Values to its Vision and Purpose.

Our Vision

To inspire through discovery, collaboration, creation and innovation.

Our Purpose

MPL empowers the community to:
Read. Learn. Innovate. Connect.

Our Values

Intellectual Freedom
Supporting the principles of free thought, belief, and expression.

Inclusivity
Empowering Milton's diverse community.

Accessibility
Providing free and equitable access.

Exceptional Public Service
Ensuring responsive customer service.

Lifelong Learning
Promoting literacy, discovery, and creativity.

Accountability
Prioritizing transparency and fiscal responsibility in decision-making.

Strategic Pillar #1
Telling Our Story

Objectives:

- Deepen MPL's engagement with the community and develop a stronger understanding of the unique needs of each library branch's role within the Town.

- Celebrate and amplify MPL's successes while demonstrating the value of libraries to the community.

Strategic Pillar #2
Building Strong Infrastructure

Objectives:

- Proactively plan for future population growth by ensuring appropriate physical and technological infrastructure.

- Create inclusive, welcoming and safe spaces for all members of the community.

- Explore innovative alternative service delivery models that extend service beyond MPL's existing physical locations.

Strategic Pillar #3
Creating a Robust and Resilient Organization

Objectives:

- Provide a framework for strong governance.

- Ensure staffing levels throughout the organization can support MPL's operational requirements now and in the future.

- Invest in staff training and professional development especially as it relates to technology.

- Collaborate with the Town of Milton to address human resource needs including workforce development.

Strategic Pillar #4
Delivering Quality Services

Objectives:

- Leverage MPL's community-led approach to service in the creation of inclusive, equitable and responsive programming and facilities for all members of the community.

- Collaborate with academic, municipal and community stakeholders for the fulfillment of MPL's vision, mission and values.

- Use data and metrics to build both physical and digital collections that meet community needs and keep pace with Milton's population growth.

- Explore and implement innovative models and ensure Milton residents have access to exceptional library service.

1.2 Milton Public Library Services

MPL delivers services out of three library branches that are situated in the designated Urban Area (Figure 1) where the Town of Milton Official Plan concentrates the majority of the population and employment base. Each library branch provides a range of collections, workstations, areas for study and collaboration, and community programs. MPL also provides electronic materials and virtual services through its website (www.beinspired.ca).

The three library branches collectively provide 56,471 square feet of floor space. Main Branch is co-located with the FirstOntario Arts Centre, the Sherwood Branch is integrated within a multi-use community centre, and the Beaty Branch is a stand-alone library. MPL's vast offerings are tailored to reflect the diverse range of residents living in Milton and strive to serve different interests based on ages, incomes, levels of education, cultural backgrounds and other characteristics.

MPL endeavours to offer modern and high quality services that are welcoming to any person while Library staff employ promising practices and are continually exploring ways to increase MPL's reach. Examples of selected services, programs and events that are available through MPL include (but are not limited to):

- Access to a broad collection housed in physical and digital formats.

- A range of partnerships with community organizations from across Halton Region focused on settlement and employment services, social services, health services and more.

- Access to Wi-Fi and computer workstations, technological literacy programs, printing and 3D printing services.

- Children and youth-centric programming such as Storytimes, STEAM activities, TD Summer Reading Club, and much more.

- Programs for adults and older adults aimed at wellness, and social connection along with book clubs and large print materials.

- Spaces for individual and group study.

- Programs, events, and resources for racialized, ethnocultural and under-represented populations such as Black History Month celebrations, Pride Month, settlement and newcomer services, English conversation circles and inclusive membership for First Nations communities.

- Arts and culture programs such as crafts programs and poetry contests, movie screenings, painting and music activities shows/ displays for local artists.

> MPL's Main Branch, Sherwood Branch, and Beaty Branch collectively provide 56,471 square feet of library space.

Figure 1: Milton Library Branch Locations

Beaty Branch
945 Fourth Line
Constructed in 2009
11,251 sq. ft.

Main Library
1010 Main Street East
Constructed in 2011
29,586 sq.ft.

Sherwood Branch
6355 Main Street West
Constructed in 2019
15,634 sq.ft.

- Library Branch
- Urban Growth Centre
- Future Development
- General Industrial
- Natural Heritage
- Agerton Secondary Plan Area
- Boyne Secondary Plan Area
- Britannia Secondary Plan Area
- Trafalgar Secondary Plan Area

Note: The Sherwood Branch floor area includes approximately 5,000 square feet that is shared with the community centre and is not available for library collections, study space, etc.

Table 1: Service Snapshot by Branch, 2024

Subject	Main Library	Beaty Branch	Sherwood Branch
Address	1010 Main Street East	945 Fourth Line	6355 Main Street West
Year Constructed	2011	2009	2019
Size (Square Feet)	29,586 (two levels)	11,251 (one level)	15,634 (one level)*
Meeting/Activity Room Space	group study rooms, silent study room, children's program room, program room, lounge areas	group study room, silent study room, program room and lounge	group study room, silent study rooms, program room
Key Facility Characteristics	Co-located with FirstOntario Centre and MPL Administration/ Technical Services	Stand-alone Building	Co-located with Sherwood Community Centre
Weekly Hours of Operation	68.5	47 (closed Monday and Sunday)	68.5
Collection Size	115,854	32,809	25,391
Annual Circulation	453,034	120,786	186,558
In-Library Visits	355,219	71,791	210,222
Programs Held Annually**	1,326	853	899
Annual Program Participation**	42,804	16,227	45,726
Questions Asked	53,500	21,603	30,081

* The Sherwood Branch floor area includes approximately 5,000 square feet that is shared with the community centre and is not available for library collections, study space, etc.

** Programs can be ongoing, in a series, or one-time events

Source: Milton Public Library, 2025

1.3 Alignment with the Town of Milton

Libraries are built, staffed and programmed based on the needs of the population that they served. As critical parts of the community and integrated with other public infrastructure, MPL considers the frameworks and objectives of their municipal partners to achieve effective governance. The Town of Milton's Strategic Plan and Official Plan are two important documents that guide how it makes decisions.

Town of Milton Strategic Plan

The Town's Strategic Plan informs its priorities through a long-range vision to the year 2051, a practical vision for 2023 to 2027, and a set of five Priorities (Figure 2). MPL's community consultations reinforce elements of the Town's vision where local libraries: provide safe, diverse and welcoming environments that support neighbourhoods; are a part of economic development infrastructure; and promote "live, learn, work and play." MPL directly and indirectly contributes to all of the Town of Milton Strategic Plan Priorities in the following ways:

> MPL supports virtually every aspect of Milton's 2051 Vision, reinforcing that libraries are an important part of city-building and contribute to complete, healthy, resilient and attractive communities.

- **Invest in People**: Like the Town, MPL already strives to provide a more permanent, balanced and skilled workforce. MPL directly attracts skilled workers through its Job Fairs and labour-related programming thereby lending itself to helping the Town and other businesses attract skilled workers to their operations.

- **Innovate in Technology and Process**: MPL has invested in and provided access to technology and electronic resources for many years and is a conduit to digital equity/inclusion by providing all populations with opportunities for digital literacy and learning.

- **Quality Facilities and Amenities**: MPL strives to provide quality spaces and amenities within its branches, and each library has the potential to be a focal point in the neighbourhood it serves through design.

- **Connected Transit and Mobility**: Library branches are frequented by people with and without access to personal vehicles. Locating existing and future library branches and service points along major roads, transit routes, sidewalks and near trails will help facilitate connections.

- **Planned Community Growth**: Library branches can be positioned and programmed to meet the unique needs of surrounding neighbourhoods and can complement higher-density and mixed-use communities. Integrating libraries as part of "15-minute neighbourhoods" can enhance vibrancy while promoting localized opportunities to live, learn, work and play.

Figure 2: Town of Milton Strategic Plan Visions & Priorities

Strategic Plan
2023-2027

Our Milton 2051 Vision

In 2051, Milton will be a safe, diverse and welcoming community that respects its natural beauty and heritage, supports a range of neighbourhoods, sustains a strong and balanced economy, and offers outstanding opportunities to live, learn, work and play.

To achieve this vision, the Town needs to develop shorter, practical visions along the way to 2051 to maximize resources and fiscal planning.

Our Practical Vision for 2023-2027

By 2027, Milton will have laid the foundation for its future as a diverse and welcoming community defined by higher densities enabled by transit.

This foundation will include transit system advancements, prioritized infrastructure, quality facilities and a diverse housing stock in varied neighbourhoods where people can live and work close to nature.

The Town will maintain its appeal and character for residents and employers while adjusting services, operations and development to reflect evolving resident preferences, demographics and growth.

Our Mission

We provide excellent and sustainable municipal services to foster a vibrant and inclusive community where residents thrive, businesses flourish and nature is cherished.

Each term of Council, our practical vision outlines priority areas to advance key projects and initiatives while effectively using resources.

Our Priorities

Invest in People
We will invest in a more permanent, balanced and highly skilled workforce required for Vision 2051, making the Town of Milton an employer of choice where diverse and talented staff are able to offer superior service and productivity in a period of rapid change.

Innovate in Technology and Process
We will focus substantial investments in technology, process improvements and meaningful partnerships to improve customer service, embed sustainable practices and create a foundation for flattening long-term costs.

Quality Facilities and Amenities
We will deploy adequate and consistent resources to maintain, operate and intensify the use of parks, facilities and other Town-owned assets, improving resident safety and quality of place.

Connected Transit and Mobility
We will accelerate investments in Milton-owned transit assets so these connect to other services, increase transit ridership and help pedestrians and cyclists navigate our community defined by smart density, placemaking, mobility and economic development.

Planned Community Growth
We will plan and build infrastructure that supports the changing needs of our community as we prepare for a future with higher density, mixed-use neighbourhoods that offer an excellent quality of life.

A Place of Possibility

MILTON

Milton Official Plan

The Official Plan is the Town's legal framework for land use planning that directs how Milton grows and develops. The Official Plan guides where development will occur and the types of land uses that are permitted including areas for housing, employment, education, parks and public facilities such as community centres and libraries.

Unlike the 2015 and 2021 Library Master Plans which aligned with policies of the Town's former Official Plan, implementation of this 2024 LSMP will occur within the policy directives of a new Milton Official Plan. Currently in Draft form,[1] the new Official Plan is underpinned by land use planning concepts around complete, equitable, resilient, healthy and attractive communities.

Libraries are included under the Institutional Uses designation that support healthy and engaged living that add to the quality of life. Section 3.5.2 of the Draft Official Plan states an Objective to "Provide cultural and library facilities that offer a diversity of experiences to the public" and that it will be a policy of the Town to:

i. Consider the policies of this [Official] Plan, secondary plans and other relevant information when determining the appropriate location, site layout, built form and quality of design of cultural and library facilities.

ii. Provide cultural and library facilities including through community partnerships, joint ventures and facility sharing in the Urban Area and Rural Area.

iii. Support the implementation of the Milton Public Library facilities requirements as presented in the Milton Public Library Master Plan.

Town Council endorsement and Provincial approval of the new Milton Official Plan is presently targeted for 2025.[2]

**Draft Milton Official Plan
Section 3.5.2, Objective 1**

"Provide cultural and library facilities that offer a diversity of experiences to the public."

Embedding MPL into Milton's Urban Structure & Corporate Priorities

The Town of Milton's Strategic Plan and new Official Plan (Draft) build a strong case for continued investment in libraries by virtue of the quality of space, experiences and benefits that MPL provides to residents and businesses. MPL inherently supports virtually every aspect of the Town of Milton's 2051 Vision, reinforcing that library branches are a key part of city-building priorities, and contribute to complete, healthy, resilient and attractive communities.

As the number and the socio-economic characteristics of people living in Milton changes, MPL needs to able to respond if residents are to obtain the many benefits that libraries bring. Similarly, the Town of Milton is charting a new vision for planning and development of its built environment and MPL will be an important contributor to the quality of life that is being pursued. Although MPL is an autonomous operating unit, it works with the Town to advance common objectives related to city building, community development, and other investments in quality of life. Accordingly, the new Official Plan is an important document to consider through this and future updates to the LSMP as facility development strategies should have regard for the future urban structure established across different areas of Milton.

The Draft Official Plan sets a population target of 400,400 persons by the year 2051 and advances an "Urban Structure" that is comprised of a Major Urban Centre, Urban Village Centres, Community Hubs and Complete Neighbourhoods. It directs population and employment growth to strategic areas while promoting intensification to support compact, efficient and vibrant communities in:

- **Existing Complete Neighbourhoods** which are comprised of designated Mature Neighbourhood Areas, the Bristol and Sherwood Surveys, and the Boyne Secondary Plan Area; and

- **New Complete Neighbourhoods** comprising the Milton Education Village, Trafalgar and Britannia Secondary Plan Areas.

This means there will be an increased need for library services in both existing and future residential areas. With Main Branch, Sherwood Branch and Beaty Branch all situated in proximity to centres and hubs, each branch will be subjected to growth-related residential and employment pressures as well as the continued evolution of socio-demographic characteristics of residents living within their catchments. On this basis, these three library branches are integral parts in helping the Town achieve visions set out in the Official Plan and Strategic Plan. Main Branch will be particularly critical given it is located within the designated Major Urban Centre and proximity to the designated GO Transit MTSA (Major Transit Station Area) where this branch will be part of defining the intended quality of life through education,

and civic engagement. New library space may also be required to serve underserved areas resulting from changes to the urban structure.

The Draft Official Plan identifies over 27,000 new residential units in the Existing Complete Neighbourhoods along with more than 43,000 residential units in the New Complete Neighbourhoods.[3] With more than 230,000 additional residents forecasted in the Town to meet the population target, the need for library services cannot be understated in any part of Milton. From the perspective of MPL, these identified nodes are important as they will concentrate residents and employment opportunities where the Library can play a pivotal role. Just as importantly, the Library can form an integral part of other civic transformations envisioned through the new Official Plan and Secondary Plans such as complete and connected communities, a thriving arts scene, and social and health harmony.

Keeping Pace with Population Growth

Milton has experienced some of Canada's fastest population growth rates over the past 20 years. To put things in perspective, the Town's census population was recorded at approximately 31,500 persons in 2001 while the most recent census population in 2021 is more than four times higher at nearly 133,000. MPL, like other municipal services, has been pressed to keep pace with this extraordinary level of growth. This level of growth has placed financial strains on all municipal and library services, of which MPL works to alleviate through its offerings.

Milton's 2024 population is estimated to be 142,811 persons and is projected to grow to 178,579 (excluding Census undercoverage rate) at the end of the LSMP planning period in 2029.[4] The rapid population growth will continue as the population is forecasted to exceed 320,000 persons by 2041, more than doubling the current number of residents, before reaching the Official Plan's year 2051 target of 400,400. As previously noted, the majority of growth will be directed to the Town's designated Urban Area including the Boyne, Trafalgar and Britannia Secondary Plans. Little change is expected to populations in Milton's Rural Areas, although outreach to these settlements can better connect them to the community as a whole.

While the LSMP is focused on the next five years, clearly there is a need to begin planning how library services will respond to long-term growth as soon as possible. With growth management and infrastructure planning well underway, the Town of Milton and MPL need to be positioned to have land in place for new and/or expanded library facilities. Otherwise, land acquisition in the future may prove costly, cumbersome and potentially result in libraries being located in sub-optimal areas. Growth will also place pressures on MPL services, hours of operation, and staffing.

Other Demographic Considerations

In addition to population growth, rates of socio-economic and cultural diversification have also changed dramatically. Such community characteristics inform how MPL serves its public through the spaces and services it provides.

- **Age Structure**: 2021 Census data shows that Milton has younger median and average ages in relation to Halton Region and Ontario. Nearly one out of three Milton residents are below 20 years of age (31%), half (50%) are between 20 and 54 years of age, and 19% of the population is 55 years of age and over.

- **Household Size**: The average household in Milton has 3.3 persons in 2021, which is greater than 2.6 persons per household for Ontario, and 19% of Milton households have five or persons compared to 9% of Ontario. In addition, Milton has more than 2,800 multigenerational households (as having at least one person who is both the grandparent and parent of someone living there), amounting to 7% of households which is nearly double the provincial rate.

- **Income**: The Town's median Census income of households was $126,000 in 2020, higher than that of Halton Region ($121,000). Statistics Canada recorded 7,700 residents (6% of the total population) living below its Low-Income Measure After Tax including 2,700 children under the age of 18.

- **Education**: Milton is a well educated community with nearly two out of every three residents over the age of 15 (65%) having a postsecondary degree, diploma or certificate making it the fourth-most educated community in Canada. Attainment rates for people with Bachelor's and Master's degrees exceed that of the province.

- **Cultural Diversity**: The 2021 Census records 42% of Milton residents as being born outside of Canada though the majority have lived in Canada for more than 10 years. The Town's largest source of immigration comes from Pakistan, India and The Philippines. Further, 55% of Milton residents are racialized and there are more than 46,000 that speak a language most often at home that is not English or French. In 2021, the top five non-official mother-tongues spoken in Milton were Urdu, Arabic, Spanish, Punjabi, and Tagalog.
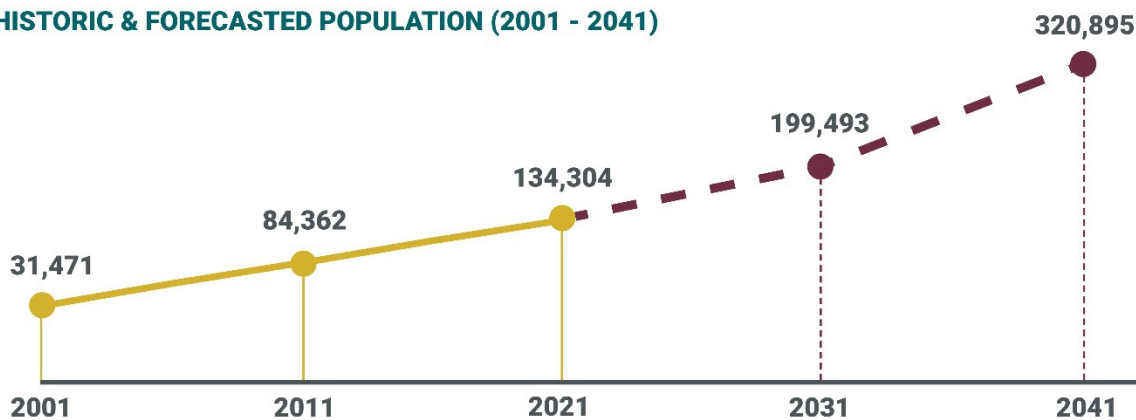
142,811 → 320,895

Estimated Population, 2024   **Forecasted Population, 2041**

The socio-demographic makeup of the Town of Milton directly influences how the Library system is set up, what services are provided, and how much capacity is required to service the needs of the community.

+69%
population increase since 2011

55%
of the population is racialized

HISTORIC & FORECASTED POPULATION (2001 - 2041)

2001	2011	2021	2031	2041
31,471	84,362	134,304	199,493	320,895

Source: Statistics Canada Census, 2001-2011; Town of Milton Growth Forecast Spreadsheet dated August 31, 2024.
Note: Population forecast based on 2025 Budget, adjusted to exclude net Census undercount.

AGE STRUCTURE, 2021

35.2 average age

0 to 9	10 to 19	20 to 34	35 to 54	55+
15%	16%	17%	33%	19%

CULTURAL DIVERSITY, 2021

42%
of Milton residents are immigrants

Largest source of immigration coming

Pakistan (21%)
India (15%)
Philippines (6%)

INCOME, 2021

$126,000
median household income, 2020

5.8%
residents are living in low income measure after-tax (LIM-AT)

Population Sources: Town of Milton 2025 Budget; Statistics Canada Census

1.4   Selected Trends in Library Services

Overdue: The Case for Canada's Public Libraries by the Canadian Urban Institute argues that libraries are not just physical spaces to store books. Rather, libraries are places that spur a vibrant culture, encourage better health, strengthen democratic principles, and can be catalysts for neighbourhood or downtown revitalization.[5] These principles have and will continue to be embodied in library spaces through a variety of existing emerging trends as discussed in the following pages with respect to public libraries in North America.

The role and function that libraries play within communities have shifted over time, evolving to provide more than just spaces to read and access books. Libraries have become spaces that contribute to the social, economic, and cultural fabric of societies. This shift has grown facilities to provide different programming and events to varying age and interest groups, access to digital technologies and creative spaces, spaces to work and study, and even skills training to assist with employment opportunities. Many libraries are safe and welcoming spaces where people can feel free from discrimination, criticism, harassment or other forms of emotional and physical harm.

Many elements of these trends presented are reflected in this LSMP. Where possible, specific relevant initiatives and successes have been incorporated into the narrative; however, it is not intended to be an exhaustive list, but rather a representative sample of both the accomplishments of MPL and best practices of libraries within Canada and the United States. It is recognized that public libraries are experiencing incredible transitions and that the trends presented in this LSMP may evolve as libraries continue to adapt to their environment and to the needs of their communities.

Flexibility and Innovation in Service Delivery and Space Allocation

As Milton experiences rapid population growth over the next few decades, the need for libraries will increase along with the need for existing branches to provide more space. Growing land scarcity and escalating cost of real estate will require MPL to find creative solutions. Some innovative examples of recent and local trends employed by public library systems facing similar challenges include use of the 'Express' Library concept, provision of extended access libraries, and pursuit of outdoor library spaces.

Alternative Service Points / Alternative Service Delivery

The need for increasing the number of service points for library services has taken the form of 'Express' libraries' throughout the GTA; nearby examples include Vaughan Public Library and Oakville Public Library. The new approach includes using rental pick-up locations, hold lockers, returns via drop-off bins, as well as browse and borrow through the use of self-serve kiosks/book vending machines.

Express libraries are a convenient and cost-effective way for libraries to align with the objectives of their municipal colleagues seeking to create walkable and transit-oriented communities. These alternative service points are not only related to high density areas, but can have application in remote and rural areas as well, meaning there may be applications in Milton given its populations living in designated Urban Area and Rural Areas.

Extended Access Library

The Hamilton, and Kingston Frontenac and Essex County Public Library systems are three examples that provide extended public access to libraries outside of normal staffed hours. The model uses self-service technology (e.g. Bibliotheca Open Plus) that allows access to collections and technology using a library card. In the case of Essex County and Kingston Frontenac, there were no library jobs lost as a result of going staff-less; the intent was to creatively work within their fiscal parameters to increase public access to libraries.

While library users generally place strong value in having library staff being available, province-wide consultations also prioritize longer hours of operation and increased access to library services such as holds lockers. Pragmatically, a balance needs to be struck between hours of operation in relation to staffing costs which often presents a challenge to public libraries in Ontario where funding allocations are not always able to be increased in line with services.

The Balance Between Inclusion and Intellectual Freedom

Intellectual Freedom in Libraries

Intellectual Freedom is a cornerstone of public libraries – without it, the ability for people to access knowledge that challenges ideas would not be possible. The Canadian Federations of Library Association's Statement on Intellectual Freedom "affirms that libraries have a core responsibility to support, defend and promote the universal principles of intellectual freedom and privacy." In recent months, libraries have become a battleground for clashing beliefs. While some advocate for banning books that are offensive, racist, or homophobic, others advocate for banning books in the children's section that discuss the same themes. In staying

true to their core values, public libraries will be tested from time to time on their commitment to free speech.

While efforts are happening in Canada regarding tracking the number of banned books across the country, there is data from the American Library Association that confirm in 2023 there was a 63% increase in challenged books from the previous year. In 2022, there were 1,269 challenges to library books and resources, the highest number since the Association formed more than 20 years ago; by comparison, there were 729 challenges in 2021. Public Libraries in Canada such as the Ottawa Public Library have drafted updated statements on Intellectual Freedom to clearly state that libraries will facilitate access to information and resources so long as it is considered legal by Canadian courts. More recently, public libraries have also been challenged for hosting controversial speakers at programs whether it be an opponent of 2SLGTBQIA+ programming or a Drag Queen Storytime for children. These tensions have highlighted that the foundation of democracy and the values of librarianship are called into question more than ever before.

While debate is acceptable and healthy in a democracy, libraries and librarians are now on the frontlines of the culture wars that are playing out around the world. Public libraries must prepare and educate their staff, their library boards, and their municipal councils to be at the ready when a challenge to a library program, book or service occurs. They must also be at the ready to be advocates for free speech, intellectual freedom and the role of librarians and public libraries in a democratic society. Public libraries must identify opportunities to proactively engage their community through programming, town halls with staff and through presentations to council and other funders. For example, Oakville Public Library hosted a conversation in 2022 hosted by the Library's Board Chair with special guest James Turk to discuss Intellectual Freedom. In June 2023, the Library CEOs of Halton Region issued a public statement during Pride Month to affirm their commitment to 2SLGBTQIA+ communities and to providing a safe and welcoming space for all.

The Library and Social Equity

In the "new normal" brought about by the pandemic, MPL leadership and staff are balancing the needs of marginalized communities with the need to provide a safe working environment for their teams as well as a safe space for everyone using a library. It has become apparent that all public libraries, but especially those in urban areas, are finding themselves problem solving for patrons who are experiencing homelessness, addiction, mental health challenges and poverty.

Public libraries in the United States and Canada have addressed these new service demands by employing social workers and youth workers. The strain on both the operating budgets of libraries and the workload of front-

line library workers has been identified more recently by library leaders, staff and unions. Libraries have always been good partners and there are instances when public library systems should take the role of 'coordinator of services' as opposed to directly delivering services. This relates specifically to vulnerable populations such as refugees, persons with disabilities, the unemployed and the unhoused. Library spaces can be used to facilitate the physical coordination and collaboration with other social service agencies that directly serve at risk and marginalized populations. The gaps in serving the needs of vulnerable members of society have been exposed during the pandemic and libraries can play a role in facilitating services to close the gap.

Food security means that all people, always, have physical, social, and economic access to sufficient, safe, and nutritious food that meets their food preferences and dietary needs for an active and healthy life. Food justice is a similar principal to food security, however, is a social movement oriented to provide access to healthy, nutritious, and affordable food particularly where there may be "food deserts."

Progressive library systems across North America are promoting food justice primarily through distribution of food through branches; food literacy and food education/nutrition programs; culinary instruction; and supporting community-based organizations with a mandate towards food justice through promotion and/or partnerships. MPL pursued a partnership with a local organization that was unable to sustain itself, other opportunities may arise if the number people relying on external agencies for food increases (which is the trend presently across Canada due to escalating cost of living).

Bridging the Digital Divide

Digital Technologies

Along with physical books that can be borrowed from the public, digital technologies, eBooks, and other online resources can be accessed from libraries. This trend responds to the increasing dependence of society on digital platforms or technologies. Toronto Public Library's *Technology Access in Public Libraries: Outcomes and Impacts for Ontario Communities* report highlights the unparalleled benefits that libraries offer communities.[6] The findings report that 44% of people who used technology services at a library were introduced to new technology, and 84% of users felt more comfortable using digital resources after using one or more services. Additionally, 43% of study respondents reported that they were successfully able to find a job after using the library's technology services.[7]

MPL makes technology and digital resources widely available and accessible for in-branch use through: laptops, iPads or MacBooks that can be borrowed; free Wi-Fi access to the internet; printing; and Children's Early Literacy Computer Stations. MPL also provides eResources including online books, audiobooks, magazines, newspaper and journal articles, learning tools, virtual classes, research databases and more to be accessed with a Library account. Even digital radon detectors, thermal cameras, and Kill-a-watt appliance meters can be borrowed for use in the home. Noteworthy as well is MPL's pursuit of offering screenless technologies such as Lego Coding Express which teaches coding without a screen and other libraries are extending technology to include simple hand tools such as quilting needles and sewing machines.

Makerspaces/Tech

The shift towards digitizing libraries have also extended to the emergence of makerspaces, which are shared, community spaces that offer technologies to be used. The availability of 3D printers, sewing machines, design software, robotics, and recording equipment foster a sense of creativity, innovation, collaboration, and interaction amongst those with similar interests and facilitates skills development and lifelong learning.

Libraries that offer makerspaces thus provide access to both low- and high-tech tools and equipment for free, teach people how to use tools, and introduce them to new technologies and skills through workshops, training, and educational programming, allowing people to gain the skills they need without barriers. The recently redeveloped Hazel McCallion Library in Mississauga features multiple maker-rooms in its basement level – with direct access to the underground parking garage – that provides access to many of the equipment and technologies noted above. The newly installed Tech Hub at MPL's Sherwood Branch is a local example on a smaller scale.

Artificial Intelligence

With the rise of digital technologies, public libraries are left to keep up with the increasing popularity of Artificial Intelligence (AI), Virtual Reality, and other emerging technologies. These technologies are not without both opportunities *and* challenges. Though AI technologies can help interpret data, produce and read written work, generate images, and boost people's work efficiency and knowledge, AI can also misinterpret information, resulting in the loss of truth or context. AI can lead to privacy concerns with its powerful access to vast amounts of data and may require more investments in educating the public in using it correctly.[8]

Library Performance

The cause of the drastic shifts that libraries have undergone is largely driven by technological and societal trends. Innovations like mobile phones, portable technology, Wi-Fi, eBooks, tablets, and smartphones create the need for libraries to provide access to digital technologies. In terms of the societal trends that have influenced the shift in library provisions, certain trends that emphasize creativity, social justice, sociability, community connection, and lifelong learning are valued uniquely today. In addition to social demands, MPL is experiencing growing demands for workspaces conducive to education and employment (e.g. spaces for study and work from home). Such social and technological changes are unfolding and interacting in ways that are affecting customer experience, collections, community relationships, and in turn, physical space.

Despite the growing trends towards alternative uses, borrowing books and materials remain one of the most popular reasons for visiting public libraries. MPL's "Library of Things" has grown to include a variety of activities, passes, and items that can be borrowed and used beyond the physical library space. These "Things" include community passes to the Conservation Halton Parks, Art Gallery of Hamilton Family passes, and Ontario Park Permits. Additionally, MPL offers outdoor games and sports equipment to be borrowed from the Main Library. These items include sports kits, hiking poles, tennis racquets and balls, pickleball sets, snowshoes, and even cricket sets.

Libraries as Third Spaces

In the book *The Great Good* Place, sociologist and author Ray Oldenburg suggests that people need three places in their lives to thrive, with the home being the "first place", work or school as the "second place" and an ambiguous yet necessary "third place" as the source for community building and social engagement. These spaces are typically spaces where people gather or meet for good company and conversation such as libraries, cafes, bookstores, bars, and others. An important feature of third spaces is that it is easily accessible to all people from all backgrounds and interests.

This trend is being particularly emphasized with aspirational visions to see library spaces integrated throughout urban areas as highlighted by the *Overdue* report. By combining library spaces with education buildings, office or retail spaces, transit centres, residential buildings, recreation spaces, or even marketplaces, the vision of libraries as a place of respite leisure, or community building in the midst of other functions draws on the idea of "third space."

What differentiates MPL and other libraries from other third spaces is the level of trust and safety imparted which has also led to a term of libraries being coined as "the community's living room." Libraries are not only a space to escape crowded homes but serve as the home away from home where emotions can be expressed through welcoming programs and thought-provoking resources. MPL can become an extension of home life in many ways including an off-site home office complete with printer and other related technologies.

MPL is already used as a third space for the community, offering spaces for community building, social activities, and public participation. Spaces for co-learning, programming and socializing are readily available. Library space brings the community together through book clubs that allow people to discuss their ideas, tea-enthusiasts gather during Tea Fest, and various crats and hobby groups share their passions.

Main Branch is likely to see an even greater demand as a third space given the degree of residential intensification that will take place close by as population densities increase around the GO Transit Station; with the size of housing units in these areas likely to be smaller and have small or no backyards, residents may be more likely to rely on MPL for space.

Bookstores like Indigo, Chapters, or Barnes & Nobles in the United States have given people a taste of the ultimate trio: coffee, WI-FI and a good book. These bookstores allow people to feel a sense of comfort or familiarity in spaces other than their home or work. Building on that popularity, providing "The Starbucks Experience" in libraries includes one main goal: to enhance customer service by becoming the "third place" in people's daily lives.[9] By offering spaces where customers can meet, socialize, work, read, and/or drink coffee, people are free to interact in any way they choose, often spending hours at a time. The greatest disadvantage to spaces like cafes is that the expectation to purchase food or drink can be a barrier for many people, something that is not the case in the library setting.

Public libraries, though free to use, typically did not allow food or drink inside, making it difficult for people to spend longer periods of time at the library. Adding designated zones for food or drink, cafés, or self-serve stations can help libraries thrive as third places. For example, Barrie Public Library includes a Book Boutique & Café where people can have coffee or tea, water or pop, granola bars, muffins, and other snacks at the library.[10] MPL has updated its code of conduct to permit snacks and drinks (but not full meals) in designated areas. Allowing food and beverages in the library can encourage more frequent visits and longer stays.

Library Design

When discussing how people use, move through, and behave in library spaces, library design becomes a crucial topic to consider.[11] Some of the trends emerging from library design include an accommodating library atmosphere, welcoming and inclusive design, and biophilic design.

Library Atmosphere

Libraries used to be known for being "quiet spaces" where only whispers were tolerated to allow others to read or study quietly. However, libraries are not so "quiet" anymore, instead, they are becoming social hubs and vibrant places of interaction and events[12].

The "lively" library does not negate the need for quiet spaces but means finding design solutions that accommodate varying needs. This has resulted in a trend towards different zones of use, where the furniture, noise levels, lighting, and activities within that space are catered towards a certain activity or atmosphere. This means that library users can choose whether to engage in more active, social zones or quieter zones apart from others. The challenge, however, is that the growing demands on the library place a strain on the use and design of spaces that might conflict with one another.

Welcoming and Inclusive Design

In order to draw people in for social interaction and engagement, designing library spaces that do not create physical barriers for anyone is crucial in maintaining a welcoming and inclusive atmosphere. Thus, features such as comfortable seating areas, quiet spaces, meeting and study rooms, and children's spaces are integral to ensuring a variety of users can feel welcome.

Accommodation of persons with disabilities is top of mind but can have space implications; for example, persons using mobility aids such as wheelchairs may require materials to be placed on lower shelving with wider aisle widths while neuro-diverse individuals may seek out quieter areas. Barrier-free accessibility and universal design thus have requirements for greater space. MPL's Tech Hub took barrier-free accessibility into account during the facility design stage.

Outdoor & Biophilic Library Spaces

Today, people spend an average of 90% of their time indoors, resulting in a disconnect between people and nature.[13] MPL has incorporated outdoor seating through patios and reading gardens at all three branches while some other library systems have designed branches to "bring the outdoors inside."

Public demands for outdoor seating and library programming grew during the COVID-19 pandemic as people searched for more outdoor areas with ample space, fresh air, and the ability to distance from others.[14] MPL branches offer access to outdoor areas including seating in the landscaped courtyard at Main Branch (shared with the FirstOntario Centre) and the Beaty Branch pollinator garden. The Sherwood Branch has access to a concrete patio though the latter is not heavily used at present as access is via the multi-purpose room and it is situated in an unfenced area, which makes it less conducive to use by certain age groups in its present form.

Mississauga Library incorporated outdoor patios at the Meadowvale and Woodlands Libraries while incorporating gardens or landscaping, while its Port Credit Branch specifically incorporates pollinator gardens as MPL has done at the Beaty Branch. In London, Ontario, the downtown Central Library hosts weekly concerts hosting local artists during the office lunch hour in the Rotary Reading Garden; this semi-public garden extends from the library and also offers additional seating, walkways, water features, and a quiet retreat for users. Although a lack of space can be a barrier for libraries, maximizing outdoor spaces can be an ideal way to encourage time in nature for library users and free up space indoors.

Biophilic spaces are those that incorporate nature or elements of nature into the design of indoor spaces to bring nature inside. There are different strategies to incorporate biophilic design like bringing living features of nature like plants and flowers indoors, using analogues or colors and shapes that remind people of nature, or using inanimate features like natural sunlight to bring life into indoor spaces.

There are many benefits that biophilic spaces provide people, such as an increased sense of relaxation and calmness. Greater exposure to sunlight can increase one's learning speed by 25% and biophilic design can increase office staff's performance by 10-25%.[15] The large windows at Sherwood Branch allow plenty of natural light and a view to the outdoors, as do the back row of windows at Beaty Branch. Future MPL library developments and renewals should explore ways to integrate natural light but also indoor vegetation through living walls and other interior biophilic features.

1.5   Community Feedback

LSMP consultations were designed in a manner to avoid duplicating consultation efforts that were completed shortly before its planning process through the SDOR. Community and staff feedback obtained through the SDOR was considered as part of the LSMP's development and explored in greater detail through an Open House and Community Feedback Form as described in the pages that follow.

SDOR Consultation Summary

The SDOR involved a statistically significant telephone survey of 1,202 randomly selected participants, a self-selected community survey that collected 762 responses, 49 staff surveys, along with stakeholder interviews and focus groups. Carried out in late 2023 and early 2024, key findings of the SDOR consultations include, but are not limited to:

- People reported that MPL facilities are welcoming and that staff are friendly and helpful (95% or greater of telephone survey respondents).

- The most common reasons for not using the library reported through the telephone survey included not needing to, being too busy, or using other digital resources (31% or lower of telephone survey respondents).

- Community groups and partners report very positive relationships with MPL, and many are willing to have continued conversations with library staff.

- The lowest rated aspect of Main Branch is the lack of available quiet work and study spaces (62%).

- Over half of MPL staff surveyed are satisfied with the work environment and 85% are satisfied that it provides a supportive and inclusive atmosphere. Staff requested more front-line positions in order to meet community needs as well as cover illnesses.

- Areas for improvement include communications to increase awareness of library offerings as well as a placing a greater focus on serving youth and teen populations.

Community Open House

An Open House was held at the Main Branch in November 2024 to seek community feedback for the LSMP. Input was received from a number of people including those actively using the library for study, community programs, and general browsing. Conversations revolved around:

- the importance of MPL's educational and employment resources;

- MPL's function as a third space, with a number of those commenting that they live in medium or higher density forms of housing, and/or multi-generational households where it can be difficult to find "quiet time";

- appreciation and requests for additional information and programming for newcomers to Canada; and

- requests for more technology, a greater number of physical and digital collections to minimize time waiting for holds, and more library programs;

- needs being expressed for more library space in the form of new and expanded branches;

- requests for more library programs and dedicated program rooms, the latter so as not to disrupt other library users; and

- requests for extended hours of operation throughout the week.

Community Feedback Form

The LSMP's Community Feedback Form collected input regarding the strategic framework, levels of use and visitation, and needs for library services and programs. 365 responses were received with notable themes identified in the paragraphs that follow; tabulated responses for each question are contained in Appendix B. Due to the voluntary nature of the Community Feedback Form, the data should not be interpreted as being statistically representative of the entire population.

MPL's Strategic Framework

The following feedback was offered Community Feedback Form with regard to MPL's Vision, Purpose, and Values as articulated in this LSMP.

- 78% of respondents agreed or strongly agreed with MPL's Vision statement while 82% agreed in some form with its Statement of Purpose.

- Each of MPL's stated Values received a minimum of 82% agreement from respondents, with the strongest level of agreement (91%) attributable to Lifelong Learning.

Use of MPL

Vising libraries in person was the most popular way to engage with Milton Public Library (96%) while more than three out of four respondents (76%) also used the MPL website. Four out of five respondents (80%) reported using Main Branch as their usual branch or service followed by Sherwood Branch (47%) and Beaty Branch (30%).

The majority of Community Feedback Form respondents replied that when they are at the library, they like to borrow or check-out materials (82%) while another popular activity was to look through books and other materials (72%). Other uses included picking up holds (60%), attending programs (34%), and reading or studying (33%). With regard to technology use, 20% of respondents reported using the library to access Wi-Fi while 19% use the library to access printers or 3D printers and 15% use library computers.

Library Facilities & Services

The Community Feedback Form asked respondents to rate their level of agreement with a number of facility-related statements. 89% agreed in some form that investing in libraries should be a high priority for Town Council and the Library Board. Many respondents also agreed that Beaty Branch should be open six days a week rather than five (66%) while others agreed that Main Branch should be expanded and refreshed (66%). More than one out of four respondents (26%) disagreed with the statement that "there are currently enough library branches in Milton." In addition to the statements, 13% of respondents requested more quiet spaces within library buildings.

Similarly, the feedback form tested levels of agreement for various aspects of MPL's services. 90% of respondents strongly agreed or agreed that they are able to find library staff to help with their in-branch needs, while 80% agreed that they are aware of the services and programs that MPL offers. Further, a large number of people agreed that the Library services available reflect Milton's diverse multicultural makeup as shown in Figure 4. These results suggest that in regard to staffing and services, the majority of library users are satisfied with the library's offerings although other comments received included increasing the number of programs for adults and seniors (14%), growing the physical book collection (10%) and increasing hours of operation at one or all branches (9%).

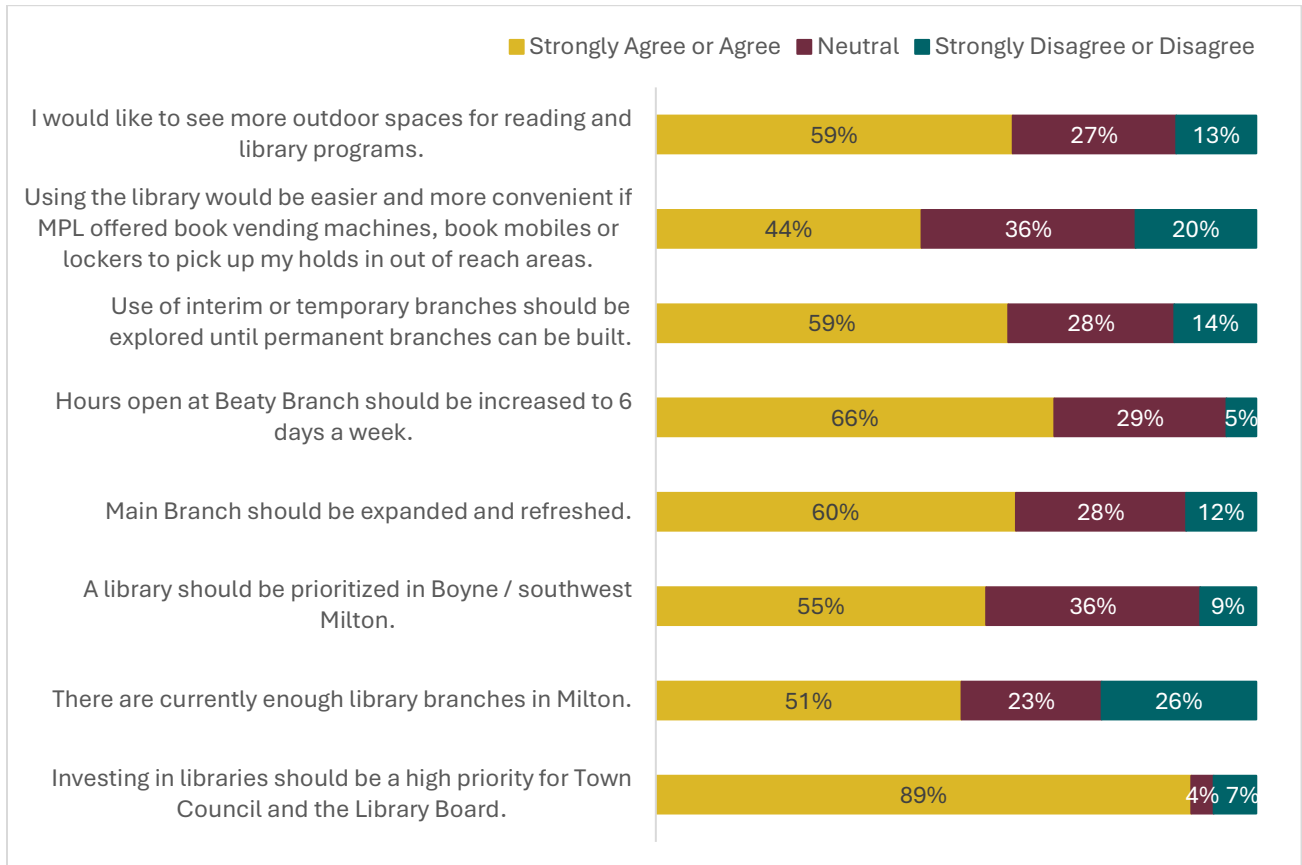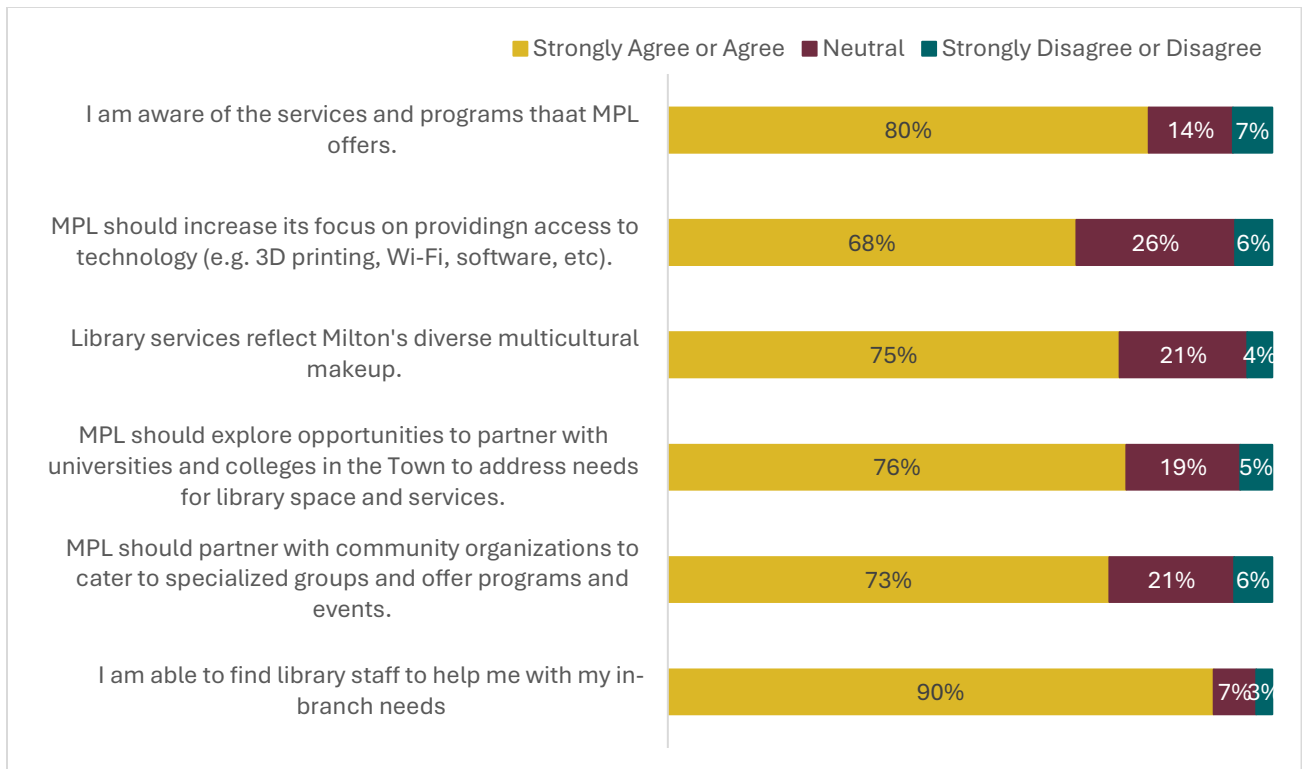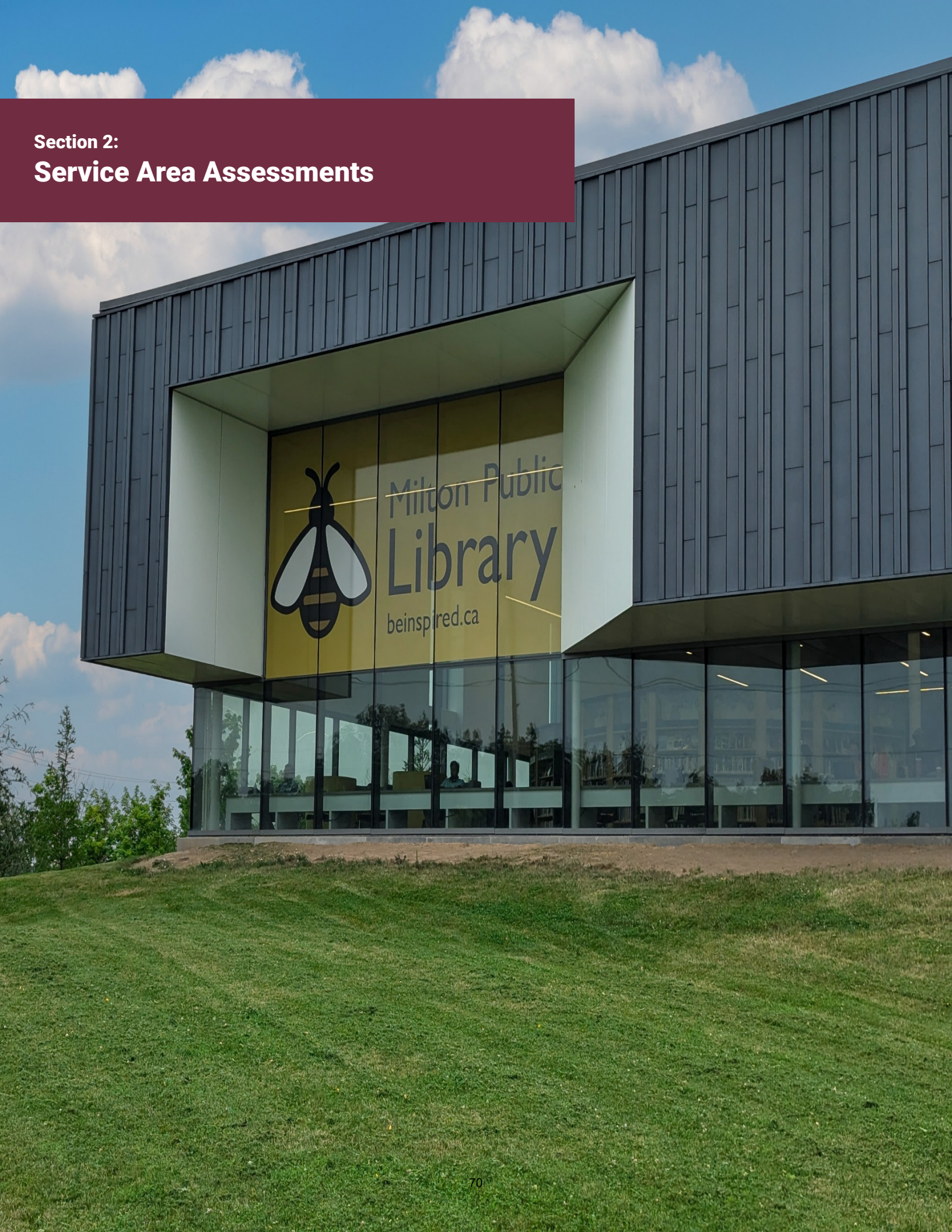**Figure 3: Level of Agreement with Library Facilities**

Legend: ■ Strongly Agree or Agree ■ Neutral ■ Strongly Disagree or Disagree

Statement	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
I would like to see more outdoor spaces for reading and library programs.	59%	27%	13%
Using the library would be easier and more convenient if MPL offered book vending machines, book mobiles or lockers to pick up my holds in out of reach areas.	44%	36%	20%
Use of interim or temporary branches should be explored until permanent branches can be built.	59%	28%	14%
Hours open at Beaty Branch should be increased to 6 days a week.	66%	29%	5%
Main Branch should be expanded and refreshed.	60%	28%	12%
A library should be prioritized in Boyne / southwest Milton.	55%	36%	9%
There are currently enough library branches in Milton.	51%	23%	26%
Investing in libraries should be a high priority for Town Council and the Library Board.	89%	4%	7%

Figure 4: Level of Agreement with Library Services

Legend: ■ Strongly Agree or Agree ■ Neutral ■ Strongly Disagree or Disagree

Statement	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
I am aware of the services and programs thaat MPL offers.	80%	14%	7%
MPL should increase its focus on providingn access to technology (e.g. 3D printing, Wi-Fi, software, etc).	68%	26%	6%
Library services reflect Milton's diverse multicultural makeup.	75%	21%	4%
MPL should explore opportunities to partner with universities and colleges in the Town to address needs for library space and services.	76%	19%	5%
MPL should partner with community organizations to cater to specialized groups and offer programs and events.	73%	21%	6%
I am able to find library staff to help me with my in-branch needs	90%	7%	3%

Section 2:
Service Area Assessments

This section contains an assessment of areas of inquiry identified in the LSMP's scope of work. MPL has historically focused upon these "areas of service" through the 2024 SDOR, past iterations of the LSMP, and internal workplans. By focusing on these areas of service and orienting recommendations accordingly, MPL strives for efficiencies and excellence in how it serves the community and how it operates consistent with its vision, purpose and values.

The assessments incorporate evidence from the professional literature, data supplied by MPL, along with feedback from the Library Board and MPL staff. Data is also referenced from the 2021 Master Plan Update, the SDOR and the most recent workplan submitted to the Board in June 2024. This LSMP builds on the recent and comprehensive assessments contained in the recent SDOR and it is <u>not</u> the intent to duplicate that work; instead, the LSMP focuses on providing insight into priority setting and highlighting initiatives that are critical and integral to MPL's overall success with proposed goals and objectives.

2.1   Advocacy, Governance & Funding

Under the *Public Libraries Act*, public libraries in Ontario must be operated under the management and control of library board whose responsibilities, among others, are set out in Section 20(a) "to provide, in co-operation with other boards, a comprehensive and efficient public library service that reflects the community's unique needs." Whereas library boards are responsible for the governance of the organization and elements of its operation, a public library receives the majority of its capital and operating funding from the municipality, largely through property tax collection.

A regular component of governance is Library Board oversight. This is achieved, in part, through the installation and review of updated and timely policy. The SDOR provided high level guidance in this regard and the MPL Board's workplan should include a regular review of policies. Alignment with Town of Milton policies is also key and library-related issues such as Intellectual Freedom, Public Internet Policy and the Purpose/Mission should align with professional best practices and the Board's stated Values. Collaboration with the Town Clerk's office and a regular review of compliance gaps when legislation changes that affect libraries can provide a means of prioritizing policy review. Analysis of selected policies could be a standing item on the MPL Board agenda twice a year (or in intervals set by the Board).

The MPL Board has an important and significant role to set the course for the next five years and beyond. At the outset, this must consider the altered future of libraries post-pandemic. This "future" is more uncertain than any

other time in its history and more fraught than future predictions ten years ago. Disrupting factors such as climate change, culture wars, immigration, poverty, addiction, homelessness and mental illness have created an added layer of complexity around planning for the future. It is now more important than ever that devising a roadmap for the years ahead incorporate adaptability and flexibility but also can strike the right balance between innovation and preserving the foundational values that define what libraries have always been.[16]

Successful governance will be reflected in a successful strategy comprised of goals related to staffing and training, technology, customer experience, facilities, collections, marketing and communication, collaboration and partnership, advocacy and governance, and funding. The objectives must consider MPL's Vision, Purpose and Values, but must also acknowledge the critical issues facing MPL in terms of growth and capacity.

Given the large number of recommendations coming out of the SDOR and the capital planning needs already identified, a priority setting Framework must be approved by the Board to ensure that resources are being directed to achieve maximum impact. The objectives established to meet these goals should be assessed in three categories:

- **critical** – must be accomplished within a set time frame;

- **important** – an effort that can have a significant impact on performance; or

- **desirable** – effort that is seen as desirable, but the organization cannot commit either specific resources or a specific time frame.

Additionally, precise objectives, adequate resources and a reasonable time frame are essential in fulfilling a future vision.[17] MPL may need to adapt these definitions for its own setting; however, the crucial lenses for assessment in the short term include two main filters: compliance and capacity.

In other words, MPL would need to determine whether there is a legislative and/or whether there are risk-related factors that make an objective or initiative critical. MPL would also need to understand whether capacity exists to fulfill objectives or initiatives, and if not, resources must be either allocated or requested from the Town of Milton to fulfil the objective. Without added capacity, services enhancements cannot move forward and the potential for added risks may need to be assessed for the future.

MPL in 2029

The MPL Board and staff were asked to describe a preferred future over the next five years and the criteria that should be used for priority setting. The Library Board indicated that MPL should have adequate facilities, be leaders in the community, be fiscally responsible, be a collaborative environment and act as a community hub. The criteria for priority setting should include prioritizing wants versus needs, building capacity internally, and focusing on staffing resources.

The MPL Leadership Team identified a five-year vision that included diverse and innovative services, a fully accessible library that connects the community and a library with staff who felt empowered, safe and prepared to serve the evolving needs of the community. The priority-setting criteria put forward included defining core services, ensuring long-term sustainability, assessing risk, ensuring a community-led approach, and implementing initiatives based on business case analysis. MPL's front-line staff were also asked to define what areas the Library should focus on in the next five years. The top responses were for staff, space, organizational structure, technology for the public and technology training for library staff. This is important insight into the various internal perspectives that help shape the LSMP.

While many elements of a plan have been reviewed above, the most critical component is funding. In the words of Lidlow (2017), "….resources reign supreme. Resources are what enable an objective to be accomplished within a set time; without dedicated means, an initiative is pure fantasy." The need to be fiscally conservative is important based on the feedback outlined above. The challenge for the Library Board will be to set objectives that balance fiscal restraint with the need to deal with critical issues facing MPL now and into the future. The completion of a plan for the next five years will not only identify resource gaps and needs but will act as a platform on which board advocacy efforts can be facilitated.

Recommended Actions

#1. **Add a standing item on the MPL Board agenda that undertakes a review of selected MPL policies twice per year, or other interval set by the Board, as a means to ensure effective governance.**

#2. **Update this Library Strategic Master Plan in 2029 to reflect progress and continue to align with Town of Milton's planning initiatives.**

2.2   Communications & Marketing

The important work that MPL and its Board performs must be amplified as much as possible. Celebrating successes is key for recognition but it is also a means of tracking progress and demonstrating accountability. It also has the potential to garner community champions and to provide a strong rationale for increases in resources. Telling the story of the MPL – its successes, its challenges and its aspirations for the community it serves – can strengthen the bond with its users, supporters and funders. Sharing with the community and the library's funders the value of its services, regularly, is key. The connection between engagement and telling the library's story represents two-way communication that must be cultivated and managed regularly.

Engagement activities with MPL users is becoming an increasingly important function requiring specialized staffing. Today, engagement with library users involves multi-platform and channel communication; tailored and curated messaging and an almost 24/7 oversight of social media channels. MPL has leveraged social media channels, its newsletter and website to spread the word about the library's services and resources. Library Board feedback indicated that Citizen Engagement Surveys and more organizational engagement could be key. Regardless, this area of MPL's operations represents a growth opportunity and a Community Engagement Librarian position is recommended. This role should be leveraged strategically to deepen MPL's engagement within the community.

Recommended Actions

#3.   **Establish a Marketing and Communications vehicle for the public and Town Council to explain the MPL Board's roadmap, advocate for library funding, and to demonstrate accountability and transparency.**

#4.   **Create a Community Engagement Librarian position to deepen the Library's engagement within the community as well as ensure outreach to underserviced areas and new residents.**

2.3   Staffing & Training

The staffing landscape for public libraries has been changing since before the pandemic. While competencies and training are important factors in assessing future human resources requirements of MPL, increases to staffing levels is a critical and urgent need. In the pages that follow, the changing requirements for library skills will be addressed along with challenges specific to Milton.

Competencies

In a post-pandemic world, public library professionals and workers are called upon to be proficient in skills that have not traditionally been associated with library work. For example, the need to be a proficient evaluator of technology and of digital content has become a more regular requirement. So has navigating culture wars associated with challenges to books and programming with long accepted principles of Intellectual Freedom being questioned by some people. In addition, trends and community preferences are changing more quickly then ever requiring library staff to iterate more rapidly and offer new or modified services to respond to new demands.[18] In addition, MPL has implemented a community-led approach to respond to diverse communities with increasing social service demands. Flexibility and adaptability for individual library staff as well as for the organization have proven to be important success factors.[19]

As MPL grows from an institutional perspective, its structure should continue to evolve and respond to future growth. While not imminent, the organizational preparedness for the management of additional library locations must be examined. While the SDOR provided recommendations for future structures, a continued analysis is required to proactively ensure MPL can demonstrate organizational resilience and adaptability going forward. Decision making structures must be able to respond to new and fast changing environments. Coping with uncertainty can be positively supported by an organizational structure that matches strategy to the way decisions are made.[20] As MPL adds physical locations in the future, the current organizational structure should be reviewed to assess the capacity to deliver services at current levels.

A companion to the need for individual and organizational adaptability is the availability of adequate training for MPL staff. Staff training and education should be deployed at all levels of the organization. This level of commitment to professional development can only be achieved through appropriate operating budget allocations. The Administrators of Rural Urban Public Libraries of Ontario Guidelines (ARUPLO) recommends that not less then 1% of a library's staffing budget be allocated to staffing training.[21] MPL currently funds staff training at an appropriate level and the

continuation of this support for professional development is crucial. The training needs for staff in terms of technology, as an example, is significant. This is covered more extensively later in this LSMP. The investment in skills and knowledge of library staff are integral to employee engagement as well as to the quality of service delivered to the community.

The 2021 LSMP Update spoke to a concern to sustain the quality of service provided by MPL due to staffing. In particular, the 2021 LSMP extensively covered the need to build a diverse and inclusive workforce; the need to cultivate a culture of innovation; and the need to recruit outside of the library sector. It also outlined that the current staffing level at 0.34 FTE (Full Time Equivalents) per 1,000 population was too lean to maintain service quality as the population increased.[22]

The SDOR noted that with population growth, MPL lost ground as staffing levels have dropped to just 0.26 FTE per 1,000 using 2024 staff ratios/population. In this LSMP's staff survey, respondents cited staffing levels as the biggest challenge facing MPL. Strategically, MPL's biggest challenge in this regard is that the library must address, simultaneously, staff increases for both population growth and to prepare for new facilities.[23] These impending urgent situations will need to be addressed immediately and MPL has successfully been able to secure funding to add 2.0 new FTEs through its 2025 budget. The SDOR provides many options to consider while Recommended Actions in the pages that follow also provide guidance.

> MPL's biggest challenge is that it must simultaneously increase staff to account for population growth and prepare for new facilities.
>
> There is simply not sufficient staffing capacity to sustain new services currently.

MPL has an opportunity to participate in the Town of Milton's Strategic Workforce Planning Initiative in 2025. It aims to offer the:

- Creation of a strategy to close workforce gaps with feasible and realistic activities that the Town and Library can implement informing the Town/Library's talent management needs for today and in the future, optimizing its investment in MPL to achieve corporate priorities.

- Identification of at-risk/critical roles and development of a succession planning framework for these areas; includes a plan for identifying, developing and retaining talent for these positions.

- Creation of a competency framework that supports and informs talent-related programs such as recruitment, professional development, learning, recognition and performance management.

This represents a valuable collaboration with the Town of Milton that may proactively address some of MPL's future staffing needs.

Future Staffing Needs

In addressing future staffing needs, there are some external factors to consider. The fiscal cautiousness and budget pressures of the Town of Milton must be acknowledged, something that was heard through the consultations for this LSMP and the SDOR. The SDOR identified a current gap in staffing as well as the need for MPL to increase staff resources incrementally with growth. Working with the Town of Milton, MPL has approved funding within its 2025 budget to add 2.0 FTE through new staff and conversion of part-time positions to full-time. As such, MPL has an approved staff complement of 44.48 FTEs for the year 2025.

The projected deficit of staffing going forward requires examination and analysis as to the most effective and fiscally responsible way to incrementally increase staffing in the next 5 years and beyond, not only to gear up for new facilities but also to address population growth. The positive impacts of this investment cannot be overstated.

- Increased levels of staffing will mitigate burnout, maximize retention and help with recruitment.

- Additional staff investment will allow front-line staff adequate time for training and development opportunities, including technology training.

- The investment will address staffing deficits in an incremental, fiscally prudent manner.

- An incremental approach to increase staffing will help mitigate large increases to MPL's operating budget in advance of opening new facilities.

- Investments would facilitate service enhancements such as longer hours, more technology and more programming.

Unless staffing levels can increase, the only changes to service going forward should only be ones that are either legislated or have risk implications for MPL or the Town of Milton. There is simply not sufficient capacity to introduce new services currently. A final consideration revolves around MPL's stated value of Exceptional Public Service; the Library Board should consider if it can truly fulfill this value with MPL's current level of staffing.

Recommended Actions

#5. Continue to reimagine the current organizational structure to accommodate new library facilities and a new facility/service delivery model that defines roles, structures and service levels for existing and future library locations.

#6. Leverage MPL's participation in the Town of Milton's Strategic Workforce Planning and Competency Framework.

#7. Continue to invest in staff training and professional development by ensuring that 1% of the MPL staffing budget provides for continuing education and training in accordance with ARUPLO Guidelines.

#8. Increase staffing for most critical gaps in 2025, with an initial focus placed on Information Technology and front-line positions.

#9. Develop a workforce plan to incrementally increase staff in anticipation of ongoing population growth, the need to build capacity and to bring MPL closer to staffing levels of its public library comparators.

2.4   Technology

Technology and digital services within public libraries have evolved and transformed from providing access to connectivity and skills training to exposure to new and emerging technologies. The user groups that libraries are aiming to serve have become just as diverse. The technology needs of entrepreneurs, new Canadians, lifelong learners, students, and marginalized populations are unique and represent substantial effort on the part of libraries to meet their requirements. The MPL staff survey for this plan cited growing technology and online use as the greatest change in the use of library services in Milton. The overarching goals for technology in libraries encompass providing access to connectivity, new and emerging technologies, and skills and training so all residents can fully participate in society and the economy. Libraries are also viewing technology through the lens of equity. Libraries have recognized the critical role that they play in advancing digital literacy but also digital inclusion. Without equity of access to technology, society risks a widening digital divide placing the library in an essential role as the bridge.[24]

During the COVID-19 pandemic, libraries were unable to rely on their physical spaces to deliver technology. As months of lockdowns went by, public libraries everywhere had the ability to loan hot spots for Wi-Fi access at home or the ability to loan tablets and laptops to provide access to technology. While this was happening pre-pandemic, the added value of this service during the pandemic could not be denied. Clearly, for those who did not have the means to own hardware or to pay for internet access at home, this was crucial to their ability to continue to learn, work and communicate. According to the Urban Libraries Council, "In Canada, 66% of households with incomes less than $32,000 don't have broad band access or computers."[25] The need to loan technology has continued post-pandemic and continues to evolve both as user needs both within the library and at home continue to expand.

Makerspace

Another distinction that has emerged in recent years is the sophistication of current and emerging technologies. At one time, libraries were focused on helping users to navigate word processing programs or showing users how to set up an email or a social media account. Today's technology is more complex and blends seamlessly with learning strategies, communication formats and employment expectations. Libraries have adapted and must continue adapting. The Maker movement is a great example of creating environments within library spaces that are more advanced, innovative and beyond the traditional offerings of public libraries. More than 10 years since the first Makerspace was introduced in libraries, it is evident that each library has created these spaces to reflect their own community's needs as well as tailor them to available budgets and staffing.

MPL is planning for a refurbishment and repurposing of the Beaty Branch lounge to a makerspace in 2026. This is an important foundation for replicating these spaces in other locations within the system in the future and speaks to the library responding to the need to build more complex technology offerings into their programming. It will be important, due to the accelerated pace of technological change, that MPL expedite plans for future makerspaces or maker experiences. MPL provides some services (e.g. 3D printing, Lamination, Access to Apple devices) but is limited by branch configurations and amount of space. Similar to MPL, some public libraries are opting for a more holistic approach to Maker by offering the equipment and technology in branch. Whitby Public Library introduced "Discovery Zones" where items such as scanners, large format printers, and a sound booth are situated within its spaces while "Discovery Kits" with similar equipment can be borrowed. A mobile model can help enhance the future flagship Makerspace at Beaty Branch.

Now more then ever, libraries must work hard to plan services that integrate more advanced skill building for its community as Artificial Intelligence, Virtual Reality and other emerging technologies become mainstream.[26] The MPL Board's feedback reinforces the need to be agile and adapt quickly regarding technology while also acknowledging the importance of Artificial Intelligence and digital literacy in programming and service delivery for youth. The challenge is and will continue to be MPL's ability to build capacity, skills and knowledge on the staffing front while having a robust technology budget to update and acquire hardware and equipment to keep pace with future technology needs.

In the 2021 Library Master Plan Update, many technology enhancements in terms of software and hardware were documented that had been undertaken by MPL. The Update offered a significant recommendation around developing a Technology Renewal and Acquisitions Plan with the goal of prioritizing initiatives, addressing popular and emerging technologies, and to put a focus on staff training. The SDOR recommends a similar action, however, it also highlights cybersecurity risks that need to be addressed to reduce current vulnerabilities.[27] Key elements of this latest recommendation include annual plans to budget for new equipment, equipment replacement and staff training, cybersecurity initiatives, disaster planning, and the introduction of support agreements with vendors and the municipality.

The recommendations in the previous LSMP and the SDOR highlight the urgent and critical need to create a technology plan. Furthermore, the necessary human resources must be put in place to implement, review and monitor each element of the plan to ensure organizational integrity and preparedness as well as to provide timely, high-quality services to the community.

Recommended Actions

#10. Implement the immediate addition of 1.0 FTE to provide technology assistance to the Director, Support Services.

#11. Continue to investigate shared services with the Town of Milton's Information Technology Department and develop a written agreement for accountabilities and potential shared services.

#12. Prioritize staff technology training for allocation of training budget resources immediately.

#13. Develop a Technology Plan in order to provide Library staff with a roadmap to follow and update.
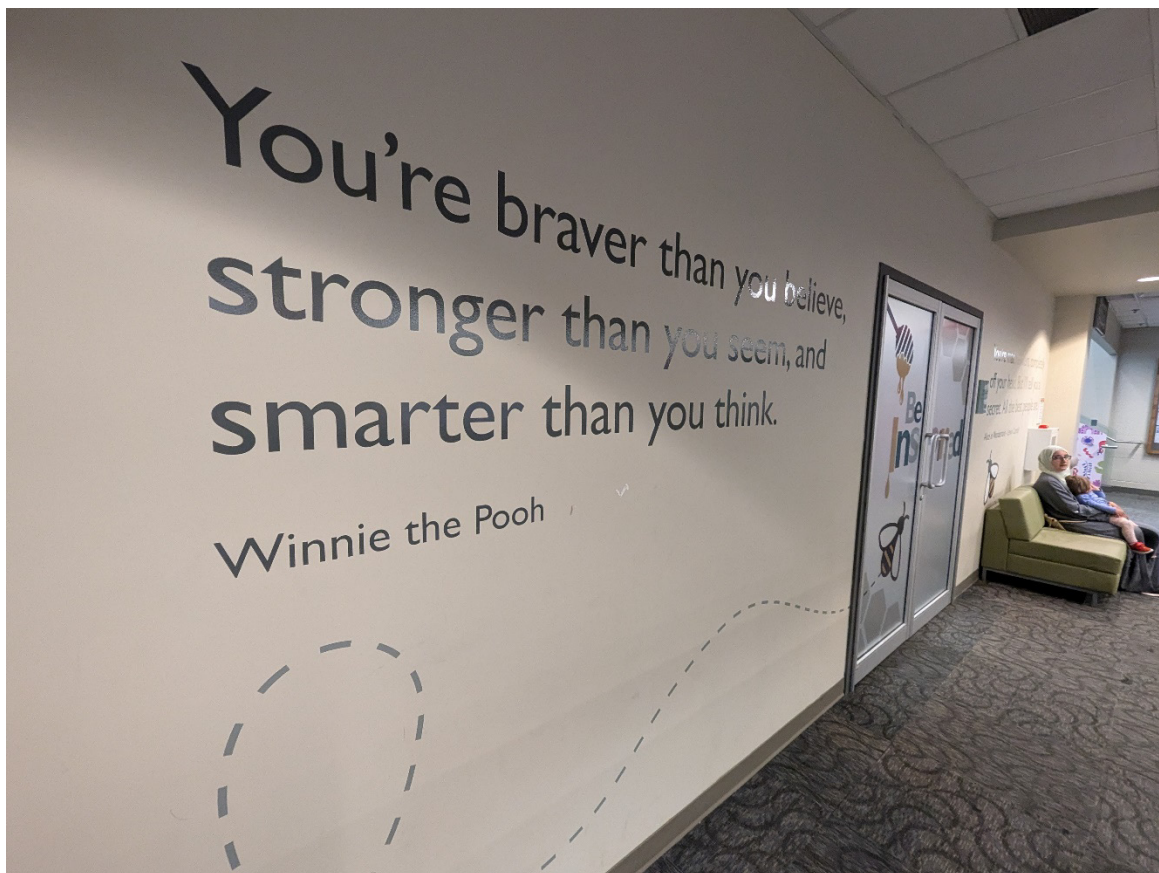
2.5 Facilities

Library Branch Classification & Hierarchy

Each MPL library branch has unique design and operating characteristics. ARUPLO Guidelines identify four types of library branches that are categorized by factors such as population served, contributions to local economic activity, function or role (e.g. resource, technology, local history), and space offered for programming and/or community partners. These four types of branches in the ARUPLO Guidelines consist of Small, Medium, Large and Urban Branches.

MPL's Main Branch is the largest library in Milton and functions as the administrative centre where corporate services and centralized processing presently supports the entire library system. The Beaty and Sherwood Branches provide smaller floorspaces and scale their collections and program offerings to the neighbourhoods located nearby.

The ARUPLO Guidelines make it clear that it is up to each library system to determine how it classifies each of its branches. However, the number of people living within a branch's catchment area and the size/area of a branch are good indicators to use to underpin a classification system in a community such as Milton. ARUPLO's Large Branch and Urban Branch types apply well to MPL's three branches; ARUPLO's Small and Medium Branch typologies are less suited to Milton given they are oriented to smaller or rural communities.

- Main Branch, at 30,000 square feet, along with its location in the Town's designated Major Urban Centre and proximity to the designated GO Transit MTSA make this library characteristic of an "Urban Branch."

- Beaty and Sherwood Branches are indicative of "Large Branches" as they range in size from 11,250 to 15,630 square feet; each of these branches serve a different population catchment as the stand-alone Beaty Branch is embedded directly into its neighbourhood while Sherwood Branch is integrated into a community centre located along the Main Street corridor.

Table 2: ARUPLO Guidelines for Branch Classification

Branch Type	Catchment Population	Net Library Space / Size	Hours of Operation per Week	Staff Complement
Urban (Main Branch)	35,000+	35,000+ ft^2	65+ hours over 7 days per week	17.5+ FTE
Large (Beaty Branch & Sherwood Branch)	10,000 to 35,000	10,000 ft^2 to 35,000 ft^2	45 to 65 hours over 6 to 7 days per week	5 to 17.5 FTE

Source: ARUPLO Guidelines, 4th Edition

Geospatial Analysis

MPL's branches serve localized catchment areas but depending upon the design and services offered at a given branch, a library's reach may extend further where people are willing or able to travel longer distances to reach it. With library systems operating under a premise to serve as many people as possible and be a place for all, the ability to reach a library is an important consideration. Equity for populations without regular access to a motorized vehicle must be factored, particularly where transit or active transportation infrastructure (bike lanes, trails, sidewalks, etc.) is deficient or not available.

Figure 5 illustrates the geographic coverage of each library branch using a catchment area of 2 kilometres; in Milton, this radius generally equates to a 7 to 12 minute drive depending on time of day, a 20 minute bicycle trip or a 30 minute walk. The three libraries adequately serve established residential areas north of the Derry Road corridor and east of Thompson Road. Residential areas in southwest Milton, including a large part of the Boyne Survey and the Milton Education Village, constitute the largest geographic gap in the designated Urban Area. Presently, there are no library branches in the Town's designated Rural Area and hamlets such as Campbellville and Brookville.

Per Capita Rates of Provision

Use of per capita standards remains as a reasonable methodology for most library systems to project high-level needs. Despite the recent evolution of library holdings and roles, library usage levels remain strong and a standards-based approach endures. The amount of space required by a public library depends on the unique needs of the individual community.
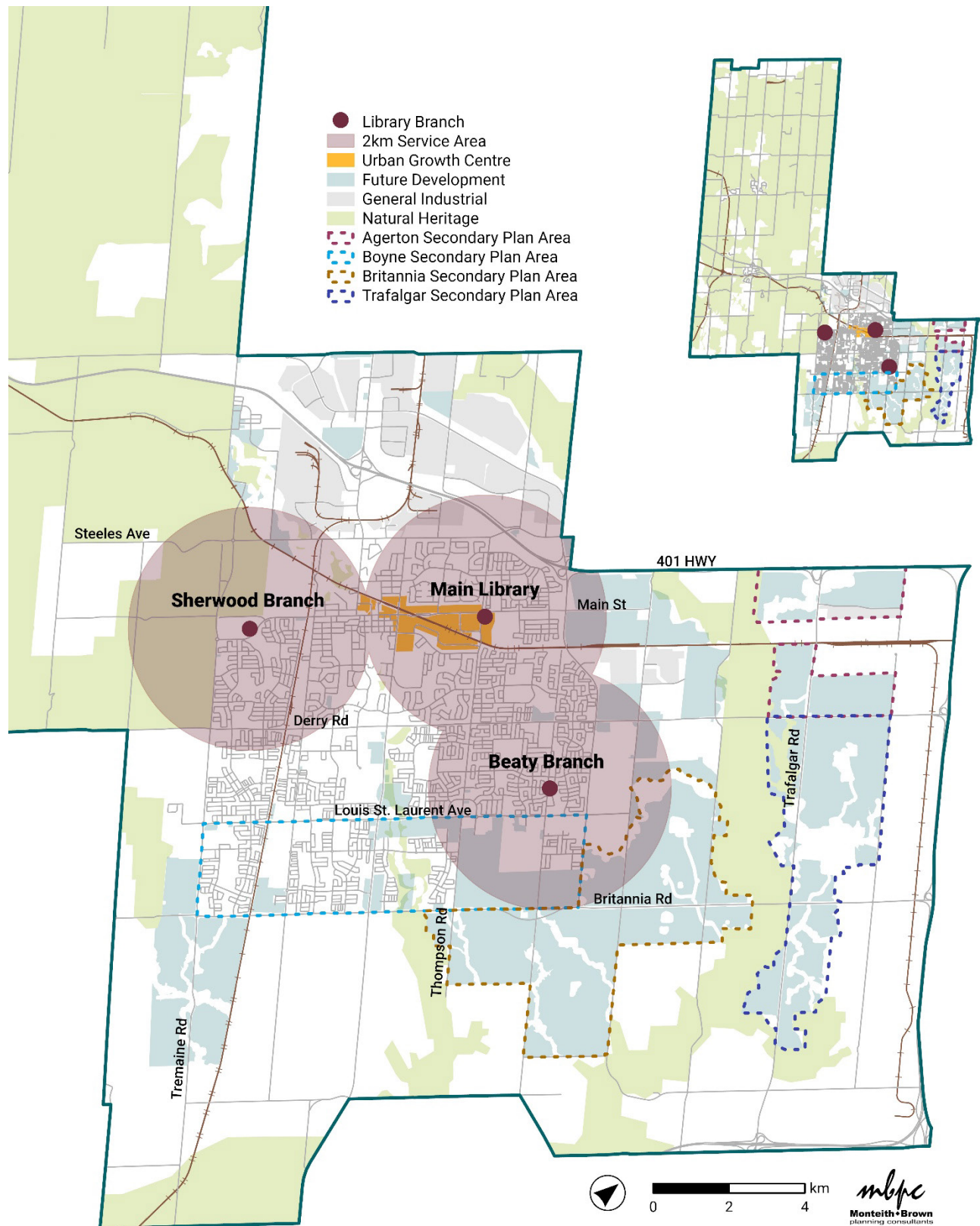
Assessments of local needs may be assisted by the Ontario Public Library Guidelines[28] and ARUPLO Guidelines, which provide several measures to assist libraries in future space planning in areas such as staffing, space, collection size, collection use and hours.

A metric of 0.6 square feet per capita was traditionally advanced by provincial library bodies for system-wide space assessments. In more recent years, a higher measure of 1.0 square feet per capita has been promoted within the sector though the ability of a library system to attain any guideline is largely a function of: a) the size of their population; b) the amount of library space historically provided; and c) funding allocated by municipalities to their library system. It bears noting that these traditional guidelines do not convey quality, convenience, or user satisfaction. Therefore, regular public engagement is vital to identifying local measures of success.

Residential areas in southwest Milton, including a large part of Boyne and the Milton Education Village, constitute the largest geographic service gap in the designated Urban Area.

**Figure 5: Distribution of Milton Public Library Branches**

Legend:
- Library Branch
- 2km Service Area
- Urban Growth Centre
- Future Development
- General Industrial
- Natural Heritage
- Agerton Secondary Plan Area
- Boyne Secondary Plan Area
- Britannia Secondary Plan Area
- Trafalgar Secondary Plan Area

Steeles Ave

401 HWY

Sherwood Branch

Main Library

Main St

Derry Rd

Beaty Branch

Louis St. Laurent Ave

Britannia Rd

Thompson Rd

Trafalgar Rd

Tremaine Rd

km
0   2   4

mbpc
Monteith•Brown
planning consultants

The MPL Board historically supported a space provision level of 0.55 square feet per capita until recently. In November 2024, the Board resolved to adjust its targeted level to 0.45 square feet per capita due to challenges in attaining the historical standard. Figure 6 illustrates that service levels from 2011 to 2024 ranged from a low of 0.34 square feet per capita to a high of 0.45 per capita when the Sherwood Branch opened. MPL's 56,471 square feet of Gross Floor Area (GFA) in 2024 translates into 0.40 square feet per capita, the same as recorded 10 years ago, continuing to illustrate the growth-related pressures facing MPL from rapid expansion of the local residential base.

The newly revised per capita target would require MPL to increase its gross floor area by 14% to meet current needs. This will be a challenge to achieve in the next five years due to fiscal constraints of not only constructing new library space but also in operating and staffing new and/or expanded library branches. However, if MPL's GFA were to remain unchanged over the next five years, then the space provision rate would fall even further to 0.32 square feet per capita and be approximately half of ARUPLO guidelines.

0.45 ft^2 per capita

Space provision target set by the MPL Board.

0.40 ft^2 per capita

MPL's current space provision rate based on its supply of 56,471 ft^2

Figure 6: Historical Rate of Space Provided Per Capita
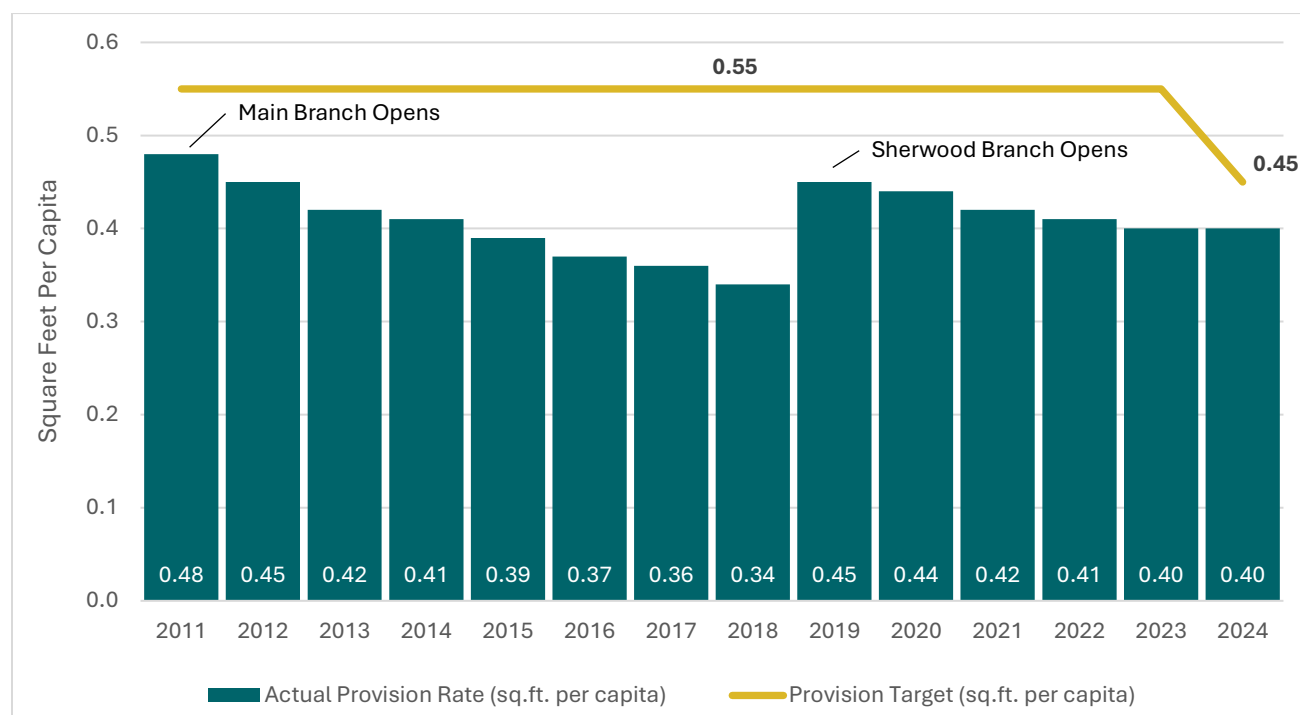
Sources: Development Charges Background Study, 2021, p.B-25 (for years 2011-2020); Town of Milton 2025 Budget population estimates used to calculate years 2021-2024.

MPL is not alone in its space-related challenges. Many library systems in Ontario have adopted ARUPLO's 0.6 square feet per capita target but have not been able to achieve this rate. In Milton, the degree of population growth has a direct impact on the amount of GFA required based on a per capita standard –

with thousands of people projected to arrive each year, there are inherent constraints on the ability to construct thousands of square feet particularly with recent provincial legislative changes pertaining to growth-related funding (e.g. Development Charges). The Town of Milton funds the Library's capital projects but also has other sizeable infrastructure commitments such as roads, community centres, transit and more.

Future Space Needs to 2029

Table 3 articulates MPL's space needs to the year 2029 based on the service target of 0.45 square feet per capita. MPL is deficient by approximately 7,800 square feet at present time.

Table 3: Forecasted Library Space Requirements, 2024-2029

Year	Population Estimate	Library Space Needs @ 0.45 ft^2 per capita	Deviation from Current Supply of 56,471 ft^2
2024	142,811	64,265 ft^2	- 7,794 ft^2
2029	178,579	80,360 ft^2	- 23,889 ft^2

Note: Current supply includes approximately 5,000 ft^2 of space shared with the Community Services Department at Sherwood Community Centre. Population estimates supplied by the Town of Milton.

With an additional 35,800 people projected to arrive over the LSMP's planning period, MPL would require another 23,889 square feet of GFA by the year 2029. Realistically speaking, the most plausible way to add a meaningful amount of library space in Milton would be to integrate a new library branch as part of the Town's next multi-use community centre; it is understood that the Town is contemplating design of a Boyne community centre in the short-term but construction will likely occur after the five-year planning horizon of this LSMP.

The focus of the LSMP's capital development strategy is geared to carrying out requisite studies to plan and design the Boyne Branch and expand Main Branch since construction for both projects is anticipated after the LSMP's planning period to align the Town's fiscal capacities. There may be future-term opportunities to employ alternative service points, building on MPL's entry into holds lockers in 2025 (discussed in pages that follow). Additional GFA for library space should be negotiated with post-secondary institutions to reflect off-campus needs for library space and potential to be funding partners as discussed in Section 2.6 of this LSMP.

MPL should focus its capital development strategy on:

i) Working with the Town to address the urgent need for library services in Boyne as soon as possible.

ii) Investigating how Main Branch could be expanded and reconfigured to increase capacity.

iii) Exploring alternative service points such as kiosks, holds lockers, bookmobiles, etc.

In planning for new and renewed spaces and services, MPL is well positioned to incorporate engagement with local Indigenous organizations to create culturally appropriate spaces and programs aligned with the Truth and Reconciliation Committee's Calls to Action and the Canadian Federation of Library Association's follow up report for libraries. The recommendations in the CFLA Report provide valuable guidance on designing library collections, programs and spaces that are inclusive of the needs of local Indigenous community members.[29]

Boyne Branch (Future)

Land developments in Boyne are well underway with an estimated population of 30,000 currently living in an area[30] where Figure 5 on Page 42 showed a geographic gap in library services. Boyne is forecasted to reach 55,000 persons by 2031 and ultimately 65,000 persons by 2051; as such, pressures are mounting for library services as Boyne's residential areas continue develop along with the nearby Milton Education Village.

The 2015 Library Master Plan first proposed a 17,000 square foot library in Boyne, and the urgency for this branch has only been amplified now that population forecasts are substantially greater than originally envisioned. Preliminary planning has been based on an 18,000 square foot branch, however this LSMP recommends that a future Boyne Branch be a minimum of 25,000 square feet to service the 65,000 people living there in 2051 based on the 0.45 square feet per capita target and ARUPLO Guidelines if capital funding can be secured (noting that the area would still be deficient of space at the minimum GFA specified). A larger GFA at a Boyne Branch is also necessary to alleviate pressures on Main Branch for MPL's corporate administration and staff workspace as well as to accommodate repurposing back-of-house space at Main Branch to public-facing areas depending on its space study discussed in the pages that follow.

25,000 ft^2

Recommended size for a new Boyne Branch.

15,000 ft^2

Recommended space addition at Main Branch.

Main Branch

Main Branch is facing physical space constraints and is at capacity for certain programs. The 2015 Library Master Plan indicated that an additional 15,000 square feet was needed at Main Branch and since then residential and employment intensification targets have been increased. Even if 15,000 square feet could be added to Main Branch, that would reconcile less than 25% of the five-year space deficit but more importantly, would add the equivalent space of a medium-sized library branch.

Main Branch is the largest library in Milton and is central to MPL's administration, operations and service delivery. Despite being fairly early into its lifecycle (having opened in 2011), tremendous pressures have been

placed on it over the years as the neighbourhoods around it have grown. Further exacerbating pressures is a high volume of daytime and afterschool use by secondary and post-secondary students, including from a nearby secondary school that is over capacity. These pressures on Main Branch will only increase as mixed-use and transit-supportive land development projects are built in Milton. For perspective, populations in Main Branch's historical catchment area including Old Milton, the designated UGC and GO Transit MTSA could more than triple by 2051 approaching 70,000 persons (though some of these populations may use the Sherwood and Beaty Branches as traffic patterns and travel times change).

At 29,586 square feet distributed across two levels, Main Branch is considered undersized in relation to ARUPLO Guidelines for an Urban Library where a minimum of 35,000 square feet is recommended. This LSMP recommends an expansion of the physical footprint in order to relieve current capacity pressures as well as plan for future space needs to ensure optimal service levels for collections, programs, study and collaboration, other library services and anticipated demands for the library as a "third space" resulting from higher residential densities in surrounding areas. There is presently an open space to the east of the Main Branch building towards the entrance lane off Main Street. Architectural analysis is required to confirm the feasibility of expansion and the amount of GFA that is possible.

Either prior to or in tandem with a physical expansion, an interior reconfiguration of Main Branch should also be completed as there are functional improvements that could result in more effective public services. At a minimum, certain furnishings are in need of a refresh and sound attenuation measures can mitigate the noise that is generated from being a busy library. Flooring replacements are needed that in turn will likely necessitate the removal of shelves and collections to complete the work; therefore, a relocation plan or contingency plan is required beforehand to minimize service disruption. Further, the tall shelving impedes sightlines for staff supervision and do not meet current accessibility standards; however, these tall shelves are needed to house the collection in the absence of physical floor space. As in other urban public library settings, social service needs will need to be addressed and accessibility retrofits will need to be completed.

Additionally, there appears to be an imbalance between public-facing and "back of house" spaces devoted to administration and staff operations at Main Branch. A full space audit should be completed to assess if there is an opportunity to reclaim public space from the non-public areas as well as to rationalize some of the space allocated to other public functions. These efforts may reclaim the additional 5,000 square feet (at a minimum) needed to meet the ARUPLO Guidelines.

Depending on the architectural complexity of reimagining Main Branch through reconfiguration and/or expansion, the work could result in closure of all or a portion of the building. Any meaningful closure would be a major service disruption and, with the Beaty and Sherwood Branches unlikely to be able to fully handle displaced demand, the most plausible option would be to wait until after the future Boyne Branch is operational. As previously noted, a Boyne Branch is not expected to be opened in this LSMP's five-year planning period and thus deferral of Main Branch expansion in the post-2030 timeframe would mean that growth-related pressures on all three library branches will continue to amplify and would not be addressed through short-term GFA additions.

Library systems have secured temporary spaces to deliver library spaces while branches are either being constructed or closed for redevelopment. Mississauga Library and Kingston Frontenac Public Library both utilized "pop-up" branches while their central libraries were undergoing renovations. Brampton Library has temporarily relocated a branch to a municipally operated ski chalet while it seeks a new building for a library that was repurposed for a post-secondary tenant and has also leased retail spaces for "interim" branches until it secures funding for permanent libraries. Oakville Public Library recently used a modular building while construction of a new branch was ongoing.

Beaty Branch

Beaty Branch was built in 2009, making it the oldest of MPL's facilities but is nevertheless still early into its lifecycle at 15 years of age. The branch has a warm and welcoming aesthetic, reflecting the neighbourhood-level catchment that it is intended to serve. It is located in the Bristol Survey whose residential populations are expected to grow only modestly over the next five years and beyond, and its existing GFA aligns with ARUPLO Guidelines for a Large Branch.

There is little opportunity to expand this branch due to natural heritage and environmental conditions onsite, and thus it would be difficult to leverage Beaty Branch to address system-wide GFA deficiencies. However, MPL is to be commended as it is adapting existing floor space to reflect modern library trends; a Makerspace is planned for the space currently being used as a lounge and will embed technology and associated programming into the neighbourhood. The outdoor Indigenous gardens and the space around it has the potential to enhance the library and to extend service for three seasons of the year; revitalization of the garden space within this LSMP planning period would be a meaningful but cost effective way to enhance the branch, particularly if a greater degree of programming and seating can be enabled.

Sherwood Branch

The Sherwood Branch opened in 2019 alongside the rest of the multi-use community centre that it is housed, mere months before the onset of the COVID-19 pandemic. As such, usage of this branch is still building up but early observations are that this 15,634 square foot library is already busy as measured by in-person visits as well as circulation and selected programs.

The Sherwood Survey has an estimated residential population of 36,000 and its stable, mature neighbourhoods are projected to receive limited growth. This level of population would mean that the branch facility is undersized by ARUPLO Guidelines which would classify it as an Urban Branch and require 35,000 square feet of net library space. That amount of space might have been excessive to the needs of immediate catchment but would have provided flexibility to address system-wide deficits.

While Sherwood Branch would have optimally been 5,000 square feet larger than its existing GFA in relation to the Sherwood Survey's forecasted build-out population of 40,000, integration within the community centre has allowed for some shared space efficiencies through program rooms, washrooms and common seating areas in the hallway in front of the library's entrance. There are some functional challenges with shared spaces including a concurrent need for program rooms for MPL and Town programs, while community centre washrooms are a significant distance from the children's area. In addition, the branch does not have a dedicated entrance and is located at the opposite end of the building from the main community centre entrance, causing challenges for quick pick-up of materials as well as for seniors and persons with disabilities. Consideration could be given to enclose one or both of the adjacent outdoor patio areas to increase the usability of these areas for library programs and other uses.

As the newest library branch in Milton and one that has just become fully operational after the pandemic, there are other priorities to address in Milton over the next five years. While not formal recommendations of this LSMP, future considerations for Sherwood Branch could include growing its collection size (will require creative use of space) as the population approaches build-out as well as reviewing staff workspaces and back of house needs such as storage, material sorting areas, and dedicated staff kitchen and washrooms.

Alternative Service Points

In line with an evolving urban structure, a sizeable deficit in GFA, and emerging demands, MPL will need to explore alternative service delivery models to respond to a need within the community as portions of the

population continue to become more mobile and rely less on their "local" library.[31]

In surveying various provincial and international library guidelines for building and service standards, there is little guidance in terms of standards for providing alternative service delivery access for library services and materials. However, in general, it is acknowledged that, "a public library's service offerings can be delivered in different ways to different users at different times."[32] This represents an opportunity to innovate and experiment with different models and technologies to extend and expand services in conjunction with physical library spaces that will address Milton's specific needs.

As introduced in Section 1.4 of this LSMP, remote library services can take many forms including bookmobiles, book bikes, pop up library sites, vending machines and book lockers. The gaps that these service extensions fill are equally diverse. They include convenience, equity and providing service where no physical building current exists. As new catchment areas are identified and current catchment areas are reviewed, it will be important to confirm the intended purpose of remote library services at MPL. For example, MPL will need to consider whether remote/alternative services are intended to be strictly for convenience or whether rationale exists to extend service for equity purposes or fill a need for library services - even temporarily - until a physical location is built. This examination could also open the possibility of placing remote library locations in places throughout the community beyond just community centres. In the cost/benefit analysis, staffing, funding, storage requirements and partnerships and collaborations should also be reviewed as potential challenges and opportunities.[33]

Space Outlook beyond 2029

Whereas it is the scope of the LSMP to focus on a five-year planning period, the Town of Milton's new Official Plan (Draft) articulates population growth and urban structure changes that will influence how MPL delivers library services into the future. With Milton's population set to more than double by 2051, needs for library services will increase in step and thus the LSMP should be used to also being long-term thinking.

The following post-2029 discussion is intended to be cursory in nature so that they can be considered as part of MPL's long-range strategies and budgeting. The next update to the LSMP will delve into needs for the subsequent planning period based on progress achieved during this term and any changes to population and library use trends over the next five years.

Table 4: Forecasted Library Space Requirements, 2031-2051

Year	Forecasted Population	Library Space Needs @ 0.45 ft^2 per capita	Deviation from Current Supply of 56,471 ft^2
2031	199,493	89,771 ft^2	- 33,300 ft^2
2041	320,895	144,403 ft^2	- 87,932 ft^2
2051	400,400	220,220 ft^2	-163,749 ft^2

Note: Space deficits assume no net change to MPL's existing GFA. Current supply includes approximately 5,000 ft^2 of space shared with the Town's Community Services Department at Sherwood Community Centre. Population estimates supplied by the Town of Milton.

As shown in Table 4, attaining a service level of 0.45 square feet per capita would require MPL to more than triple its existing GFA to reach 220,220 square feet to meet Milton Official Plan's 2051 population target. The Town of Milton is presently completing three Secondary Plans for future urban areas known as Trafalgar, Agerton and Britannia which were illustrated earlier in Figure 5 along with the Town's designated Urban Growth Centre (UGC). By 2051, populations and corresponding needs for library space at 0.45 square feet are as follows:

- **Trafalgar Secondary Plan**: a minimum of 26,000 residents[34] are identified by 2031 while recent land use planning studies prepared to reflect Provincial Bill 23 suggest that the population could reach 85,000 by 2051. That level of population would require a minimum of 11,700 square feet by 2031 and growing to 38,250 square feet of library space by 2051, most realistically distributed across multiple branches.

- **Agerton Secondary Plan**: a minimum of 6,800 persons[35] are forecasted by 2031 and recent studies estimate the population could exceed 14,000 persons by 2051 which would require 6,300 square feet of library space. This GFA could be shared with the GFA requirement for the Trafalgar Secondary Plan given that the close proximity of these two future residential growth areas.

- **Britannia Secondary Plan**: the Britannia Secondary Plan is still under development but unapproved population projections suggest that the area could be home to over 57,000 persons upon build-out. This level of population would require a minimum of 25,650 square feet of library space.

- **Milton Education Village Secondary Plan**: the Milton Education Village is being planned as a mixed use complete community with a population of at least 22,000 people and jobs by 2051.[36] The majority of residential growth is projected to occur between 2031 and 2041, with an estimated 13,400 people forecasted to live in the area by 2051. This population would generate a need for 6,030 square feet of library space, some of which could potentially be allocated to a future library in the Britannia Secondary Plan.

- **Milton Urban Growth Centre**: the Milton UGC – designated under the Provincial Growth Plan – is characterized by commercial, light industrial and other employment land uses but is planned for significant redevelopment anchored by the GO Transit station. Residential developments are forecasted to accelerate after 2031 and ultimately reach 25,000 persons by the year 2051, generating a growth-related GFA requirement of another 11,250 square feet based on 0.45 square feet per capita.

A Parks, Recreation & Library Analysis prepared as a background study to the Trafalgar and Agerton Secondary Plans (areas that are collectively referred to as the Trafalgar Corridor) identifies the need for a multi-use community centre and provides opportunity to integrate a library branch. That Analysis also supported allocation of some of the Trafalgar Corridor's library GFA to Main Branch based on the Secondary Plans limited land budget for municipal buildings; however, such 'offsite' allocation would only be a short term offset as significant long-term growth in the Main Branch catchment area will necessitate its own additional GFA.

A separate Parks, Recreation & Library Analysis supporting the Britannia Secondary Plan also speaks to the benefits of integrating a library branch within a recommended multi-use community centre to service that area. As previously noted, a library in the Boyne Survey will also be required and a community centre in Boyne it is understood that the Town will be developing a community centre in this area before similar facilities are built in Britannia and the Trafalgar Corridor.

Recommended Actions

#14. Adopt a Library Facility Classification System that aligns with the ARUPLO Guidelines for Rural/Urban Public Library Systems and organizes Milton Public Library branches based on catchment area, population served and the unique functions of each library branch. The Classification System should inform facility design, geographic distribution, service delivery and operational decisions.

#15. Continue to engage area First Nations and Indigenous communities in discussions about how new and existing Milton Public Library branches can be more welcoming of Indigenous Peoples. The role of the Library in addressing applicable Calls to Action of the Truth and Reconciliation Commission should be examined with Indigenous communities and should include, but not be limited to, raising awareness of Indigenous history and culture through the design and programming of library space.

#16. Work to incrementally build Milton Public Library's total gross floor area to reach the Library Board's space provision target of 0.45 square feet per capita.

#17. Pursue a minimum 25,000 square foot library branch as part of a future multi-use community centre in Boyne at the earliest possible opportunity. A space needs study and service delivery plan should inform the design of this future branch.

#18. Prepare a conceptual plan and floor space audit for the Main Branch to position it for population growth, and support objectives of the Town of Milton Official Plan and Strategic Plan such as innovation, economic development and community gathering. The audit of existing floor space should include an investigation into relocating back-of-house areas to another library and the repurposing for public-facing uses, along with assessing opportunities for a physical expansion of the branch.

#19. In consultation with local Indigenous communities, carry out a revitalization of the Beaty Branch outdoor gardens that considers opportunities to integrate a greater degree of library programming as well as increase outdoor seating.

#20. Initiate a pilot project to test public support and usage of alternative library service points such as, but not limited to, vending machines, kiosks and/or holds lockers. Potential locations for the pilot project should target southwest Milton such as the Milton Sports Centre or the Milton Velodrome as well as areas of intensification and major transit stations where there may be opportunities to partner with the private sector. The pilot project should assess the requisite human, financial and physical resources needed to provide these alternative services.

#21. Explore options, costs and staffing requirements associated with purchasing and operating a bookmobile vehicle that combines mobile library outreach services with more frequent couriers between branches.
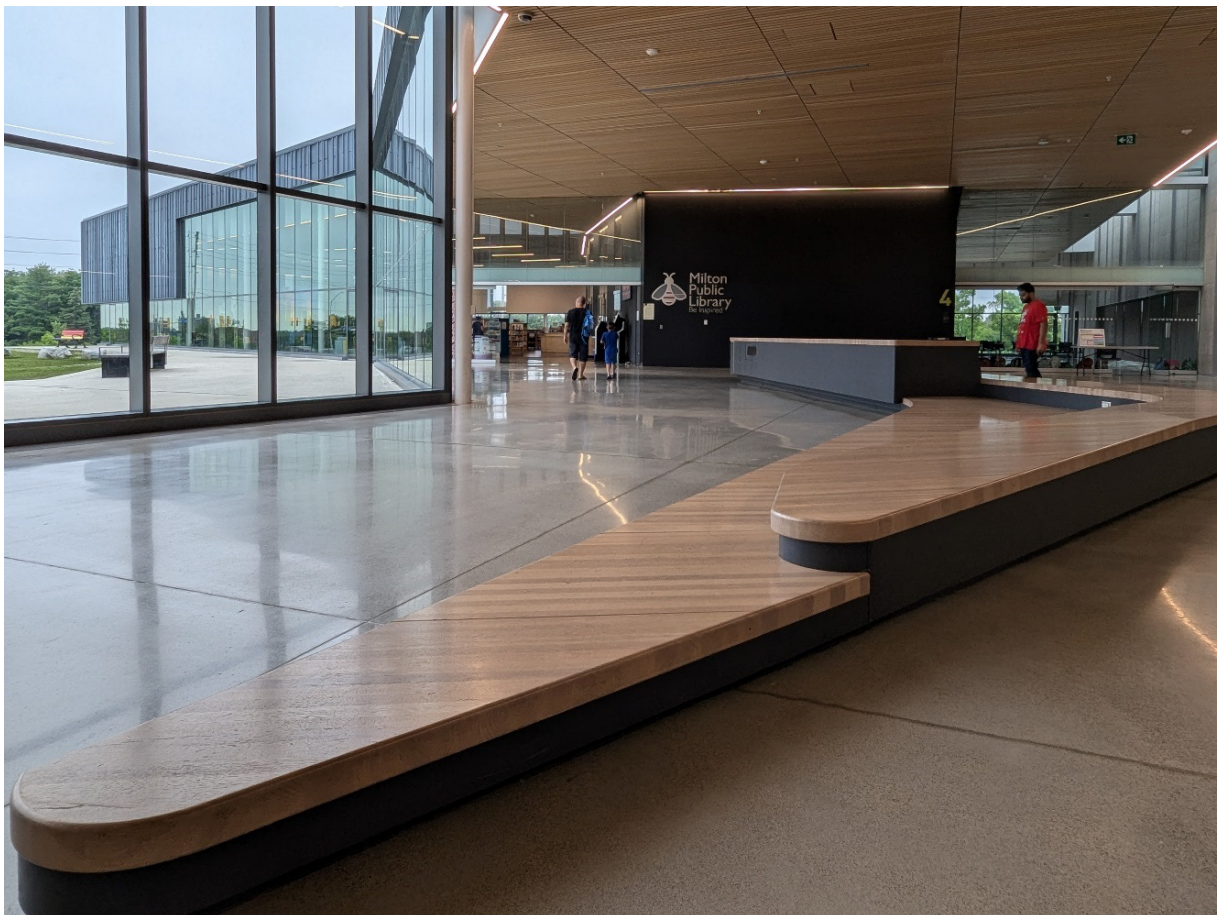
2.6   Customer Experience

The customer experience for library users encompasses a range of services and amenities including hours of service, collaborations and partnerships, programs and collections. The Library Board believes programs and collections are highly valued by the community, and MPL data affirms the strong and escalating usage for most of its lines of business. Footfall numbers for 2024 demonstrate a 25% increase from the prior year and surpasses annual footfall totals dating back to 2017 by 220,000 visits. This is very good news; however, there must be analysis around the sustainability of this trend with existing approaches and resources as customer expectations change and the library continues to expand both physically and because of population growth.

637,0000
Visits to MPL branches in 2024.

220,0000
More visits to MPL in 2024 compared to 2017.

Changing Expectations of Customers

The concept of customer service has evolved from transactional functions to the employment of more retail-like tactics in libraries. However, the concept of customer service now includes the "experience." As one scholar has described it, "Nowadays the last best experience that the customer has anywhere becomes the minimum expectation for the experience he wants everywhere."[37] This creates an added dimension to the development of future customer service strategies in public libraries users' desires, behaviors and beliefs are now at the centre. The intended result is more engagement with library users to amplify their emotional connection to the library. Library users have returned to their local libraries post-pandemic but still want robust, responsive virtual services as well.[38] The tension between the virtual and physical space requires a balance to be achieved according to the resources and community needs of each local library.

Hours of Service

Extending hours of service has been a constant theme since the 2015 Library Master Plan. The 2021 Library Master Plan Update recommended specifically to extend the Sunday hours at the Main Library. The ARUPLO Guidelines state that, "The single greatest barrier to library use as reported in community needs assessments is open hours of operation." Overall, the hours of service align with the ARUPLO Guidelines except for the Beaty Branch because it is not open between 6 and 7 days a week. Consideration should be given to extending the hours of the Beaty Branch to include additional days and operating hours to maximize use of its floor space and available services. This will require an increase to the staffing complement; however, with the addition of the Makerspace at Beaty and the possibility of increased usage due to future housing developments, there should be a

solid rationale presented in any business case or budget request to the Town of Milton.

In the medium term, the hours of service for all library branches should be revisited as the system grows, in conjunction with the role definition of each level of facility type and reviewed alongside ARUPLO Guidelines.

Collaboration and Partnerships

Public libraries have generally aimed to leverage their mission to create alliances and play active roles in community networks and MPL is no exception. Libraries are presented with opportunities through partnerships and collaborations to deliver services that are closely aligned with their expertise and professional skills. This activity has served to increase access to library services and resources and has allowed the libraries to be a contributor in meeting the needs of their communities.

In recent years, formal partnerships have been established between libraries and non-library entities depending on the unique circumstances of each community. For example, partnerships with post-secondary institutions could be considered to offer enhanced services to residents and students alike. The Town of Milton has two postsecondary institutions situated within the municipality and this presents an opportunity for the library to liaise with Conestoga College and Wilfrid Laurier University to discuss potential collaborations and partnerships within the Milton Education Village. Exploratory meetings should be initiated to provide feedback to this plan or for the library to discuss this plan and its implications with both postsecondary institutions as a starting point. Brantford Public Library is an example of a public library of a similar size that has had an agreement with Wilfrid Laurier University and its Brantford campus since 1999.

Libraries can embody a community development mindset and provide potential models or pilots to build library capacity and extend their reach in a more agile way. As new MPL branches are planned and existing facilities are being renewed, this is a perfect opportunity to review, assess and identify if there are formal partnerships or collaborations within each catchment area that MPL can initiate to extend service and perhaps also to offset operating costs. MPL is perfectly positioned as it already employs a community-led approach to programming. Many of the guidelines and principles found in their program planning documents and policies can be applied to collaboration and partnerships. One might say that programs and collaborations/partnerships go hand-in-hand.

Programming

The significant value of programming in public libraries cannot be underestimated. Not only do public library programs augment collections, but they also provide huge benefits in terms of enhancing traditional literacy skills as well as digital literacy skills. The content developed by libraries for programming can often be seen as the "on ramp" to topics and interests that might be otherwise unattainable to members of the community. Skills and interests such as photography or creative writing are introduced by library programs in a way that break down barriers and foster inclusion within a community.

Milton's growing population creates an opportunity for MPL to diversify its approach to programming. Currently, MPL has strong attendance for children's programs and staff believe this is one of the library's greatest strengths. Notwithstanding MPL's community-led approach to programming, however, consideration should be given to expanding efforts to include more adult and teen programs. According to usage data, children's programming accounts for 65% of activity while adult and teen make up the remainder. It is plausible to question whether there is a strategic value in expanding MPL's reach to more segments of the community. Such a change would entail building a framework for programming that focuses on local strengths while engaging the community on global, national, and local topics. The potential for enhanced collaboration and partnerships locally would also widen MPL's audience while leveraging its programming activities to amplify inclusion efforts. Newcomer families would benefit greatly from community-led programming; as an example, MPL's current offerings for recent immigrants could be enhanced in addition to Conversational Circles. A more defined programming strategy may be required for newcomer families as Milton's population increases.

During the pandemic, public libraries adapted to lockdowns and closures by offering programs online for all. Using online platforms, digital content was also created by library staff as an on-demand option for library users. Now that libraries have reopened, public libraries are assessing their experiences with virtual programming to identify any best practices that have emerged that can be applied to current program planning. The format – live versus virtual – will now need to be given a heightened level of consideration along with the content and age category. Online programming may be appropriate in some circumstances but may not be efficient or effective in other situations. The added value to adopting hybrid programming is the ability to expand access by offering online options alongside in person. This feature can also be seen to increase inclusion and break down geographic barriers.

A 2023 report by the Canadian Urban Institute estimated that investment in programming generates over six times more economic and social benefits: "That is, for every $1 invested in Canada's urban libraries, $6 is generated in community economic impact, a return of over 600%". Programs that go beyond the traditional offerings of story times and book clubs can address community and societal issues and solidify the role of public libraries in providing a safe place for individuals to discuss controversial and timely topics. Public libraries can help to identify opportunities to proactively engage their community on timely topics such as climate change, freedom of speech, and other world issues through regular programming.

There are many options for MPL to examine in terms of program delivery. The levels of service and programming offered will need to be reviewed in the context of future service delivery models and the community profiles of the library's catchment areas. Regardless, MPL's community-led approach should be continued and amplified to offer robust programming to a wider audience including adults and newcomer families – if staffing levels are increased from the present situation.

Recommended Actions

#22. **Extend the hours of the Beaty Branch in the short term.**

#23. **Revisit the hours of service for all libraries in the medium term as the system grows, in conjunction with the role definition of each level of facility type and reviewed alongside ARUPLO Guidelines.**

#24. **Initiate exploratory meetings to discuss areas of collaboration and partnership at the Milton campuses of both Conestoga College and Wilfrid Laurier University.**

#25. **Continue to supplement Milton Public Library's community-led approach to programming by exploring opportunities to expand adult and teen programs when library staffing levels increase.**

#26. **Increase the focus placed on programming for newcomer families.**

#27. **Continue to identify opportunities to proactively engage the community on timely topics such as climate change, freedom of speech, and other world issues through regular programming.**

#28. **Continue to adapt Milton Public Library's community-led approach to programming to cultivate and assess other collaboration and partnership opportunities.**

2.7   Collections

Milton Public Library's strong usage rates for print resources alongside growing use of digital and increasing streaming resources is a reality that will require a balancing act of space versus demand in both existing and future library locations. ARUPLO Guidelines state that libraries are decreasing the size of their physical collections due to several factors:

- the use of digital;

- decreasing usage of print and formats such as CDs and DVDs because of costs and/or availability;

- the requirements of providing accessible shelving; and

- the need to repurpose space for other functions.

The reality of offering both print and digital formats not only puts a strain on physical space, but it also puts pressure on the MPL budget. All library systems are trying to balance the high costs of e-resources compared to physical print; digital materials may be subject to licences, subscriptions, pay-per-use royalties, etc. whereas print materials may have only incurred a one-time purchase fee. However, physical space limitations and eroding space per capita service levels (see Section 2.5) may necessitate greater use of e-resources and thus investments in digital and physical items need to be balanced with fiscal sustainability. Combined with Milton's population growth, future expansion of facilities will require priority setting in terms of spending decisions for MPL's collections.

Repurposing existing library space is a growing imperative as Milton Public Library considers expanding its "Library of Things." This collection makes available items such as loanable kits for Storytimes, sports items, radon detectors, hotspots, sensory kits and park passes. Future additions to the collection include gardening tools and musical instruments. MPL staff report that these items are very popular and often have long waiting lists. The items offered can break down barriers for members of the community by providing access to amenities they may not otherwise be able to afford. The Library of Things will require increased storage space as well. Due to Milton's already limited stacks, it must rely on its strong turnover rates and digitization efforts of the local history collections to mitigate the space pressure. This offering is an important resource that must be reviewed in terms of the library's existing capacity and collection formats.

MPL's Collection Management Policy lays out the overarching consideration for acquisition and management of library resources. However, what is less clear is the library's overall Collections strategy. This strategy will need to address broadly the direction for future resource procurement, the ratio of print versus nonprint, selection, and deselection in a rapidly changing environment.

An example of a changing environment would include Milton's community demographics. Earlier narrative in this LSMP indicated that presently 42% of Milton residents were born outside of Canada. With estimates of 500,000 of newcomers immigrating to Canada annually until the end of 2026, MPL will need to continue to assess the impact of the influx of newcomers on public library services (Immigration, Refugee and Citizenship Canada, 2023). These statistics will need to be monitored to identify additional needs for the Library's multilingual collections in the future.[39]

MPL is acquiring increasing numbers of multilingual titles each month and this will likely continue and accelerate in the future. A Collections Plan that reflects the acquisition targets for materials in the languages most frequently spoken, besides English, would assist collection development activities while providing benchmarking data to measure outcomes.

Borrower trends can be monitored with library software products such as Collections HQ. MPL is already utilizing these tools and they are invaluable to drill down and analyze circulation of formats according to location and can create linkages to information for selection and deselection decision making. Consideration must also be given to reducing the footprint for legacy formats such as DVDs/Blu ray formats, CDs and physical audio books.

Leveraging other mechanisms such as consortium purchasing and reciprocal borrowing (already in place with library systems in Halton, Hamilton and Guelph) will help MPL's collection dollars stretch farther but may also relieve some space pressures in the short term – especially as it relates to the Main Library's footprint for collections. MPL is already deploying these tactics on a day-to-day basis. A formalized 5-year strategy would enhance current activity and provide the basis for measurable outcomes.

Digital Collections and Streaming

Use of digital collections increased considerably during the pandemic, and it is likely that strong demand for non-physical resources will continue. According to Booknet Canada, borrowing rates for e-books in Canada increased from 21% in 2022 to 23%; interestingly, e-audio book borrowing has increased by 20% in 2023 over 2022.[40]

While this still represents a small percentage of overall library circulation, this is a trend that MPL must continue to monitor. Currently, e-books and e-audio book usage is about 10% of total circulation and both formats are reported together. This rate is not in line with the overall borrowing trend outlined above by Booknet Canada and is largely due to the changes in platforms for acquiring and borrowing e-resources at MPL in 2023. MPL is now actively acquiring more digital titles to give their users increased choice and access to this format. As population growth continues and MPL continues to acquire more digital titles,

the borrowing rate will likely increase significantly. A Collection Strategy would allow the library to set targets and prepare for the future.

The review of nonprint material should also speak to the impacts of "Streaming." According to an Angus Reid poll, "more than four-in-five Canadians (85%) say they subscribe to at least one streaming service. A majority (65%) of Canadians subscribe to more than one."[41] Quite apart from e-book circulation, streaming is a newer offering that presents many challenges to public library collection development strategies – not the least of which is estimating use and cost. In the United States, budget allocations for streaming services increased to 6% in 2021 from 3% in 2020. Different forms of 'caps' were placed on a user's ability to stream content from the library's collections to contain costs.[42] This has a significant impact on spending for libraries. MPL's usage data for second quarter of 2024 shows e-video usage has increased by 51% over the same period in 2023. As indicated above, streaming is a cost pressure for the materials budget. MPL is monitoring streaming usage and recently placed usage limits on individual users to allow for greater access for all residents. Data shows that 4,000 patrons are being turned away from its Hoopla platform every month due to usage caps resulting from budgetary constraints. Future material budget increases will need to accommodate streaming expenditures as demand and the number of MPL users grows.

Physical collections will continue to coexist with emerging digital formats for the foreseeable future and illustrates the necessity of maintaining a diverse collection to meet the needs of the entire community. This will continue to require robust and sustained funding for MPL's collection budget as the population increases and new locations are built. In addition, the acquisition of e-book titles has created added pressure on library material budgets due to the circulation limits per e-book that each publisher imposes on the library.

A collective comprised of the Hamilton, Mississauga, Burlington, Kingston Frontenac, London, and Ottawa Public Libraries have partnered to share their digital catalogues and give their users the ability to place holds and borrow from each other's libraries. Working together allows these libraries to enable a wider range of access to digital titles and collections.

The future collection budgets for MPL should consider the trends in publisher pricing models for digital resources as well as the benefits of resource sharing with other library systems. For communities across Canada including Milton, this represents increased resources for library collections and represents an investment in Canada's future prosperity. A recent report on public libraries in Canada estimates that for every 1% increase in literacy for adults, an annual benefit of $67 billion could be created; this is the equivalent of an extra $1,800 in the pocket of every Canadian (Canadian Urban Institute, 2023).

Recommended Actions

#29. Repurpose existing library space to accommodate expansion of items and equipment belonging to MPL's "Library of Things" collection.

#30. Formalize current practices into a Collection Strategy that defines core collections and addresses the deselection of legacy formats, ratio of print versus nonprint material, targets for digital and streaming collections, acquisition targets for multilingual collections for newcomers, and footprint plans for the physical collections of new and existing library branches.

#31. Continue to utilize library software products such as Collections HQ to understand and analyze circulation of formats according to location, as well as create linkages that inform selection and deselection decision making.

#32. Continue to leverage mechanisms such as consortium purchasing and reciprocal borrowing to help the Library's collection budget stretch farther and to relieve some physical space pressures in the short term, especially as it relates to the Main Library's footprint for collections.

#33. Monitor data and performance metrics used to track e-books and e-audio books in order to support annual expenditure increases and expand the number of titles for each format.

#34. Increase the acquisition of multilingual titles by 0.5% annually to the year 2029.

#35. Introduce incremental annual expenditure increases for streaming services to expand access to this resource for the community, based on usage and demand.

This LSMP builds on the accomplishments of the last master plan along with assessments contained in the recent SDOR, including carrying forward selected recommendations that are deemed to be of priority over the next five years. MPL will regularly monitor and review the actions identified in the LSMP to ensure they remain reflective of local conditions and are responsive to community needs. In many cases, more detailed implementation strategies will be required. Implementation is an iterative exercise that should be embedded within the MPL's regular course of business, such as through management team and planning meetings.

Major directions requiring funding should be revisited each year, prior to the development of MPL's capital and operating budgets. Many factors may influence priorities, such as:

- funding availability;
- capital lifecycle and considerations of safety;
- legislation and mandated requirements;
- changes to service standards;
- public input and community interests;
- emerging trends and changes in use;
- participation of partners; and
- socio-demographic changes and growth forecasts.

To assist with implementation and illustrating the true impacts of its services, MPL is encouraged to develop metrics that speak to the qualitative benefits of its services. Qualitative measures that illustrate impact and outcomes must continue to be emphasised to support the case for investment and innovation.

3.1 Timing of Recommended Actions

The LSMP contains 35 Recommended Actions for implementation between 2025 and 2029. Timing should be considered synonymously with priority; that is, the sooner the timing proposed, the higher the priority. Timing assigned to respective Recommended Actions denotes the year that implementation should begin – certain Actions may be ongoing over multiple years and in some instances may span the entire duration of the LSMP's planning period.

The timing suggested herein is offered as a guide to inform decision-making. MPL reserves the right to adjust implementation schedules based on decisions of the MPL Board, funding available from internal and external sources, changes to population forecasts, and other factors.

Recommended Actions – Ongoing between 2025 and 2029

Recommended Action		LSMP Section Reference	
#1	Add a standing item on the MPL Board agenda that undertakes a review of selected MPL policies twice per year, or other interval set by the Board, as a means to ensure effective governance.	2.1 Advocacy, Governance & Funding	
#5	Continue to reimagine the current organizational structure to accommodate new library facilities and a new facility/service delivery model that defines roles, structures and service levels for existing and future library locations.	2.3 Staffing & Training	
#7	Continue to invest in staff training and professional development by ensuring that 1% of the MPL staffing budget provides for continuing education and training in accordance with ARUPLO Guidelines.	2.3 Staffing & Training	
#14	Adopt a Library Facility Classification System that aligns with the ARUPLO Guidelines for Rural/Urban Public Library Systems and organizes Milton Public Library branches based on catchment area, population served and the unique functions of each library branch. The Classification System should inform facility design, geographic distribution, service delivery and operational decisions.	2.5 Facilities	
#15	Continue to engage area First Nations and Indigenous communities in discussions about how new and existing Milton Public Library branches can be more welcoming of Indigenous Peoples. The role of the Library in addressing applicable Calls to Action of the Truth and Reconciliation Commission should be examined with Indigenous communities and should include, but not be limited to, raising awareness of Indigenous history and culture through the design and programming of library space	2.5 Facilities	
#16	Work to incrementally build Milton Public Library's total gross floor area to reach the Library Board's space provision target of 0.45 square feet per capita.	2.5 Facilities	

Recommended Action	LSMP Section Reference
#20 Initiate a pilot project to test public support and usage of alternative library service points such as, but not limited to, vending machines, kiosks and/or holds lockers. Potential locations for the pilot project should target southwest Milton such as the Milton Sports Centre or the Milton Velodrome as well as areas of intensification and major transit stations where there may be opportunities to partner with the private sector. The pilot project should assess the requisite human, financial and physical resources needed to provide these alternative services.	2.5 Facilities
#25 Continue to supplement Milton Public Library's community-led approach to programming by exploring opportunities to expand adult and teen programs when library staffing levels increase.	2.6 Customer Experience
#26 Increase the focus placed on programming for newcomer families.	2.6 Customer Experience
#27 Continue to identify opportunities to proactively engage the community on timely topics such as climate change, freedom of speech, and other world issues through regular programming.	2.6 Customer Experience
#28 Continue to adapt Milton Public Library's community-led approach to programming to cultivate and assess other collaboration and partnership opportunities.	2.6 Customer Experience
#29 Repurpose existing library space to accommodate expansion of items and equipment belonging to MPL's "Library of Things" collection.	2.7 Collections
#32 Continue to leverage mechanisms such as consortium purchasing and reciprocal borrowing to help the Library's collection budget stretch farther and to relieve some physical space pressures in the short term, especially as it relates to the Main Library's footprint for collections.	2.7 Collections
#34 Increase the acquisition of multilingual titles by 0.5% annually to the year 2029.	2.7 Collections

Recommended Actions – 2025

Recommended Action	LSMP Section Reference	
#3 Establish a Marketing and Communications vehicle for the public and Town Council to explain the MPL Board's roadmap, advocate for library funding, and to demonstrate accountability and transparency.	2.2 Communications & Marketing	
#6 Leverage MPL's participation in the Town of Milton's Strategic Workforce Planning and Competency Framework.	2.3 Staffing & Training	
#8 Increase staffing for most critical gaps in 2025, with an initial focus placed on Information Technology and front-line positions.	2.3 Staffing & Training	
#9 Develop a workforce plan to incrementally increase staff in anticipation of ongoing population growth, the need to build capacity and to bring MPL closer to staffing levels of its public library comparators.	2.3 Staffing & Training	
#10 Implement the immediate addition of 1.0 FTE to provide technology assistance to the Director, Support Services.	2.4 Technology	
#12 Prioritize staff technology training for allocation of training budget resources immediately.	2.4 Technology	
#13 Develop a Technology Plan in order to provide Library staff with a roadmap to follow and update.	2.4 Technology	
#24 Initiate exploratory meetings to discuss areas of collaboration and partnership at the Milton campuses of both Conestoga College and Wilfrid Laurier University.	2.6 Customer Experience	
#30 Formalize current practices into a Collection Strategy that defines core collections and addresses the deselection of legacy formats, ratio of print versus nonprint material, targets for digital and streaming collections, acquisition targets for multilingual collections for newcomers, and footprint plans for the physical collections of new and existing library branches.	2.7 Collections	
#31 Continue to utilize library software products such as Collections HQ to understand and analyze circulation of formats according to location, as well as create linkages that inform selection and deselection decision making.	2.7 Collections	
#33 Monitor data and performance metrics used to track e-books and e-audio books in order to support annual expenditure increases and expand the number of titles for each format.	2.7 Collections	
#35 Introduce incremental annual expenditure increases for streaming services to expand access to this resource for the community, based on usage and demand.	2.7 Collections	

Recommended Actions – 2026

Recommended Action		LSMP Section Reference	
#4	Create a Community Engagement Librarian position to deepen the Library's engagement within the community as well as ensure outreach to underserved areas and new residents.	2.2 Communications & Marketing	
#11	Continue to investigate shared services with the Town of Milton's Information Technology Department and develop a written agreement for accountabilities and potential shared services.	2.4 Technology	
#18	Prepare a conceptual plan and floor space audit for the Main Branch to position it for population growth, and support objectives of the Town of Milton Official Plan and Strategic Plan such as innovation, economic development and community gathering. The audit of existing floor space should include an investigation into relocating back-of-house areas to another library and the repurposing for public-facing uses, along with assessing opportunities for a physical expansion of the branch.	2.5 Facilities	
#21	Explore options, costs and staffing requirements associated with purchasing and operating a bookmobile vehicle that combines mobile library outreach services with more frequent couriers between branches.	2.5 Facilities	
#22	Extend the hours of the Beaty Branch in the short term.	2.6 Customer Experience	

Recommended Actions – 2027

Recommended Action		LSMP Section Reference	
#19	In consultation with local Indigenous communities, carry out a revitalization of the Beaty Branch outdoor gardens that considers opportunities to integrate a greater degree of library programming as well as increase outdoor seating.	2.5 Facilities	

Recommended Actions – 2028

Recommended Action	LSMP Section Reference
#17 Pursue a minimum 25,000 square foot library branch as part of a future multi-use community centre in Boyne at the earliest possible opportunity. A space needs study and service delivery plan should inform the design of this future branch.	2.5 Facilities
#23 Revisit the hours of service for all libraries in the medium term as the system grows, in conjunction with the role definition of each level of facility type and reviewed alongside ARUPLO Guidelines.	2.6 Customer Experience

Recommended Actions – 2029

Recommended Action	LSMP Section Reference
#2 Update this Library Strategic Master Plan in 2029 to reflect progress and continue to align with Town of Milton's planning initiatives.	2.1 Advocacy, Governance & Funding

Appendix A: Comparator Library Data, 2023

Table 1

Library System	Population	Total Sq. Ft. per Capita	Public Access Workstations per 1,000	Total Staff (FTE) per 1,000
Mississauga	810,200	0.27*	1.23	0.38
Brampton	673,960	0.26	1.85	0.24
Hamilton	579,000	0.66	1.63	0.47
Markham	349,007	0.43	1.22	0.53
Vaughan	329,000	0.56	0.57	0.64
Kitchener	261,610	0.59	1.82	0.55
Richmond Hill	212,798	0.52	1.55	0.39
Oakville	231,000	0.44	2.12	0.43
Oshawa	184,938	0.51	0.84	0.60
Burlington	194,179	0.55	0.86	0.49
Barrie	159,521	0.39	0.68	0.28
Waterloo	154,440	0.49	1.92	0.45
Whitby	151,500	0.45	1.35	0.39
Guelph	143,740	0.44	0.95	0.55
Cambridge	152,130	0.62	0.58	0.46
Ajax	126,666	0.44	1.26	0.42
Pickering	96,998	0.53	1.49	0.62
Average	**282,982**	**0.48**	**1.29**	**0.44**
Milton	**140,260**	**0.38**	**2.27**	**0.30**

* Mississauga Public Library data does not appear to include its
Central Library which was closed for redevelopment in 2023

Table 2

Library System	# of Library Programs per 1,000*	Program Attendance per capita	In-Person Visits per capita	E-Visits per capita
Mississauga	6.7	0.15	2.8	1.9
Brampton	7.3	0.17	2.4	2.7
Hamilton	14.7	0.27	4.6	8.0
Markham	9.3	0.20	7.2	12.8
Vaughan	10.1	0.29	5.0	10.2
Kitchener	14.5	0.25	4.6	8.5
Richmond Hill	4.9	0.13	3.7	7.7
Oakville	7.1	0.09	2.8	3.5
Oshawa	8.9	0.19	2.6	4.0
Burlington	19.2	0.41	5.7	5.4
Barrie	17.0	0.38	3.2	2.6
Waterloo	7.2	0.25	4.0	5.1
Whitby	11.1	0.20	3.3	2.9
Guelph	9.0	0.18	5.6	3.8
Cambridge	19.9	0.70	4.2	4.5
Ajax	14.8	0.38	5.1	5.9
Pickering	10.7	0.26	4.1	7.9
Average	**11.3**	**0.26**	**4.2**	**5.7**
Milton	**9.4**	**0.27**	**5.1**	**3.5**

Table 3

Library System	Holdings (Items) per capita*	Annual Circulation per capita	Turnover Rate
Mississauga	1.3	5.1	2.6
Brampton	1.1	3.7	2.9
Hamilton	1.9	5.6	3.5
Markham	3.0	8.5	3.5
Vaughan	1.7	7.2	2.4
Kitchener	3.1	4.6	6.7
Richmond Hill	1.9	5.8	3.4
Oakville	1.3	6.3	2.1
Oshawa	1.7	4.1	4.3
Burlington	2.1	6.7	3.1
Barrie	1.7	4.4	3.8
Waterloo	3.3	8.1	4.1
Whitby	2.0	5.5	3.6
Guelph	2.9	13.1	2.2
Cambridge	1.7	4.1	4.3
Ajax	2.2	5.9	3.8
Pickering	3.2	5.7	5.6
Average	**2.1**	**6.1**	**3.6**
Milton	**1.3**	**5.4**	**2.3**

*Includes physical and eResources

Table 4

Library System	Municipal Revenue per capita	Materials Expenditures per capita	Operating Budget per capita
Mississauga	$38.03	$4.69	$35.09
Brampton	$29.31	$3.15	$28.14
Hamilton	$60.16	$4.76	$56.78
Markham	$49.14	$9.93	$47.22
Vaughan	$65.29	$10.04	$64.31
Kitchener	$47.16	$5.00	$44.18
Richmond Hill	$48.29	$4.07	$45.68
Oakville	$55.66	$5.50	$52.47
Oshawa	$53.08	$4.69	$50.17
Burlington	$68.18	$6.54	$65.12
Barrie	$61.90	$8.79	$57.95
Waterloo	$56.67	$8.75	$54.05
Whitby	$45.95	$7.31	$70.82
Guelph	$76.72	$8.53	$51.28
Cambridge	$59.23	$4.73	$54.58
Ajax	$58.85	$6.73	$51.03
Pickering	$66.67	$6.25	$63.31
Average	**$51.43**	**$5.84**	**$48.92**
Milton	**$46.05**	**$7.89**	**$44.05**

Sources: Province of Ontario, Ontario Public Library Statistics, 2024

Appendix B:
Community Survey Results

Total number of responses: 365

Q1   Please indicate all the ways that you or anybody in your household has visited a Milton Public Library branch and if you have used our website in the past 2 years.

	#	%
Library Branch	349	96%
MPL Website	275	76%
I / We Have Not Used MPL	6	2%
Answered Question	362	

Q2   Which MPL branch or digital service do you usually use?

	#	%
Main Branch	289	80%
Sherwood Branch	171	47%
MPL Website (downloadable eBooks or audiobooks, online resources)	160	44%
MPL Mobile App	122	34%
Beaty Branch	109	30%
Answered Question	362	

	#	%
Not Sure	2	1%
I do not use MPL	2	1%

Q3   What do you like to do at the library?

	#	%
Borrow / check out material	296	82%
Look through books and other materials	261	72%
Pick up holds	217	60%
Go to library programs	124	34%
Read / relax	118	33%
Work or study	94	26%
Use Wi-Fi	72	20%
Use printers / 3D printers	67	19%
Socialize with friends or family	59	16%
Use Library computers	53	15%
Stay warm or keep cool	27	7%
Local history or genealogy searches	20	6%
Meet with co-workers or clients	16	4%
Connect with local agencies and partners	13	4%
I do not use or visit Library branches	6	2%
Other (please specify)	0	0%
Answered Question	362	

Q4 **Please rate your level of agreement with the following statements related to library facilities.**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Answered Question
	%	%	%	%	%	#
Investing in libraries should be a high priority for Town Council and the Library Board.	63%	26%	4%	2%	5%	351
There are currently enough library branches in Milton.	12%	39%	23%	21%	5%	334
A library should be prioritized in Boyne / southwest Milton.	17%	38%	36%	7%	3%	278
Main Branch should be expanded and refreshed.	27%	33%	28%	8%	3%	342
Hours open at Beaty Branch should be increased to 6 days a week.	27%	39%	29%	4%	1%	303
Use of interim or temporary branches should be explored until permanent branches can be built.	15%	44%	28%	11%	2%	322
Using the library would be easier and more convenient if MPL offered book vending machines, book mobiles or lockers to pick up my holds in out of reach areas.	15%	29%	36%	14%	6%	323
I would like to see more outdoor spaces for reading and library programs.	23%	37%	27%	10%	3%	345

Q5 **Is there anything else that the Draft LSMP should consider in relation to library facilities?**

	#		#
Implement Quiet Spaces	16	Additional Library Branch	3
Increase Library Hours	11	Updated Technology Access	3
Expand Book Collections	10	E-books and Audiobooks	2
Expand Children's Collections and Programming	9	Physical Collections (Magazines, newspapers, etc.)	2
Expand Adult Programming	6	Additional Seating	2
Remove Late Fees	5	Implement More Parking	2
Designated Food Spaces	5	Public Transportation	1
Add Creative Spaces	4	Improve Accessibility	1
Answered Question	128		

Q6   Please rate your level of agreement with the following statements related to library services.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Answered Question
	%	%	%	%	%	#
I am able to find library staff to help me with my in-branch needs	45%	46%	7%	2%	1%	341
MPL should partner with community organizations to cater to specialized groups and offer programs and events.	28%	45%	21%	4%	2%	334
MPL should explore opportunities to partner with universities and colleges in the Town to address needs for library space and services.	28%	48%	19%	4%	1%	323
Library services reflect Milton's diverse multicultural makeup.	23%	51%	21%	3%	1%	317
MPL should increase its focus on providing access to technology (e.g. 3D printing, Wi-Fi, software, etc.)	23%	45%	26%	5%	2%	327
I am aware of the services and programs that MPL offers.	18%	62%	14%	5%	1%	338

Q7   Is there anything else that the LSMP should consider in relation to library facilities?

	#
More Adult Programming	11
Greater Awareness of Library Offerings and Programs	5
Foster Partnerships	5
Designated Food Spaces	5
Increase Audiobooks and E-books	3
Update Printing Technology	3
Increase Library Hours	3
Expand Book Collections	3
Offer Passes to Town Events or Recreation Spaces	2
Expand Children's Collections and Programming	2
Increase Study Spaces	2
Implement Quiet Spaces	2
Increase Youth Programming	2
Improve Technology Access	2
Implement Fines	1
Create Meeting Spaces	1
Physical Collections	1
Nothing else to consider	17
Answered Question	81

Q8   Please help us prioritize where we focus our collections, programs and services by indicating the level of importance for the following items.

	Very Important	Important	Neutral	Somewhat Unimportant	Not Important	Don't Know	Answered Question
	%	%	%	%	%	%	#
Physical Print Items (e.g. books)	65%	27%	6%	1%	1%	1%	340
CDs / DVDs	7%	31%	33%	15%	13%	1%	340
eBooks and eAudiobooks	42%	39%	13%	3%	3%	0%	336
Technology (Wi-Fi, laptop lending, tech, programs, makerspace)	41%	40%	15%	1%	1%	1%	341
Digital streaming content	27%	35%	26%	4%	3%	5%	338
Multilingual collections	27%	34%	27%	5%	4%	3%	341
Accessible collections, technology and software	35%	42%	17%	1%	2%	3%	339
Services and programs for newcomers to Canada.	29%	42%	21%	3%	3%	1%	341
"Library of Things" like passes to parks and art galleries, sporting equipment, etc.	49%	31%	13%	3%	2%	1%	341

Q9 **Is there anything else that the LSMP should consider in relation to library collections, programs or services?**

	#
Expand Book Collections	7
Expand the Library of Things	6
Foster Partnerships	4
Offer Passes for Town Events or Spaces	4
Greater Awareness of Library Offerings and Programs	3
Improve Staff Audit / Training	3
Implement Digital Books or resources	2
Create More Volunteer Programs	2
Add More Audio and e-books	2
More Youth Programming	1
Provide Book Recommendations	1
Expand Children's Spaces	1
More Adult Programs	1
Physical Collections (i.e. magazines, newspapers, etc.)	1
Improve Website	1
Offer More Outdoor Programs	1
Improve Available Technology	1
Entrepreneurship Spaces	1
Nothing else to consider	11
Answered Question	58

Q10 **The Draft LSMP slightly updates the MPL Vision "To inspire through discovery, collaboration, creation and innovation". Please tell us your level of agreement with our proposed Vision and what MPL aspires to be in the future.**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	Answered Question
%	%	%	%	%	%	#
28%	50%	15%	2%	0%	5%	340

Please share any comments about our Vision.

	#
Vision is agreeable	22
Vision is missing a piece	7
Vision is unclear	2
Vision is unimportant	2
Vision is acceptable	1
Answered Question	40

	#
Vision is too short	1
Vision is too long	1
Unsure	1
No further comment	3

Q11   The Draft LSMP slightly updates the MPL's Statement of Purpose to "MPL empowers the community to: Read. Learn. Innovate. Connect." Please rate your level of agreement with our proposed Purpose.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	Answered Question
%	%	%	%	%	%	#
34%	48%	12%	2%	0%	4%	330

Please share any comments about our Purpose.

	#
Purpose is agreeable	8
Purpose is missing a piece	3
Purpose needs definition	2
Purpose is unimportant	2
Original purpose was better	1
No further comment	2
Answered Question	18

Q12   Please indicate your level of agreement for each of our existing Values that guide how library services are delivered. These Values have not changed since the last LSMP.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	Answered Question
	%	%	%	%	%	%	#
Intellectual Freedom	38%	47%	10%	1%	0%	4%	329
Inclusivity	37%	48%	10%	2%	1%	3%	329
Accessibility	46%	43%	7%	0%	1%	3%	329
Exceptional Public Service	43%	44%	8%	1%	0%	3%	325
Lifelong Learning	48%	43%	6%	0%	0%	2%	327
Accountability	39%	44%	13%	1%	0%	4%	328

Please share any comments about our Values.

	#		
Values are agreeable	5	No further comment	4
Values are inaccurate	2		
Answered Question	11		

Q13   Please share any additional thoughts or comments that you have about the Draft LSMP.

	#		#
LSMP is good	7	LSMP is unimportant	1
Expressed appreciation for MPL	5	LSMP is too broad	1
Remove Library Fees	2	Children's Programs and Spaces	1
Accommodate different cultures	2	Expand Library of Things	1
Library is too loud	2	Adult programming	1
Increase Library Hours	2	Digital Books	1
Increase Staff	1	Infrastructure Fixes	1
Expressed Dissatisfaction for LSMP	1	Expand MPL	1
Add Prayer Space	1	Accessibility	1
More reading programs	1	None	3

Answered Question   67

Q14   Including yourself, how many people live in your household?

	#	%		#	%
1	21	9%	5	48	21%
2	80	35%	6	13	6%
3	64	28%	7+	4	2%
4	79	34%			

Answered Question   288

Q15   How long have you lived in Milton?

	#	%		#	%
Less than 5 years	94	28%	More than 20 years	92	28%
5 to 10 years	61	18%	I do not live in Milton	2	1%
11 to 20 years	81	24%	Prefer not to answer	2	1%

Answered Question   332

Q16   What languages are most commonly spoken in your home?

	#	%		#	%
English	313	95%	Tagalog	4	1%
Urdu	34	10%	Tamil	4	1%
French	26	8%	American Sign Language	4	1%
Hindi	22	7%	Malayalam	3	1%
Punjabi	13	4%	German	2	1%
Arabic	10	3%	Gujarati	2	1%
Spanish	13	4%	Marathi	2	1%
Portuguese	6	2%	Dari	2	1%
Polish	5	2%	Prefer not to answer	3	1%
Cantonese	4	1%	Other	13	4%
Mandarin	4	1%			

Answered Question   329

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Report to: Milton Public Library Board

From: Janine Gallagher, Director, Human Resources

Sarah Douglas-Murray, CEO

Date: January 15, 2025

Subject: Strategic Workforce Plan and 2025 Human Resources Initiatives

Recommendation:

That the Milton Public Library Board receive the report entitled "Strategic Workforce Plan and 2025 Human Resources Initiatives" as information.

Background:

In October 2023 the Milton Public Library and the Town of Milton entered into a Service Level Agreement for the purpose of streamlining human resources services and enable the Library to utilize the expertise within the Town's Human Resources Division. As part of the Town's responsibilities of this agreement, the human resources services outlined in the Agreement are to be provided to the Library in the same manner in which the services are provided to the Town, and regular updates on these activities are to be reported to the Milton Public Library Board.

The Agreement also sets out that the Library will adopt the Town's HR policies, wherever feasible and appropriate, as determined by the Library Board and the Director, Human Resources, to promote a high level of accountability, transparency and consistency.

Although the Town's Human Resources work plan for 2025 is still being developed, there are a number of projects that have been planned or initiated for the coming year relating to the Library. This includes the development of a Strategic Workforce Plan and Competency Framework (SWP). In 2024 the Town issued an RFP for Consulting Services, and the SWP project was subsequently awarded to the consulting firm J. Macpherson and Associates. The project officially launched in September 2024 and is expected to be completed in the summer of 2025.

Report:

The Human Resources work plan for 2025 is in the process of being finalized, however, there are initiatives that were previously prioritized or are already in progress, outside of the day-to-

day HR activities, that directly relate to the Library's workforce. A summary of these initiatives are outlined below.

Strategic Workforce Plan and Competency Development

The Strategic Workforce Plan and Competency Framework project seeks to effectively optimize the Library's investment in people by identifying and aligning the skills/roles/capabilities required to deliver services and future priorities. It is expected to inform the effective delivery of the Library's recruitment, talent development, succession planning and performance management programs and will serve as a foundational element for the long-term growth and development of the Library's workforce.

With the significant growth of the community, advancements of technology and the evolution of the labour market, the Town and Library require a plan with a strong emphasis on determining and developing the required skills and competencies needed to effectively meet its goals and future service delivery needs.

J. Macpherson & Associates have been retained to support the Town and Library in developing the workforce plan. The consulting firm has significant experience in the area of HR strategy and transformation. The project launched in September 2024, and has included stakeholder interviews with the Library's leadership team, with further engagement planned for later this month to gather more information and input with respect to the skills, competencies and roles critical to the Library's current and future success. Existing and future studies, such as the Service Delivery Review and Library Master Plan will also be utilized to help inform the outcomes of this project.

A summer 2025 completion date is anticipated and any recommendations will be presented to the Board in September 2025.

Non-union Compensation Review

The Library aims to undertake regular fulsome reviews of its non-union compensation structure to assess and ensure external competitiveness, internal equity and pay equity compliance. The last compensation review took place in 2019.

The full scope of this project and anticipated completion date will be determined after an assessment of the existing pay structures and job evaluation tools/methodology has been

conducted. Further information will be shared with the Board regarding the scope and timelines of this project once the assessment has been completed.

Human Resources Policy Review

As all Library policies are required to be reviewed within each term of the Board, a number of human resources policies will be reviewed and presented to the Board throughout 2025. This review will include consideration to best practices, legislative updates through the Province's Working for Workers Act legislation, effective Library operations and alignment with Town policies, as appropriate. Over 10 existing policies related to the following topics will be reviewed and updated accordingly, for the Board's approval.

1. Recruitment
2. Employee Leaves
3. Recognition
4. Health and Safety

Staff Survey

Building on the engagement that was completed as part of the Service Delivery and Organizational Review a Staff Engagement Survey will be conducted in Spring 2024.

As such, this fulfils the following 2025 MPL Goal and Objective:

Goal: Organizational Effectiveness
Objective: Provide an update to the Board with respect to human resources related projects for 2025.

Recommendation:

That the Milton Public Library Board receive the report entitled "Strategic Workforce Plan and 2025 Human Resources Initiatives" as information.

Report to: Milton Public Library Board

From: Sarah Douglas-Murray, CEO and Chief Librarian
Kanta Kapoor, Director – Support Services

Date: January 15, 2025

Re: Remote Hold Lockers at Milton Sports Centre and Mattamy National Cycling Centre

Recommendation:

That the Milton Public Library Board receive the report entitled "Remote Hold Lockers at Milton Sport Centre and Mattamy National Cycling Centre"; and

THAT the Milton Public Library Board approve the purchase of Remote Hold Lockers based on the budget approved by the Town Council; and

THAT the Milton Public Library Board approve awarding the Hold Lockers implementation contract to Bibliotheca Inc., as the sole-source provider; and

THAT the CEO/Chief Librarian be authorized to increase the new capital project budget by 15% i.e., up to $204,488 plus HST, if required for contingencies or value-added enhancements; and

THAT the CEO/Chief Librarian be authorized to execute the resulting purchase order in accordance with the current Milton Public Library purchasing policy.

Background

At its October 2024 meeting, the Milton Public Library (MPL) Board directed staff to conduct a feasibility study on Book Vending Machines and Remote Hold Lockers. Staff presented the findings at the November Board meeting and recommended that the Board request the Town of Milton Council to include Remote Hold Lockers in the 2025 Capital and Operating Budget.

The feasibility study outlined the operating and capital budget requirements, which were reviewed as part of the Town of Milton Budget process and included in the approved 2025 Budget. The approved funding for Remote Hold Lockers includes the following:

- A new capital project with a budget of $177,815, funded 90% through development charges and 10% from the Library Capital Reserve, to purchase Remote Hold Lockers to meet the needs of the growing community.
- An increase in staff complement of 0.3143 FTE in 2025 to support the operational needs of the Remote Hold Lockers.

- an increase to the 2025 operating budget of $40,860 ($66,720 in 2026 once fully annualized) to cover the ongoing operating costs associated with the Remote Hold Lockers.

Report

Milton is experiencing substantial population growth, with new library branches not expected to open for another six years. While the Library's Master Plan is still under development, it is anticipated that the plan will recommend alternative library service points, such as hold lockers, to address the growing community's needs and bridge service gaps in the interim.

Remote Hold Lockers represent the most feasible option currently available. Staff propose installing two units—one at the Milton Sports Centre and another at the Mattamy National Cycling Centre—to serve residents in the southwest area of Milton. Town facilities and IT officials have been consulted to identify suitable locations that meet the devices' technical requirements at both sites.

Suppliers

Hold Lockers (Devices)

The Library has been working with Bibliotheca to fulfill its technological needs, such as sorters and self-checkout machines, due to their market leadership and reliable service. Additionally, after consulting with peer libraries, such as Mississauga Public Library, which recently acquired Bibliotheca Hold Lockers, staff recommend using Bibliotheca to procure the proposed two units with six towers each. While the exact configuration is still being finalized staff expect that the unit will be similar to the configuration included below.
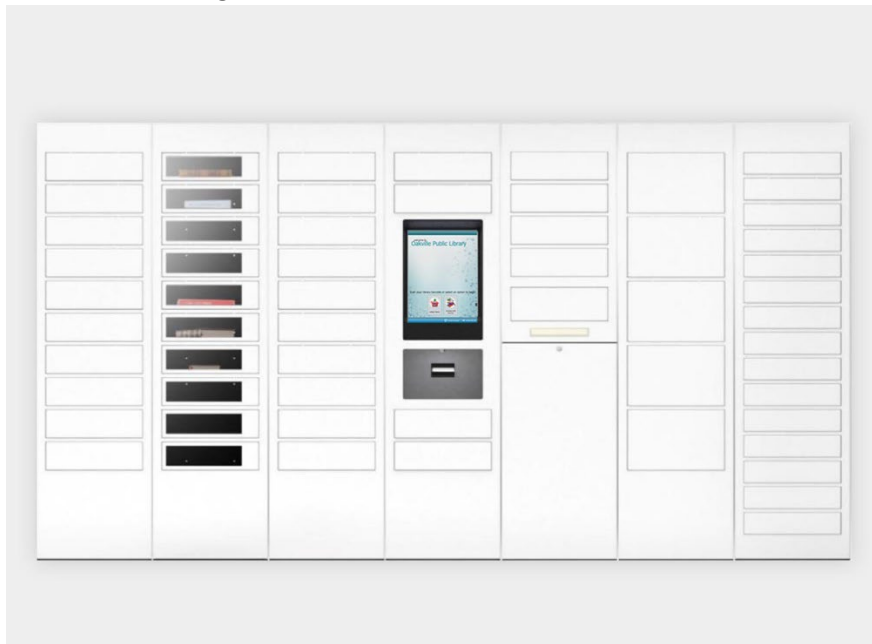
Collection

The Library acquires the majority of its collection through three vendors selected via an RFP process in 2022. The renewal process for this contract has been initiated, and the new contract will take effect in March. The collection for these hold lockers will be sourced from the selected vendors.

Cabling Work for the Data Port

Viridian Intelligent Building Technologies, the town's approved vendor for cabling work, will be engaged in extending the data port cable to the selected sites.

NCIP Licenses

Licenses for the hold lockers will be acquired through Innovative Inc., the Library's Integrated Library System (ILS) provider.

Budget

Capital Budget Requirement

The table below outlines the estimated initial cost to establish Remote Hold Lockers at the two proposed locations:

Table 1 – Cost Estimate for Remote Hold Locker

Item	Quantity	Estimated Cost*
Hold Lockers Units	2 with 6 towers	$ 155,000
Collection	Varied	$5,100
Cabling work for the Data Port	2	$1,550
Contingency (10%)		$16,165
Total		$177,815

* Includes net HST

It is currently expected that the cost would be funded 90% from development charges, and 10% from the library capital reserve in recognition of the potential benefit to existing development (including the extended hours noted above).

Operating Budget Requirement

In order to operationalize the units there would be annual operating costs to cover staff time and mileage to service the units as well as maintenance contracts and licenses as outlined in the following table. Staff recommend that the PT Support Service Assistant (.68 FTE) is the most appropriate position to be taking on the associate staffing tasks for this project and that to take on the additional responsibilities would need to be converted to 1.0 FTE. The 2025 Operating Cost estimates six months of staff time as staff estimate it will take approximately six months to procure and receive the units.

Item	Annual	2025 Operating	Comment

	Operating Cost	Cost	
Mileage	$2400	$1,200	Staff will go the sites to replenish the items
Devices' Maintenance	$20,000	$10,000	Annual Maintenance cost on the hold Lockers
Staffing	$24,000	$12,000	Currently, the staff has 0.6857 FTE (part time) allocated who will be repurposed to 1.0 FTE (full time)
Licenses	$5320	$2,660	NCIP Licenses as the tech requirement
Lifecycle Contribution	$15,000	$15,000	To provide for future rehabilitation and replacement of Remote Hold Locker and Collection material.
Total	$66,720	$40,860	

These operating costs were included in the approved 2025 Budget.

As such, this fulfills the following 2024 Goals and Objectives:

Goal: Meet the needs of patrons in new and exciting ways by increasing accessibility, convenience, and seamlessness of technology.

Objective: Provide the information and resources necessary for informed decision-making by the Board

This initiative ensures that MPL meets the growing demand for library services in the community while positioning the library as a hub of innovation and accessibility.

Recommendation:

That the Milton Public Library Board receive the report entitled "Remote Hold Lockers at Milton Sport Centre and Mattamy National Cycling Centre"; and

THAT the Milton Public Library Board approve the purchase of Remote Hold Lockers based on the budget approved by the Town Council; and

THAT the Milton Public Library Board approve awarding the Hold Lockers implementation contract to Bibliotheca Inc., as the sole-source provider; and

THAT the CEO/Chief Librarian be authorized to increase the new capital project budget by 15% i.e., up to $204,488 plus HST, if required for contingencies or value-added enhancements; and

THAT the CEO/Chief Librarian be authorized to execute the resulting purchase order in accordance with the current Milton Public Library purchasing policy.

Report to: Milton Public Library Board

From: Kanta Kapoor, Director, Support Services
Chris Dorscht, Director, Customer Experience
Chris Benitez, Manager, Main Library
Furrukh Inayat, Manager, Beaty Branch
Natalie Haid, Manager, Sherwood Branch
Fajar Parvez, Manager, Marketing & Communications

Date: January 15, 2025

Subject: Q4 (2024) Departmental Quarterly – Year-End Report
(October/November/December)

Recommendation:

That Milton Public Library Board receive the report entitled "Q4 Departmental Quarterly Report," for its information.

Background:

The two departments within MPL (Customer Experience and Support Services) contribute individually and collectively to achieving the annual action items supporting MPL's strategic goals and objectives. Departmental quarterly reports are provided for the Board's information and are intended to provide an overview and summary of the activities in each functional area.

Report:

GOAL #1 – Responsive Physical Resources

OVERVIEW

Physical Collection Maintenance and Merchandising:

In 2024, our library added over 20,000 new physical items to our collection, reflecting our dedication to offering a diverse and expansive range of resources to our community. Total circulation shows consistent growth, peaking in 2024, with the Main branch driving most of this increase. Beaty's circulation remains steady, while Sherwood demonstrates notable growth, especially from 2022 onward, indicating rising engagement. The lower numbers in 2020 reflect the impact of the COVID-19 pandemic, but recovery is evident from 2021, with significant gains between 2021 and 2022. This upward trend suggests strong efforts to promote physical collections and engage patrons. Moving forward, leveraging Sherwood's momentum, boosting

Beaty's circulation, and planning for the Main branch's increasing demand will be key to sustaining growth and meeting community needs.

Physical Circulation
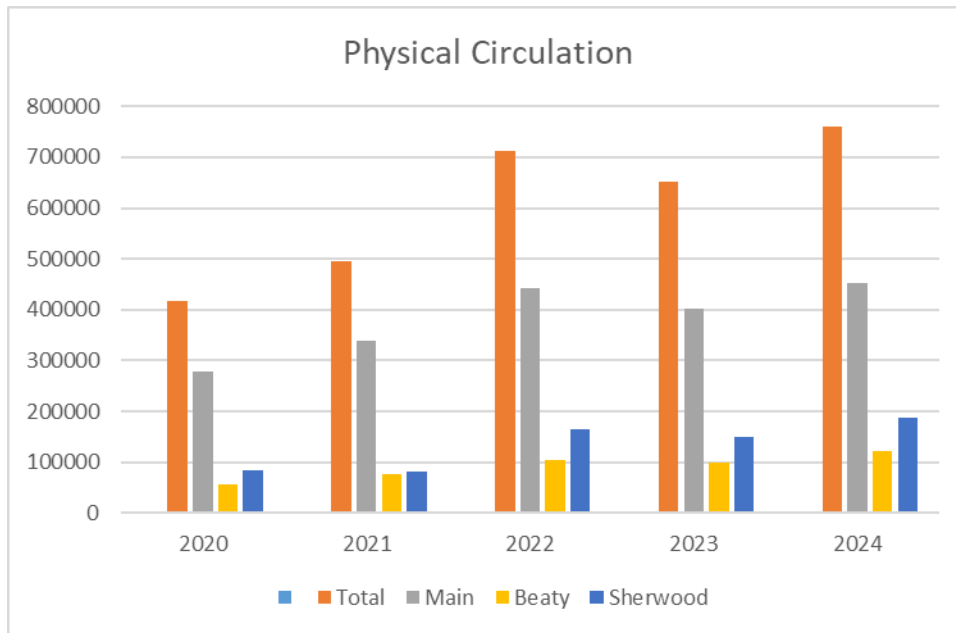
E-Resources:

Key E-Resources Usage highlights trends in library e-resource utilization from 2020 to 2024. Total Online Service Points consistently remained high, peaking in 2021, likely due to increased reliance on e-resources during the pandemic. Database Content use saw significant growth, nearly doubling over the period, reflecting heightened reliance on Milton Digital and other historical content. E-book/E-audiobook usage grew steadily until 2022 but experienced a slight decline thereafter, primarily due to increased costs, budget constraints, and usage caps implemented by staff. E-magazine usage saw a notable increase from 2023 onwards, driven by the popularity of the multilingual PressReader platform. Overall, the data underscores strong engagement with e-resources while identifying opportunities for targeted improvements to adapt to evolving user needs.

Key E-Resources Usage

Legend: Total Online Service Points — Ebook / Eaudiobook Use — Emagazine Use — Database Content Use
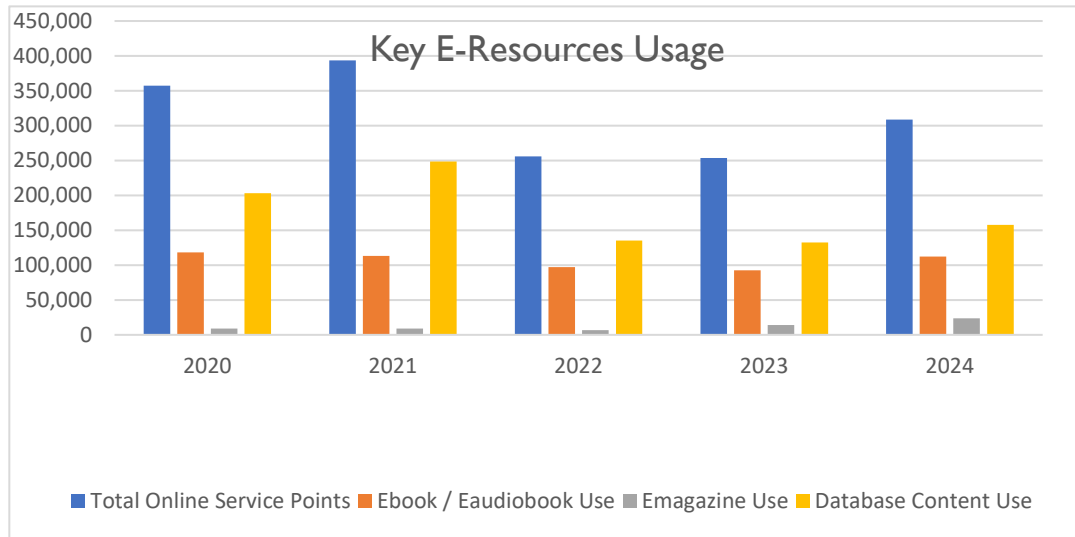
Interlibrary Loan:

Our commitment to providing extensive resources to our patrons is evident in the Interlibrary Loan (ILL) service, which successfully fulfilled approximately 2,000 requests in 2024. This represents a 14% decrease compared to the previous year. The decline was primarily due to the launch of a new system, which required Ontario Libraries to partially suspend ILL services for several weeks. Additionally, the Canada Post strike significantly disrupted operations, further impacting service delivery.

New Cardholders Registered

In 2024, Milton Public Library (MPL) welcomed an impressive 10,878 new patrons, reflecting a significant 24.39% increase compared to the previous year. This growth underscores the library's ongoing efforts to engage the community through innovative programs, a diverse collection, enhanced services, and outreach initiatives. The rise in new memberships highlights MPL's role as a vital community hub, attracting a wide range of users seeking access to resources, technology, and lifelong learning opportunities.

This achievement reflects MPL's commitment to fostering an inclusive and welcoming environment for all residents. The new patrons contribute to a total of 60,085 active cardholders, as defined by the Ministry of Tourism, Culture and Gaming and Sport which defines active library cardholders who have used their cards within the past two years.

Languages Read in the Home

In 2024, most MPL patrons reported that English was the only language spoken in the home. The top five languages read in the home, other than English, were: Urdu, French, Spanish, Arabic, and Hindi. As of 2024 MPL's patrons collectively read 70 different languages in their homes.

Overall Languages Read in the Home:

Urdu	7539	Mandarin	432	Vietnamese	158	Albanian	27	Bulgarian	11	Zulu	3
French	4666	Philippino, Filipino	426	Romanian	146	Dari	26	Czech	10	Danish	3
Arabic	3791	Russian	311	Sinhala,	114	Hungarian	26	Assyrian	10	Amharic	3
Spanish	2435	Italian	300	Turkish	112	Nepalese	25	Swedish	10	Latvian	3
Hindi	2379	Korean	272	Ukrainian	110	Afrikaans	21	Akan	7	Tigrena	3
Punjabi	1216	Malayalam	270	ASL	108	Somali	19	Kurdish	7	Latin	2
Tamil	831	Bengali	264	Yoruba	106	Indonesian	18	Bosnian	6	Norwegian	2
Polish	718	Telugu	249	Marathi	104	Dutch	16	Tibetan	6	Ndebele	2
Portuguese	577	Farsi	218	Serbian	99	Swahili	15	Maltese	5	Slovene	1
Cantonese	546	Croatian	210	Greek	94	Slovak	14	Shona	4		
Tagalog	510	German	201	Pashto,	61	Thai	12	Finnish	4		
Gujarati	468	Persian	165	Japanese	49	Macedonian	11	Lithuanian	4		

GOAL #2 – Ideas and Experiences

OVERVIEW

In Q4, library statistics highlighted a notable increase in participation in library programs compared to the year prior. Attendance across portfolios saw an increase compared to the same quarter in 2023 indicating a growing interest in the library's diverse offerings. The growth suggests that the library's focus on curating relevant and engaging programs is successfully attracting more patrons and fostering stronger community connections. The increase in program participation underscores the library's role as a vibrant hub for learning, creativity, and social interaction.

Footfall

The footfall for each branch in Q4 saw some adjustments in comparison to the same period in 2023. The Main Library saw a decrease of attendance with 95,381 visitors in Q4 compared to 102,018 in 2023. Beaty Branch saw a slight increase with 16,765 in 2024 compared to 15,238 in 2023. Sherwood Branch saw significant growth with 51,177 in 2024 compared to 21,078 in 2023. System wide, there was a total of 163,323 visitors in Q4, compared to 138,334 at the same period last year, an increase of 24,989.
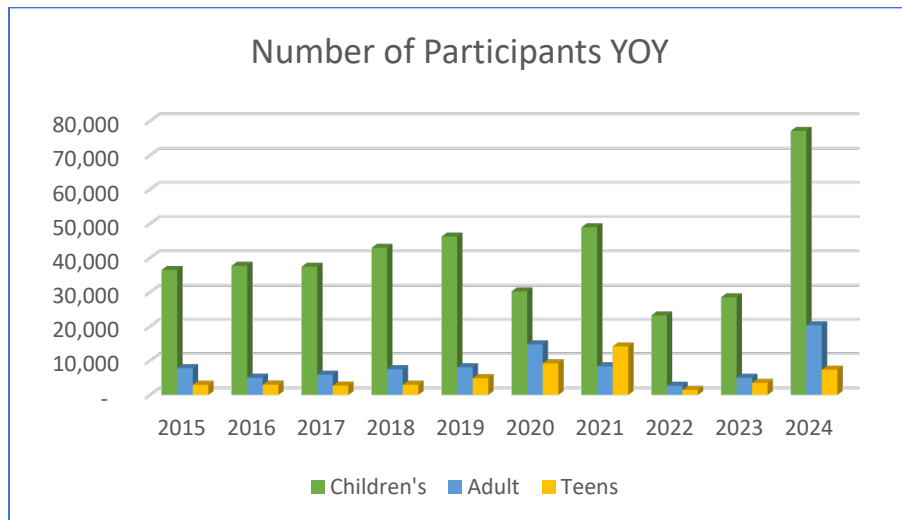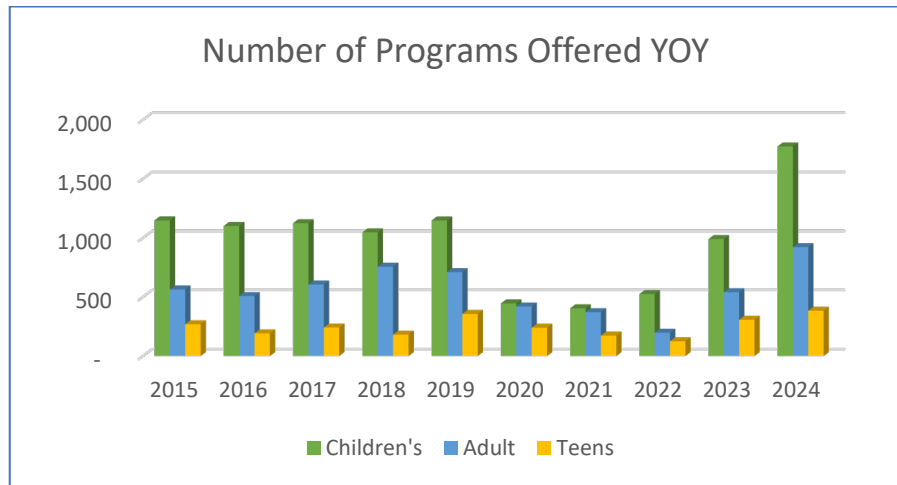
In 2024 the system saw a total footfall of 637,232 compared to 511,4448 in 2024. This is an increase of 125,784 visitors. Both 2023 and 2024 footfalls surpass yearly footfall seen prior to the pandemic, which averaged 433,528 visits per year between 2017 and 2019.
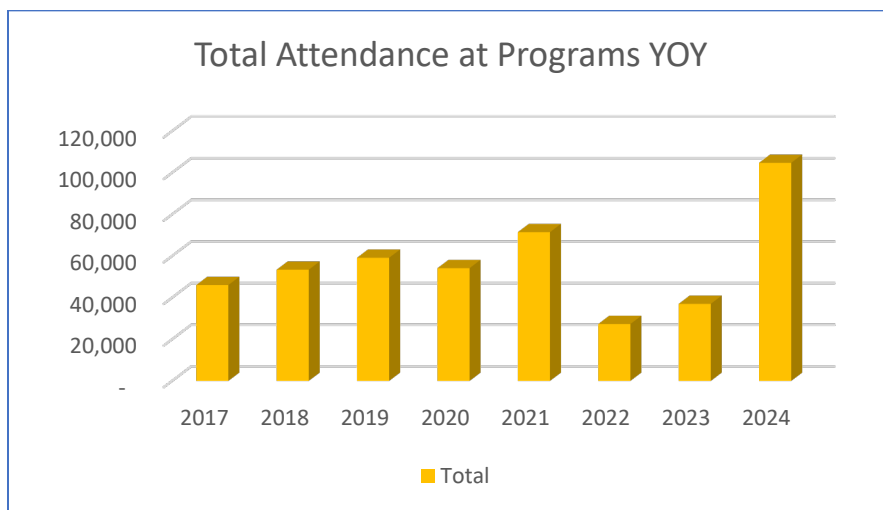

System Total In-House People Stats

2017 • 2018 • 2019 • 2020 • 2021 • 2022 • 2023 • 2024
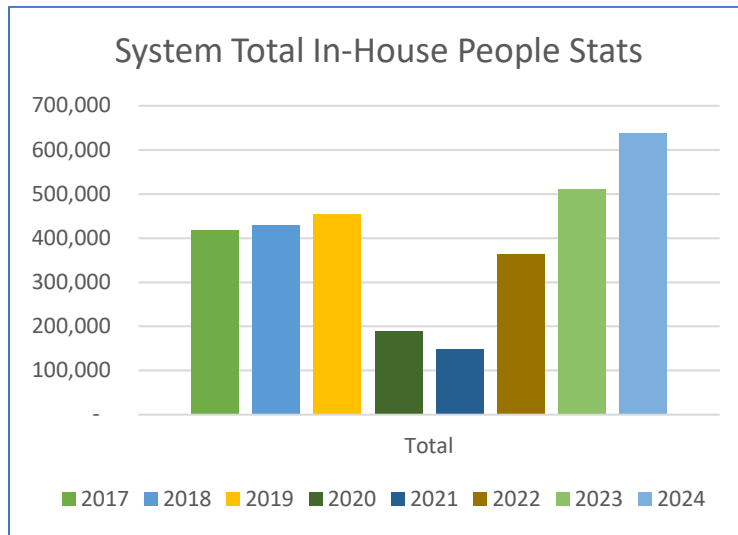
Q4 / YEAR END PROGRAMS

Milton Public Library had an incredibly successful Q4 with its community-led programming. A total of 833 programs were offered in Q4 across the system and portfolios (Adult, Teen, Children's), compared to 583 programs in the same time period in 2023. With the increase of programs offered, total participation also increased with a total of 24,420 participants in 2023, compared to 8,002 in 2023. Program participation is calculated using registered, drop-in and passive (colouring sheets, seed giveaway, etc.) counts for each offering.

The Milton Public Library expanded its programming for 2024, offering a wider variety of events to meet the growing needs of the community. New programs focus on literacy, arts, new-comers, technology, and wellness, with options for all age groups. This increase reflects the library's dedication to providing meaningful learning experiences and fostering connections as it prepares to celebrate its 170th anniversary in 2025. The library offered a total of 3,078 registered, drop-in or passive program instances throughout the year. This up from 1,837 offered in 2023, and demonstrates significant year over year growth.

Number of Programs Offered YOY

Number of Participants YOY

Total Programs Offered YOY

Total Attendance at Programs YOY

Children's Programs

- In Q4 of 2024 MPL had 433 children's program offering with 18,777 patrons attending or participating. This was an increase of 130 program offerings from Q4 2023 and saw a significant increase in program attendance.
- On November 9, MPL hosted an event celebrating a popular Australian Blue Heeler canine at its Main branch which was one of the highest attended programs of the year. Approximately 400 patrons participated in themed activities, crafts, photo opportunities, button making, and more.
- Children's author Lana Button joined MPL for a special PD day story time at Sherwood on November 29 which was a hit.

- On Saturdays in November, approximately 55 children dropped by Beaty Branch to write a letter to Santa, as the strike continued, the program was extended to all three branches until mid December.
- Preparation for the annual Battle of the Books got underway in Q4 with greater cooperation between the regional library systems to ensure all Halton schools have a consistent experience. This year a regional battle will be held in May 2025 at Halton Hills Public Library. This will be the first one in 5 years.
- MPL introduced two new additions to its rotation of early literacy programs, Jumping and Jamming at Main, and Tales for Toddlers at Sherwood. MPL is experimenting with a changed programming rotation to find offerings which best fit the needs of its customers, moving to more drop-in programs.
- On October 4, the Town of Milton Fire and Rescue Services visited Sherwood Branch to attend a story time facilitated by MPL staff. One participant shared feedback via the program survey; "*The story time was very thoughtfully planned and executed. We loved the craft activities, meeting the firefighters and going through the fire truck. Thank you!”*
- On October 4, from 6:30 to 8 pm, the Children's Services Librarian held a Spooky Stories by the Campfire program at Kelso Conservation Area, in collaboration the HRCA. Families were treated to songs, spooky stories and smores! The smores were new to a few participants, who were eager to try them. *“This was a fun event. The ladies were terrific in leading the program, engaging the group and making it so memorable. I think content was appropriate for age 6 and up. My younger grandson would have loved the chants and dancing! Thanks so very much for a wonderful evening!”*
- In recognition of October being Islamic Heritage Month CS Associate, staff held two story times using the wonderful written and illustrated book, "Journey of the Midnight Sun by Shazia Afzal". The book tells the story of the construction and transportation of the Midnight Sun Mosque from Winnipeg to Inuvik and the community who made it happen. As shared by a participant through the program survey; *“My daughter thoroughly enjoyed listening to the story and participating in a small craft activity.”*
- MPL hosted all of the grade K-4 classes from St. Benedict's with 200 students visiting the branch during the week of December 2nd continuing a yearly tradition which paused with the pandemic.

Teen Programs
- In Q4 of 2024 MPL offered 101 Teen programs with 1,176 teens participated in the programs. This was an increase of almost 50% from Q4 2023 program offerings.
- MPL put together a closing ceremony for the Medicine Learning Garden on Oct 5th, during the season 500 plus volunteer hours were awarded to the teens who participated in the gardening programs.

- MPL in collaboration with external partners (Just be You, Unsinkable, ROCK and others) hosted a Mental Health Awareness Fair in Nov, it was well received by the community. Approx. 170 members of the community participated in the fair. To engage the community, various craft activities were offered, Therapy Dogs from St. Johns Ambulance were also present on the day of Fair.
- MPL in collaboration with BeaYoutiful Foundation hosted a Leadership & Confidence Building Workshop for teens and tweens girls.
- MPL offered Multigenerational Sewing programs for the community that provided the opportunity for Teens, spending and working together with their parents and grandparents.
- To honour the veterans and military personnel, MPL put together a holiday card making programs where teens came together and made holiday cards for them.
- MPL offered Red Scarf Project where teens learned and used their knitting skill to knit scarfs for The Positive Health Network as a donation by MPL.
- MPL offered The Intergenerational Games Night for Teens and Seniors. This provide the opportunity for both generations to spend time and play games together.

Adult Programs

In the last quarter of 2024, MPL offered a total of 299 Adult programs to seniors, adults of all abilities, and newcomers. We welcomed a total of 4,467 adults to programs ranging from financial literacy (Frauds and Scams with Halton Police) to cultural artistry (African Dance Workshop; Medicine Bag Workshop) to fabrication (Sewing for Beginners). We strengthened our senior programming by offering additional sessions of Memory, Movement and Mindfulness, hosting historian, Andy Robertshaw, at the Legion for a special Remembrance Day presentation, and creating a 170th Anniversary community collage in our Artist-in-Residence program. We adapted our Creative Connections program to suit a variety of audiences, established meaningful partnerships (Halton Black Voices) and held an array of large-scale programs.

In 2024, the adult portfolio produced 915 programs and welcomed a total of 20,342 adult participants, a significant increase from the 2023 total of 5,008 programs.

Tech Fair
On Saturday October 19, MPL featured our first Tech Fair at Sherwood Branch. We welcomed 17 technology start-ups, non-profits, and organizations to showcase their latest technologies. 1,000 patrons learned about space exploration, robotics, e-bike and environmental technologies, videogame development, and so much more. We also simultaneously held a tech collection to promote sustainable use of technologies.

Festival of Lights
On Saturday October 26, MPL extended Diwali celebrations to include a variety of backgrounds and ways of celebration. Offering an event with rangoli installations, dancing, antakshari, chai, and entertainment, MPL was able to provide an avenue by which community members could gather to share stories, experiences, and histories as they pertain to the Festival of Lights – Diwali. We welcomed a total of 200 people, with 31 taking part in henna art, 45 in chai refreshments, and 16 in the art workshop.

Red Scarf Campaign
In collaboration with the Positive Health Network, MPL's knitting circle participants along with generous members of the community were able to construct 48 red scarves to raise awareness of HIV/Aids and observe December 1st as World AIDS Day. After being placed on display on our branch Christmas Trees, the scarves were donated to the local women's shelter and provided to those community members who expressed a specific need.

Adult Advent Calendar
For the first 15 days of December, MPL helped adult patrons prepare for the holiday season by creating an advent calendar of passive and active programs. Patrons were encouraged to create their own gift wrap, cozy up with a good book, and engage in self-reflection before the hectic holiday season, just to name a few of the activities. We kicked off the 15 days with a Open Mic or local authors, poets and writers on December and ended the festivities with a artisan market on December 15th. The calendar brought 1,100 patrons into the library to retrieve take-n-makes or take part in related programs across the system.

Artisan Market
On December 15th, MPL hosted an Artisan Market, featuring the wares of 26 local vendors from a variety of cultural backgrounds, demographics, and abilities. Booths consisted of woodworking, fabrication (macramé, etc.) original art, health and wellness (essential oils, soaps, candles), jewelry creation, etc. One vendor expressed a total of $640 in sales and others were quite pleased with the turnout of approximately 400 patrons. We were able to promote our Tech Hub as a potential small business amplifier and received 6 Summer Reading Club prizes through vendor donations.

OBOM
2024 One Book One Milton (OBOM) is *Moon of the Turning Leaves* by Waubgeshig Rice. The final event 'An Evening with Waubgeshig Rice took place on Wednesday, November 20th to a near capacity crowd. The event was hosted by MPLs Indigenous Advisor, Sherry Saevil, and was well received by the community. Planning for OBOM 2025 has began by looking to the library staff to bring their suggestions forward and then to vote on their top choice.

Book Sale 2024

The Book Sale at Main's Teal Room took place from November 9 to 17, showcasing over 8,000 items. It drew significant community interest, particularly during the first weekend. However, the limited space in the Teal Room posed challenges: we were unable to display all the items simultaneously, resulting in wait times of over 30 minutes for attendees. Despite these constraints, the sale generated $4,275.00 in revenue.

GOAL #3 – Community Connections and Collaboration

OVERVIEW

MPL has enacted several key partnerships this past quarter aimed at enhancing community services and expanding its resources. These collaborations with local organizations and cultural groups have enabled the library to offer a broader range of programs, from needed community supports for all ages to cultural events, and provide access to additional resources and expertise. Through these strategic partnerships, MPL is strengthening its role as a community hub, fostering greater engagement, and ensuring that it meets the diverse needs of its patrons.

Children's

- The Children's Services Librarian met virtually with Sheldon Williams and Dionne Downer from the Canadian Caribbean Association of Halton, on November 20, to discuss the return of the Reading Corner or similar regular ongoing children's programming partnership. The partnership will resume in February 2025, as part of Black History Month, and continue on a quarterly basis.
- In November The Children's Services Librarian met with Kerry Anne from Halton Black Voices (HBV) to discuss potential partnership opportunities for children's programming at MPL. HBV has a program Look Like Me, Read Like Me that runs at Oakville Public Library. It will launch in April 2025 as a monthly program
- The Children's Services Librarian, coordinated with Halton Region Oral Health Educators to have an Oral Health Educator visit storytimes the week of November 4th. where she shared information about the Healthy Smiles program and other dental services available to families with children from 0-17. Participants were provided with a small tote bag containing children's oral health supplies. Interested participants were able to schedule their initial oral health screening visits with the educators at one of the three library locations later in the month.
- The Kids and Me program at Beaty on Monday morning continues to see an increase in participants since its return to the branch in September. There is a small core group of families that attend each week combined with those who drop in to see what it is all about. The Kids and Me at Viola Desmond has approximately 22 regular families attend each week, rounded out by those who have been referred for a specific purpose.

- MPL participated in several children's focused outreach events including attending the Halton Catholic District School Board open house at St. Scholastica, the Calling All Three-Year Olds event facilitated by the Halton District School Board at Viola Desmond and the Irma Coulson's Open House in the evening reaching hundreds of families who's children are attending school for the first time and introducing them to their local library.
- The Milton Chinese Association facilitated an Autumn Festival storytime on October 26, and the families in attendance learned about the Chinese Mid Autumn Festival and the different types and styles of Moon Cakes.
- MPL renewed its partnership with Kerry's Place Autism Services in December to continue its in person consultation services at the Main branch for 2025.

Teens
- MPL partnered with Creative Community Hive to offered intergenerational Sewing programs for the community.
- MPL partnered with BeaYoutiful Foundation to offered Leadership & Confidence Building Workshop for Teen and Tweens girls.
- MPL Partnered with Just Be You, Unsinkable and ROCK to hosted a Mental Health Awareness Fair for the community.
- MPL in partnership with Bridges EDU Scholarships offered The Secrets to Scholarships Research and Writing program to provide the opportunity for teens to learn and write for scholarships.

Adult
- MPL partnered with Halton Black Voices to create a series of programs that would meet the needs of Black community members in an engaging and educated manner. The first of these sessions included a fun, interactive game night in November, followed by a relaxing and meditative journaling session in December.
- We are excited to announce a partnership with Help a Girl Out, a non-for-profit organization that looks to provide awareness surrounding period poverty and introduce community members to sewing on sewing machines by creating reusable menstrual pads. These pads are later donated to women in our community.
- MPL continues to partner with SAMM (South Asian Mommies of Milton) to offer a social gathering for South Asian mothers at our Beaty Branch.
- We continue to partner with HMC Connection to offer English Conversation circles and have implemented a reading program that works as an extension to the conversation circles.
- MPL is strengthening our partnership with Halton Community Legal services to offer additional programs that will extend beyond one-on-one legal consultation.
- We continue to offer our Podcast and Pints program with Third Moon Brewery and looking at ways to strengthen this partnership by co-hosting large-scale events.

GOAL #4 – Outstanding Library Service Delivery

OVERVIEW

Each department (Customer Experience, Support Services, Branches and IT) continually works to develop their staff skills and provide excellent customer service.

Training

ILS Implementation Training

Throughout November and December, various staff members, at all levels, participated in virtual training for the implementation of the new ILS system, scheduled for release on February 6, 2025.

Manager Training

The Management and Leadership teams gathered at the Main Library on November 28th for a days long training session facilitated by the Director, Customer Experience. The first half of the training covered 'How to be a Manager', looking at Manager Expectations, Leadership Styles, Communication, and Conflict Resolution. The second half of the day focused on evaluating our current Customer Experience landscape and the initial development of a Customer Experience Framework for MPL. This will begin an extended process of working with staff on developing a Customer Experience strategy for the Library in the coming year.

Q4 Town Hall

During the annual all-day Staff Development Day on November 4, staff were provided with external training from the Halton Children's Aid Society regarding Duty to Report and from Pflag Halton, who provided insight into creative affirming and positive spaces, in particular those in the 2SLGBTQ+ community.

Children's Programming

The Children's Services Librarian and Manager, Main Library developed a training strategy to re-fresh and train Associate staff on delivering Children's programming. This training is to bring a consistent delivery of programs across the system for current and future staff. Training was held over several 90-minute sessions delivered by the Children's Service Librarian throughout December.

Professional Development

Halton Regional Health
Members of the leadership, management and librarian team attended the Neighbourhood Group Networking event on November 6. The event brought the MPL team up-to-date on the Regions work with various programs, including the Kids and Me program that is run at Beaty and other locations.

Halton Growing Together
The Director, Customer Experience and Manager, Beaty Branch attending the Halton Growing Together conference facilitated by Halton police. The annual conference informs community partners on the challenges currently faced by the region including racism, violence, and discrimination, and at the same time brings everyone to celebrate our diversity and shared stories.
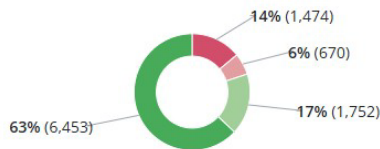
Children and Youth Expo
The Children's Services Librarian and Main Branch Manger attended the Child and Youth Expo for the day. It was hosted at the North York Public Library in Toronto. While there they both had the opportunity to meet and network with other librarians and children's programming staff and learn about programming and various initiatives that have been successful at other library systems in Ontario.

Customer Experience
Patron comments provide opportunities for library users to give feedback on programs and resources, ask questions, and/or suggest new services. Feedback is collected through a number of channels, such as: post-program feedback forms, Google Reviews, Happy or Not Kiosks located at each branch, and through the Libraries communication channels (email, phone, text, etc.).

In Branch 'Happy or Not' Feedback
During Q4, 10,349 responses where received in the period with 80% giving MPL at "Very Happy" or "Happy" rating which is the same with past quarters. Results were the similar across all branches. The breakdown of the results is presented below:

Beaty Branch - #0028	80
Main Library Terminal - #0137	76
Sherwood Library Terminal - #0007	72

Pie chart values: 14% (1,474), 6% (670), 17% (1,752), 63% (6,453)
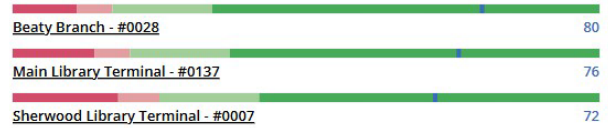
Post Program Feedback Surveys

Post program emails are sent to all patrons on hours after the program. Patrons have the ability to rate the programs out of 4 stars (4 being Very Happy) and provide the program name, facilitator name and general feedback. In Q4, 405 comments were left with 89% of patrons giving our programs 4 of out 4 stars (the same as the last quarter). This strong rating is a testament to the high quality of programs our staff continue to provide the Milton community.

A total of 1,310 comments were left for the 2024 year (Note: this rating feedback began on February 2, 2024). Of the ratings received during the year: 89% gave 4 stars, 7% 3 stars, 2% 2 stars and 2% 1 star.

Comments collected via the post-event emails for Q4 include:

"I enjoyed this painting program and the format of following a video tutorial to create our painting and learn new techniques. I would love to see more sessions of painting programs of this format in the future!" – Paint in the Afternoon at Beaty

"The instructor provided very interesting information on medicine bags, their shapes and how they are made and potentially embellished. I enjoyed learning about the medicines that were traditionally put in the bags, how they were grown and used." – Seeing a Medicine Bag

"This was an excellent talk. Andy was very knowledgeable and gave me a much better understanding of how daily life looked in the front line trenches during WW1." – An Evening with Andy Robertshaw

"Fun interactive 30 min, helps moms get out of the house and there's lots of fun activities– Mindfulness meditation." – Baby Time

"Great Initiative by Milton Public Library to include and celebrate Diwali - The Festival of Lights event with the community. The event was a big success and was attended by so many community members in the town. Thank you." – Diwali: Festival of Lights

"We attended the childrens version of the program. It's a good concept, but there is a lot of room for improvement. The pictures of the moccasins were small. She only physically had one pair to show. There was no map to show where the various Nations lived and how that was reflected in their shoes." – Moccasin Identifier

Google & Social Media Feedback

Comments collected via Google Reviews for Q4 include:

"I want to express my most appreciation to librarian Corrina M. tohave taken the time to assist me [...] Corrina, thank you so much, I amvery appreciative of your kind support. You went beyond your dutyand I will always remember that you helped me.." Main Library – 5/5

"Nice librarians and the wait for placing holds don't eventake all that long. Loved it!" - Sherwood Branch – 5/5

Comments collected via Social Media for Q4 include:

"*It was truly one of the highlights of my life meeting Waub!"*

"I enjoyed the presentation. It was very informative and interesting!"

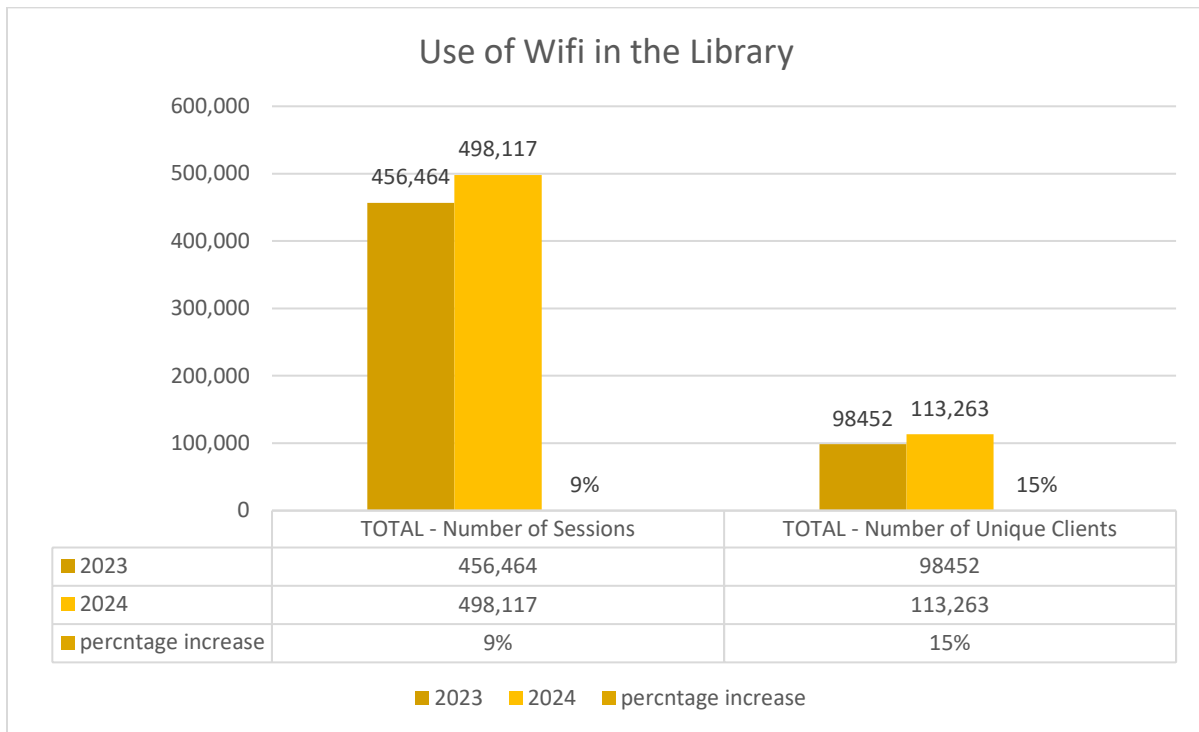| Social and Email Marketing 2024 YTD Stats	
New Facebook Likes	161
New Twitter Follows	
Facebook - Total Followers	5,073
Instagram - Total Followers	4,344
YouTube - Total Subscribers	289
Twitter - Profile Visits	N/A
Facebook - Post Clicks / Engagement	2,175
Instagram - Post Clicks / Engagement	3,151
eNewsletter Open Rate	30%
eNewsletter Click Rate	3%
eNewsletter Subscribers	58,870

Marketing:

- Printed newsletters for Q4 and placed in all branches – 1,000 copies system wide distributed.
- Continued promoting the Library Sign Up campaign through Transit ads, TV Network and Social Media
- Developed communications plan for the new Library System and started promotions
- Finalized the subsite for Marketing for the new Sharedpoint Intranet
- Finalized and updated the website with a new Language Resource page
- Continued promotions for the OBOM event through TV, radio, social and paid advertising
- Celebrated Ontario Library Week with a giveaway contest in all 3 branches
- Compiled all the Tech initiatives and sent a Media release to media list
- Developed a Master Plan page and promoted surveys and held a giveaway competition
- Went to Humble Bees shop to shoot honey making process and promoted on socials
- Organized and shared speaking notes to the CEO for Radio Interviews to promote various initiatives
- Prepared FAQs for staff for the new ILS
- Promoted the Adult Advent Calendar on social, email, print and media
- Prepared signs for Halton Hospital for Book donation
- Sent emails to patrons with, without fines and inactive patrons for notice of recovery and to reengage
- Developed plan and started promoting 170 anniversary
- Developed and distributed Printed newsletter for Q1 2025

Technology:

Wifi Usage

The data highlights a notable increase in WiFi usage at the library from 2023 to 2024. The total number of sessions grew by 9%, rising from 456,464 to 498,117, while the total number of unique clients increased by 15%, from 98,452 to 113,263. This significant growth in unique clients suggests that the library has successfully expanded its user base, attracting more individuals to utilize its services. Overall, this upward trend in WiFi usage reflects the library's

growing role in providing essential digital connectivity and highlights the need for continued investment in infrastructure to meet increasing demand.

Use of Wifi in the Library

	TOTAL - Number of Sessions	TOTAL - Number of Unique Clients
2023	456,464	98452
2024	498,117	113,263
percntage increase	9%	15%

■ 2023 ■ 2024 ■ percntage increase

Mobile App Usage

The data highlights a significant growth in the mobile app's performance from 2023 to 2024 across key metrics: Visitors, Sessions, and Page Views. Visitors increased by approximately 30%, rising from 133,600 in 2023 to 173,561 in 2024. Similarly, sessions grew by 28.3%, from 174,335 to 223,679. Page views, a critical indicator of user engagement, experienced a substantial rise of 25.7%, reaching 3,063,916 in 2024 compared to 2,437,545 in 2023. This consistent upward trend suggests improved app features, content, or successful marketing strategies that have boosted user interest and engagement. To sustain this momentum, it is crucial to analyze user feedback, refine the app experience, and explore opportunities to further enhance engagement.

Mobile App Analysis

Area | Bar | Column | Line | Spline
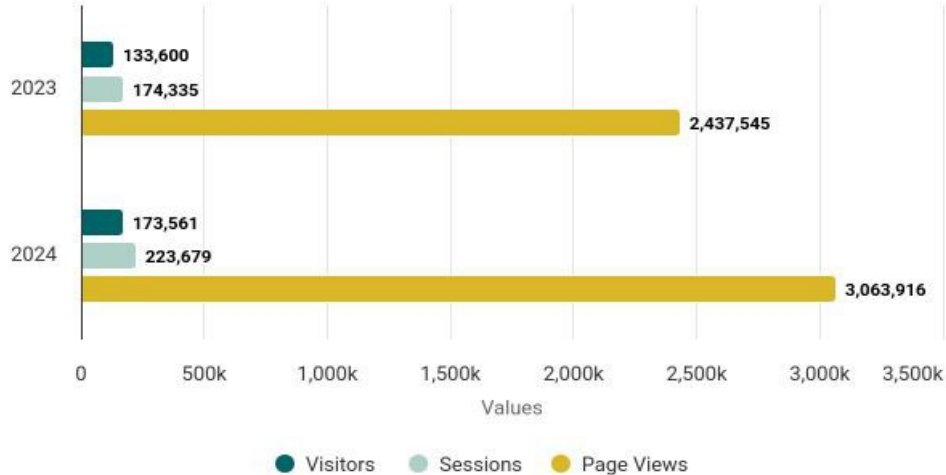
Library Website Usage

The quarterly analysis of the library website reveals a positive growth trend following the launch of the new website in September 2023. Comparing data from Q4 2023 and Q4 2024, there has been a steady increase in all key metrics: visitors, sessions, and page views. Visitors rose from 67,144 to 70,049, sessions increased from 81,655 to 85,024, and page views climbed from 128,434 to 134,108, indicating growth rates of approximately 4-5%. The newly launched website appears to have enhanced user experience and engagement, contributing to these upward trends.

Library Website- Quarterly Analysis Trends

Area | Bar | Column | Line | Spline
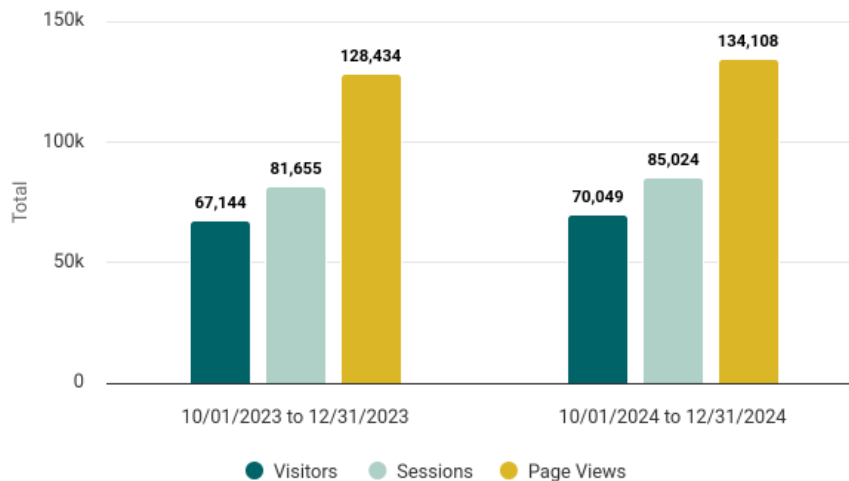
Printing Services

In early 2024, the Library launched an innovative self-service printing system, enabling users to submit print jobs from various devices, including Android® and Apple iOS® apps. Patrons can print from any location and securely retrieve documents by entering a unique code at Library terminals, ensuring privacy. The system supports multiple payment options, such as Google Pay, Apple Pay, and Visa, offering a seamless experience. This enhancement led to a 12.2% revenue increase from printing services in Q4 compared to Q3, 2024.

Laptop Kiosk at Main

The laptop kiosk at the Main Branch went live in late September, featuring laptops, MacBooks, iPads, and power bars. During the Q4, the kiosk saw 9000 checkouts reflecting strong community engagement with the new service.

Tech Hub at Sherwood

Launched in Q4, the Sherwood Tech Hub features a Circuit machine, a sublimation printer, iMacs, and a 3D printer, with additional technology upgrades planned for early next year. To further support equitable access, two Dell desktops were introduced, complementing the laptops and Apple devices available through the kiosk to meet community preferences.

SUMMARY

Q4 and year end statistics continue to demonstrate the value Miltonian place on accessing MPL's services and collections. MPL continues to find new and innovative ways to connect to the Milton community.

Staff will continue to monitor both short and long-term statistical trends at MPL and in the broader library community to ensure that MPL remains relevant, current, and responsive, in addition to achieving its goals and objectives.

As such, this fulfills the following 2024 MPL Goal and Objective:

Goal: Organisational Effectiveness
Objective: Continued focus on customer service excellence

Recommendation:

That Milton Public Library Board receive the report entitled "Q4 Departmental Quarterly Report," for its information.

Discussion Item 6.5

Report to: Milton Public Library Board

From: Sarah Douglas-Murray, CEO and Chief Librarian

Date: January 15, 2025

Subject: CEO & Chief Librarian's Monthly Report

Recommendation:

That Milton Public Library Board receives the CEO & Chief Librarian Monthly Report for January 2025.

Background:
The CEO and Chief Librarian produces a monthly report to provide the Board with a summary of current and upcoming projects and initiatives. More detailed quarterly reports are also be provided to the Board in April, September, October and January. The reports are organized into sections that align with the Service Areas as outline in the Draft Master Plan.

Report:
Advocacy, Governance and Funding

Canada Summer Jobs

MPL has applied for funding for five Library Assistant positions through the Canada Summer Jobs Prorgam. If funded the positions would be 8-10 week contracts and would assist librarian staff in the planning, organization, and execution of a variety of library programs and events.

Young Canada Works

MPL has applied for the two Young Canada Works positions for 2025. The two positions applied for are a Outreach Literacy Coordinator – Multilingual and a Diversity Audit Assistant. If funded the postions would be 26 week contracts at 24 hours per week and begin sometime late Spring/Summer depending on grant notification.

Halton Health/Milton District Hospital Partnership
We are pleased to announce our on-going partnership with Halton Health/Milton District hospital will expand in 2025.We will continue to offer our Baby Bee's First Reads program into 2025 due to additional financial support from Milton Community Resource Centre.

MPL will also be partnering with the NICU at Halton Health to promote early literacy and support caregivers in the NICU environment. To educate families about the importance of early literacy, the Library will provide a display rack featuring a selection of early literacy books in the Maternity Area. The rack will include a branded wrap designed by the marketing team to showcase MPL's identity.

On January 27th, Family Literacy Day, we will be holding a small launch event at the hospital.

Ontario Public Library Service Awards
MPL has two projects that have been shortlisted for the [Ontario Public Library Service Awards](#) for *our Cloud based printing solution* and *The Hand-Me-Down Project* ! More details on both projects are included below.

The Ontario Public Library Service Awards recognize Ontario's public libraries for their creative library service ideas. There are two awards, each with categories for large, medium, and small libraries:

- Minister's Award for Innovation recognizes successful new approaches that demonstrate a positive impact in a community and are of continued value to public libraries
- Angus Mowat Award of Excellence recognizes a commitment to excellence in the delivery of public library service; these services can be old or new and can be ongoing

An independent committee of public library sector representatives review award submissions. Winners will be announced in January at the annual Ontario Library Association Super Conference on January 30, 2025.

MPL's two shortlisted projects are;

- Cloud-based printing solution: enhancing accessibility and convenience at Milton Public Library
  Milton Public Library launched a cutting-edge, cloud-based printing solution in early 2024, revolutionizing patron access by allowing printing from anywhere through a user-friendly app. This service generates a secure PIN for print release at the library, while offering seamless payment options via Google Pay and Apple Pay. Demonstrating exceptional community impact, first-quarter usage nearly matched the library's typical annual volume, highlighting its success. This initiative exemplifies the library's commitment to delivering innovative, accessible and convenient services.
- Bridging generations: The Hand-Me-Down Project
  Milton Public Library's The Hand-Me-Down Project was a dynamic initiative designed to celebrate and leverage the rich experiences of local seniors by connecting them with younger generations in the community. Through a series of intergenerational workshops, the project focused on skills sharing in areas such as trade, crafting and culinary arts. These workshops fostered meaningful interactions, cultural exchange, and mutual learning between seniors and youth, creating a space where knowledge was passed down and preserved.

Winter 2025 Newsletter
The printed newsletters for Winter 2025 are available at all Branches. A copy is included as an attachement to his report.

Radio Partnership
MPL has extended it's radio partnership with FM101 to 2025. The partnership included Monthly interviews with the CEO as well as a varity of radio spots promoting MPL programs and events

Mental Health Wellness Fair Coverage
Your TV dropped by the Mental Health Wellnessthat was helid in November. The coverage can be viewed at https://www.youtube.com/watch?v=L1iz4CVPDTw.

<u>**Staffing and Training**</u>

Finance Manager Position
A revised Job Description (JD) for the vacant Finance Manager position has been created. The updated position clearly outlines responsibilities for both Finance and Administration as was suggested as part of the Service Delivery and Organizational Review. The updated JD is being evaluated by Mercer, the third-party organization that reviews all Town of Milton Non-Union positions. Once the Job Evaluation is complete the position will be posted.

Full Time Customer Serice Assocaites
The two Full Time Customer Serice Assocaite postions that were approved in the 2025 Budget (converted from PT 24 hour postions) were posted in December and interviews are currently taking place. We expect for staff to start their positons in early February.

Staff Training and Development Day
The first Staff Tramimg and Development day of 2025 will be held on Monday January 20, 2025. The focus of the day will be on traning related to the new ILS system Polaris that will be launched on Februrary 6, 2025

<u>**Technology**</u>

Integrated Library System (ILS) Updates
The ILS migration project remains on schedule. A comprehensive update was shared with staff during the Town Hall on November 4, and training is actively underway for all staff. Staff champions from various areas are been placed on a number of committees, which have begun drafting a detailed staff manual. Additionally, an FAQ webpage for patrons has been launched to address common questions.

For patrons, printed signage about the system upgrade has been posted across all locations, with further communication via radio, press releases, and the e-newsletter planned in the coming weeks.

For the period of January 27 through February 6 patrons will not be able to Placing Holds on Items, utilize Self-Checkout Machines, renew Library Cards on-line and or self renew items, however all due dates will be extended. All other services will be available.

AWE Desktops and Tablets
As part of the Children's Area reconfiguration project, we have launched new AWE tablets and desktops at the Main Library for our young patrons. These upgraded, pre-loaded computers, featuring a variety of engaging children's programs, are designed to make early literacy an enjoyable and interactive experience.

<u>**Facilities**</u>

Branch Updates
Main Branch will be refreshing its furniture in its Children's area to offer more up to date play equipment and furniture better suited for families and their children.

At Sherwood two study carrels with desktops have been set-up beside the laptop kiosk at Sherwood Branch. All of our branches now have a hybrid set-up for patrons to access technology.

<u>**Customer Experience**</u>

Milton Public Library celebrates 170 years in 2025!
On January 24, 2025, the Milton Public Library will celebrate its 170th anniversary, honoring a long legacy of community service since its founding as the Mechanics Institute and Library Association in 1855. Over the years, the library has transformed from a small rural library into a dynamic community hub with three branches, offering resources that span from traditional books to digital media, educational programs, and cultural events. As part of this event staff are staff are collaborating with the Local Historical Society to retrieve unique historical artifacts and organize a few engaging programs in partnership with them. This milestone reflects the library's dedication to promoting literacy, learning, innovation, and connection within the Milton community, adapting to new challenges and evolving needs for nearly two centuries.

Official Celebration Date**:** Saturday, January 25, 2025
Main Library - 1010 Main Street East
Remarks at 1:00pm

Enjoy a day of festivities, special programs, and a look back at our incredible journey at all three branches! Come connect, celebrate, and create new memories with us! We look forward to seeing you then!

Gordon Korman
We will be hosting a special Authors event with Gordon Korman on January 30th.
The event will feature two presentations tailored to different grade levels. The first session, designed for grades 2-4, will begin at 10:30 a.m., followed by a second session for grades 5-8 at

12:30 p.m. Tickets sales for both events are strong with 398 tickets reserved for 10:30 a.m. and 449 tickets reserved for 12:30 p.m.

School Outreach
MPL hosted 35 students from EC Drury school for the Deaf in December, it was the first time in several years a group from the school visited Main and it was an excellent opportunity to reach a community we may not normally see otherwise.

200 students from St. Benedict's made their way to the Main branch during the first week of December, the Children's Services Librarian coordinated visits for all of the grade 1,2,3,4 classes at that school. Several students signed up and had the chance to learn about their local library.

Partnerships
MPL has partnered with the Milton Chinese Canadian Association to bring programming focused on Lunar New Year on January 26th.

MPL will be continuing its partnership with Kerry's Place Autism Services starting in January 2024.

Collections

Library of Things
Library of Things Display are now installed at the Mian Branch. The Library of Things Collections have been expanded and now includes musical instruments, board games, expanded house holds items and game controllers. Throughout 2025 we will continue to expand the collection based on community need.

As such, this fulfils the following 2024 MPL Goal and Objective:

> **Goal:** Advocacy and Governance
> **Objective:** Ensure strong leadership and effective governance.

Recommendation:

That Milton Public Library Board receives the CEO & Chief Librarian Monthly Report for January 2025.

Milton Public Library
Be Inspired

Be Inspired
Winter 2025

170
CELEBRATING 170 YEARS OF LITERACY

See inside for exciting programs and services including:

March Break Programming
MPL's 170th Anniversary Celebration
Library System Upgrade
New Additions to Our Library of Things

Visit beinspired.ca for more information

A Message from Our CEO!

Happy New Year!

Milton Public Library has much to offer as we enter 2025. This year, we proudly celebrate 170 years of serving the community. On January 25, join us for a day of special programs, activities, and a look back at our history.

We're also introducing a new library system on February 6, designed to improve your experience. Features like text notifications, an upgraded mobile app, enhanced reading history, and the ability to save your favourite searches will make using the library easier and more efficient. Please note that some library services will be temporarily unavailable from January 27 to February 5 as we make this transition. We appreciate your patience during this time and look forward to unveiling the new system.

We are pleased to let you know that our Library of Things collection, already available at the Main Library, will soon expand to our Beaty Branch, giving you access to unique items like musical instruments, sports kits, park passes and much more.

Don't forget to check out our March Break programs, offering a variety of engaging and fun activities for children and families to enjoy during the school holiday.

Thank you for being part of MPL's journey. Here's to a year of learning, exploration, and community at your library.

Warm Regards,

Sarah Douglas-Murray
CEO & Chief Librarian

You're Invited to Celebrate MPL's 170th Anniversary!

Milton Public Library will celebrate its 170th anniversary in 2025, honoring a long legacy of community service since its founding as the Mechanics Institute and Library Association in 1855. Over the years, the library has transformed from a small rural library into a dynamic community hub with three branches, offering resources that span from traditional books to digital media, educational programs, and cultural events. This milestone reflects the library's dedication to promoting literacy, learning, innovation, and connection within the Milton community, adapting to new challenges and evolving needs for nearly two centuries.

Join us on Saturday, January 25 at the Main Library for engaging activities for all ages, including:
- 1:00 pm - Remarks, cake cutting, and activities for kids
- 1:30 pm - Branch wide progams launch!
- 1:30 pm Magic and Disco Dancing with Rumple and Friends!
- MPL's 170th Anniversary Escape Room!
- MPL 170 Doors Open

Visit beinspired.ca for full details!

Children's Storytimes
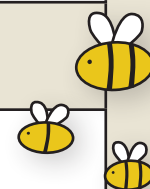
Early Literacy Registered Storytimes

Program	Age	Day & Time	Location
One is Wonderful	2-6 years	Wednesdays Jan 8 - Feb 26 10:00 am - 10:30 am	Main Library
Preschool Storytime	3-5 years	Thursdays Jan 9 - Feb 27 10:00 am - 10:30 am	Main Library
Babytime	0-11 months	Thursdays Jan 9 - Feb 27 10:00 am - 10:30 am	Sherwood Branch
Tales for Two	24-35 months	Thursdays Jan 9 - Feb 27 11:00 am - 11:30 am	Sherwood Branch
Register online or in-person. Enjoy stories, rhymes, songs, and finger plays.			

Drop-In Storytimes

Program	Age	Day & Time	Location
Family Storytime	0-6 years	Saturdays 10:15 am - 10:45 am 10:45 am - 11:15 am 11:00 am - 11:45 am	Main Library Beaty Branch Sherwood Branch
Tales for Toddlers	2-5 years	Mondays Jan 6 - Feb 24 10:00 am - 10:30 am	Sherwood Branch
Alphabet Play	2-5 years	Mondays Jan 6 - Feb 24 10:30 am - 11:15 am Tuesdays Jan 7 - Feb 25 10:30 am - 11:15 am Wednesdays Jan 8 - Feb 26 10:30 am - 11:15 am	Main Library Beaty Branch Sherwood Branch
Shake Rattle and Read	1-5 years	Mondays Jan 6 - Feb 24 11:00 am - 11:30 am	Sherwood Branch
PJ Storytime	2-6 years	Tuesdays Jan 7 - Mar 25 6:30 pm - 7:00 pm	Beaty Branch
Jumping and Jamming Storytime	1-5 years	Fridays Jan 10 - Feb 28 10:15 am - 11:00 am	Main Library
Rise and Shine	0-3 years	Fridays Jan 10 - Feb 28 10:30 am - 11:00 am	Beaty Branch

Baby Toddler Sing and Play with EarlyON Milton

This is a sing-a-long, educational program where participants will engage in a circle time to learn songs, rhymes, and finger plays while promoting parent child interaction and early literacy. For children 0-24 months of age.

Amazing Body Science

Join us for a fun interactive program where participants will have fun with cool tricks and experiments using your own body parts. For children 8-12 years of age.

Candy Cane Coding

This engaging program blends hands on crafting and mental coding. Participants will decode letters into binary code, then use the code to create a candy cane bead pattern with their name. For children 7-10 years of age.

Play Hive

Drop-in for children up to 6 years of age, accompanied by a parent or adult caregiver. Bring your little ones for a fun and interactive play session. Be ready to play explore, discover, and create together using the toys and materials provided.

Hour of Code

Join us for one hour and have fun learning the basics of coding through engaging activities. For children 7-10 years of age.

Baby Sing and Connect with EarlyON Milton

This is a sing-a-long, educational program where participants will engage in a circle time to learn songs, rhymes and finger plays while promoting parent child interaction and early literacy. For children 0-12 months of age.

Introduction to Cursive Writing

An introduction to cursive writing using the upper and lower case alphabet. Participants will practice writing and reading cursive and learn how to sign their own name. For children 7-9 years of age.

Kindergarten Here I Come!

If your child is starting kindergarten in the fall, check out this 8-week series! Children will enjoy an independent half-hour of stories and songs, followed by 15 minutes of activities to learn important skills they'll need in kindergarten.

Story Science

Each week we will read and explore a different story through crafting, building or science experiments. For children 5-8 years of age.

Croque après-midi avec On y va Milton

Le livre prend tout son sens lorsqu'il fait l'objet d'un partage entre l'adulte et le tout-petit! Venez partager ce moment avec nous autour de la lecture et de nombreuses autres activités! Pour les enfant 0 à 6 ans.

MathMania

Drop in and spend some quality time together engaging with our math toys, activities, and worksheets. Make math fun! This is not a tutoring program. For children 5-12 years of age accompanied by a parent or caregiver.

Introduction to the Soroban Abacus

Children will be introduced to the soroban abacus and learn to recognize its components. Through simple arithmetic operations, they will develop an understanding of its basic functions. For children 7-9 years of age.

Coding Critters Playground

Interested in technology for children? Here's your opportunity to play, learn, and code with some very special robot pets! For children 3-5 years of age accompanied by a parent or caregiver.

Coding with Micro:Bit

Learn basic coding and programming skills with Micro:Bit; a pocket sized computer with motion detection, a built-in compass and Bluetooth technology. For children 8-12 years of age.

Graphic Novel Book Club

Join us once a month to discuss a variety of graphic novels followed by an activity. Graphic novels are fast paced, engaging, high quality reading material full of text to help build vocabulary. For children 9-12 years of age.

Mindful Moments for Middle Graders

Discover the power of mindfulness through gentle breathing exercises and simple movement. For children 8-11 years of age.

Discover Snap Circuits

Play with electricity and circuits during this hands-on program. There will be a different project each session, such as turning on a light, spinning a motor, or activating a speaker. For children 8-12 years of age.

Ted-Ed 2:0 for Kids

Curious minds unite! Join our TED-Ed Club for children as we dive into intriguing topics like the effects of sitting too close to the TV, the world's most horrifying parasites, and the fascinating history of toilets. For children 8-12 years of age.

STEAM Storytime

Investigate early Science, Technology, Engineering, Arts, and Mathematics concepts through stories, activities, and interactive play and exploration. For children 3-5 years of age and their parent or caregiver.

Story Night Society: Reading Club

Join us to discover great books, chat about what you're reading, and have some bookish fun with your peers. For children 8-10 years of age.

MPL 170th Anniversary Launch Celebration 170

Join us as we kick off a year of festivities to celebrate the Milton Public Library's remarkable 170-year journey of inspiring, educating, and connecting with the community!

Rumple and Friends Magic Show and Disco Party 170

Celebrate MPL's 170th Birthday in style with a spectacular, family-friendly adventure filled with spellbinding magic and groovy disco moves! For children 5-10 years of age accompanied by a parent or guardian.

MPL's 170th Anniversary Escape Room! 170

Use items left behind by townsfolk in a century old time capsule and to find your way back to the present with this special escape room! For families with children 9 years of age and older.

Celebrate the Lunar New Year with the Milton Chinese Canadian Association

Ring in the Lunar New Year with a vibrant celebration of culture, tradition, and community! This program is suitable for both Mandarin and English speakers. For children 4-10 years of age, accompanied by a parent or caregiver.

Magic Kingdom Karaoke for Kids

Join us for a one-of-a-kind sing-along program featuring everyone's favourite Disney tunes, combined with a Disney story read aloud. For children 5-8 years of age.

Alif Se Urdu

Learn Urdu in a small group setting by practicing writing and reading the letters of the Urdu alphabet. For children 6-8 years of age.

Mandarin Storytime

Feb 2 & Mar 2
2:00 pm - 2:40 pm
Main Library

Join us for a Mandarian language storytime facilitated by the Milton Chinese Canadian Association. For children 4-10 years of age, accompanied by a parent or caregiver. This program is suitable for Mandarin speakers.

Pizza Party Storytime

February 8
2:00 pm - 2:45 pm
Main Library

National Pizza Day is February 9! Join us for a fun interactive storytime about everyone's favourite food, PIZZA! Stories, songs, activities, and even a craft! For children 4-6 years of age.

Saturday Crafternoons

Feb 8 & Mar 29
3:00 pm - 4:00 pm
Beaty Branch

Drop by Beaty Branch with your family and make a craft or two for Valentines Day on February 8 and Eid celebrations on March 29. All materials provided. For children 3-12 years of age accompanied by a parent or caregiver.

PA Day Movies

February 14
1:30 pm - 3:00 pm
Beaty Branch

It's a PA Day, come join us for a viewing of *The Garfield Movie* (2024, Rated G). Feel free to bring your own drinks (preferably water) in a spill proof container. Fun for Families. Parents must remain in the room with their child/ren.

Let's Get Crafty on a PA Day

February 14
2:00 pm - 3:00 pm
Sherwood Branch

It's a PA day, come craft with us and let your creativity flow. All materials supplied. For children 6-12 years of age.

Iris Folding Workshop with The Fancy Folds

February 14
2:00 pm - 3:30 pm
Main Library

Unleash your creativity and learn the beautiful art of iris folding with this valentine themed project! For children 9-12 years of age.

I Survived at the Library: Chronicles of Historical Mayhem

February 19
4:45 pm - 5:45 pm
Main Library

Test your survival skills with activities, trivia and challenges. Perfect for fans of the *I Survived* series by Lauren Tarshis. For children 8-12 years of age.

Building and Coding with LEGO WeDo 2.0

Thursdays
Feb 20, Mar 6, 20
6:00 pm - 7:00 pm
Main Library

Combine LEGO bricks, sensors and software to build a moving robot! Join us an practice basic engineering, and coding skills. For children 7-9 years of age.

Code Your Own Step Counter with Micro:bit

February 22
2:00 pm - 3:00 pm
Main Library

Join us to learn how daily walking can improve your heart health. Participants will use Micro:bit to create a step counter that tracks how many steps they take. For children 8-11 years of age.

Hindi for Kids

Thursdays
Feb 27, Mar 6, 13, 27
5:45 pm - 6:45 pm
Beaty Branch

Participants will learn to write the Hindi alphabet and use this knowledge to practice reading Hindi. For children 6-9 years of age.

Ramadan Reads

March 23
11:00 am - 11:45 am
Main Library

Join us and learn about Ramadan with stories, songs, and activities that explore the values of kindness, generosity, and unity. For children 3-8 years of age and their parent or caregiver.

Ramadan Escape Room - Kids Edition

March 23
Various Times
Main Library

Participate in this exciting escape room for a unique and interactive way to learn about Ramadan. For children 8-11 years of age.

Eid-ul-Fitr

March 29
2:30 pm - 3:30 pm
Main Library

Come celebrate and learn about the significance of Eid-ul-Fitr, the festival of Breaking the Fast. Enjoy stories, trivia, activities and a craft. For children 7-10 years of age.

Teen Programs (13 to 17 years)

The First Library Visit: Teen Short Story Contest **170**

To celebrate the library's 170th anniversary, teens are invited to imagine what the library would have looked like when it first opened. Write a short story of no more than 1000 words, and submit it. See full details on our website.

All Together Now: An Intergenerational Games Night for Teens and Seniors

Are you a master of Monopoly? An expert card game player, or just want to learn from some seasoned players? Come out and connect with local seniors to learn something new and (maybe) beat them at their own game!

Write for Rights

For over 20 years, Amnesty International's annual Write for Rights campaign has transformed the lives of people whose rights have been wronged. Teens will view a short video synopsis will write a letter to help their cause.

Dumpster Fire De-Stress

How often do you need to post the "This Is Fine" meme as a mood? It's been a stressful few…years. So we're going to make dumpster crafts that we can put all of our stressors into to help us de-stress a little. All supplies provided.

Queer Peers: Dungeons & Dragons

Gather your friends to embark on a journey through a fantasy world! Our Game Master will teach you everything from making a character, to completing your first campaign! Run in partnership with Pflag Halton. Drop-ins welcome.

Pick, Pop, & Play: Movies for Teens

Two movies enter the ring, but only one will emerge victorious! Each month we will offer a choice of two movies, with a poll on our Instagram feed – you pick which one we will show! Popcorn provided, seating first come first served.

It's Like I Was There: Insert Yourself into MPL History **170**

Take yourself back through time by taking a picture with our green screen, and choose a background photo from Milton's history to insert yourself into. Photos will be emailed to participants to share, and remember to tag us!

Choco-Battle!

January 31 is National Hot Chocolate Day in the US. See how discerning your palate is as you try to guess the flavour of different types of hot chocolate. The winner will be declared the Chocolate Master!

Stuck in a Jam: 3D Printer Escape Room

A librarian mad with power has locked your favourite books away using a 3D printed padlock. Work together to clear various puzzles and challenges in order to 3D print the key!

Black Brilliance: Making Posters for Black History Month

For Black History Month, we want to celebrate the contributions Black people have made to society. Teens are invited to research a Black individual and create a poster about their life, which we will then put on display at a library branch.

Dungeons & Dragons

Have you always wanted to play Dungeons and Dragons? Join our Dungeon Master, Calvin, as he hosts this 8 week beginner friendly DnD campaign! Participants will create characters and play through a fantastic adventure!

Crime Solvers 101: The Mystery Behind Forensics and Fingerprints

Have you ever wondered how crimes are solved? Do you want to learn more about forensics? If you said yes to these questions, then this program is for you. Come out as we explore how science can help solve crimes in this fun program.

Black Legends of Music: Movie Festival

In celebration of Black History Month, we're having a musical biography movie festival. Screening will be "*Whitney Houston: I Wanna Dance with Somebody* (2022, Rated PG-13) and *Piece by Piece* (2024, Rated PG).

Register for these exciting programs!

Sundays
Feb 23, Mar 2, 9
10:00 am - 12:00 pm
Sherwood Branch

Stop Motion Workshop for Teens

In this three-week course, students will learn the fundamentals of stop-motion animation, including character design, puppet creation, and animation techniques. Please note there is a materials fee of $15 for all three sessions.

Wednesdays
Feb 26, Mar 5, 12, 19
7:00 pm - 8:00 pm
Main Library

Words in Motion: A Teen's Creative Writing Odyssey

This program takes young writers on an exhilarating journey through the art of storytelling. Teens are invited to dive deep into their imaginations, explore diverse writing styles, and unleash their creativity through dynamic exercises.

March 1
10:30 am - 12:00 pm
Main Library

Mystique Masquerade: Discovering the Magic of Masks

This enchanting program delves into the rich history, artistic creativity, and symbolic significance of masquerade masks by guiding teens through the process of making their own masquerade masks.

Newcomer Resources and Programs

As a newcomer to Canada, there are many important steps you need to take to assist with your transition into Canadian life.

Milton Public Library, in collaboration with our community partners, offers a wide arrange of services to help you find everything you need to know to make your transition easier. Services can be accessed with a library card.

This includes:
- English as a Second Language Conversation Circles
- Commissioner of Oath – apply for passport, sign documents, etc.
- Settlement Worker
- Canadian Citizenship Test Prep Kit

eResources

- **Brainfuse:** Access tutoring for students, career coaching, and Canadian citizenship study help.
- **CBC Corner:** Explore news, entertainment, and educational content, including foreign language programs.
- **G1 Practice Tests:** Prepare for the G1 driving exam with online practice tests.
- **Halton Community Services Directory:** Find local services like clinics, food banks, and recreational programs in Halton Region.
- **PressReader:** Access newspapers and magazines from over 140 countries in 60+ languages.
- **Transparent Language Online:** Learn English or other languages with over 100 options available.

Free March Break Programs

March 10
10:30 am - 11:30 am
Sherwood Branch

Paper Circuits

Spark your interest in STEAM with paper circuits! Participants will create a paper craft, elevated with LED lights! This hands-on program will help participants use their critical thinking and problem-solving skills. For children 10-12 years of age.

March 11
10:30 am - 11:30 am
Main Library

Cool Card Trick Extravaganza

Cards are not just for playing! Join us for a fun magic demonstration and learn a card trick to wow your friends and family! Familiarity with cards is helpful, but not essential. For children 8-12 years of age. Participants will need to bring a deck of cards to use in the program.

March 11
2:00 pm - 2:45 pm
Beaty Branch

Bloxels: Design Your Own Video Game

Step into the world of game creation with Bloxel Studio and put your imagination to work! Bloxels provides everything you need to bring your video game ideas to life. For children 7-10 years of age.

March 11
2:00 pm - 3:00 pm
Main Library

Story Quest: Choose Your Own Adventure Creative Writing Workshop

Participants in this writing workshop will create their own adventure where each decision shapes the story and each choice leads to a new outcome! For children 8-12 years of age.

March 11
6:00 pm - 8:00 pm
Main Library

Bee Movie with Backed by Bees

Join us and our friends from Backed by Bees for a screening of *The Bee Movie* (2007, Rated PG). Fun for families.

March 12
11:00 am - 12:00 pm
Sherwood Branch

Introduction to Roblox Studio and Game Design

Learn the basics of game design using Roblox Studio with Code Ninjas Milton. For children 9-12 years of age.

March 12
1:00 pm - 1:45 pm
2:30 pm - 3:15 pm
Main Library

Minecraft Get Back to Reality Escape Room

You've become trapped in the 8-bit world of Minecraft and the only way back to reality is through the locked boxes that you see before you. Can you beat the clock and make your way back to the real world? For children 9-12 years of age.

March 12
2:00 pm - 3:00 pm
Main Library

Magic Kingdom Karaoke: Sing-Along and Storytime Adventure

Join us for a one-of-a-kind sing-along program featuring favourite Disney tunes and enjoy an engaging reading of a Disney story. For children 5-8 years of age.

March 13
10:30 am - 11:30 am
Main Library

Eye Catching Optical Illusions

A hands-on examination of the crazy world of optical illusions where nothing is every quite as it seems. Participants will learn about optical illusions as well try their hand at creating one. For children 8-12 years of age.

March 13
7:00 pm - 7:45 pm
Sherwood Branch

Storytime and Stuffie Sleepover

Come in your pajamas, bring a stuffed animal, and join us for storytimes! Then, leave your stuffy over night for a sleepover party at the library. For children 3-6 years of age and their parent or guardian.

Free March Break Programs

Teen Programs

March 14 11:00 am - 12:00 pm Beaty Branch	### Holi Storytime Join us for this special storytime which explores the Hindu spring festival of colors called Holi. For children 3-8 years of age, accompanied by a parent or caregiver.
March 14 2:00 pm - 3:00 pm Main Library	### Fantastic Frogs! Jump into this program all about frogs, led by Dan the Nature Man! Where do they live? What do they look like? What do they sound like? It will be absolutely "ribbeting!" For children 8-12 years of age.
March 14 2:00 pm - 3:30 pm Sherwood Branch	### Close-Up Amazing! Curious to see what organisms look like up-close? Join us to explore, discuss, and document fascinating details revealed through the lens of a microscope. For children 10-12 years of age.
Mar 8 & 22 Various Times Main Library Beaty Branch	### Ramadan Escape Room Celebrate Ramadan with this holiday themed escape room which will be at our Main Library on March 8 and our Beaty Branch on March 22.
March 10 3:00 pm - 4:30 pm Main Library	### Mystery & Mayhem: A Good Girl's Guide to Murder Interactive Experience Dive into the world of mystery and intrigue with our interactive program inspired by Holly Jackson's *A Good Girl's Guide to Murder*. This immersive event will engage teens in solving a fictional murder case.
March 11 11:00 am - 12:00 pm Beaty Branch	### Poetry Can Be Magnetic We're making magnetic poetry kits before World Poetry Day on March 21. For ages 11-17. All materials will be provided.
March 13 2:00 pm - 3:30 pm Main Library	### Music of the Stars Learn about NASA's sonification project that translates parts of our Universe into music we can listen to! Experience solar systems in a whole new way by turning one into a song you can hear.
March 14 1:00 pm - 4:00 pm Beaty Branch	### Not Board with Games Bored of board games? Take on a new challenge and design your own! In this workshop, players will design, build, and play their own original board games. All supplies will be provided.
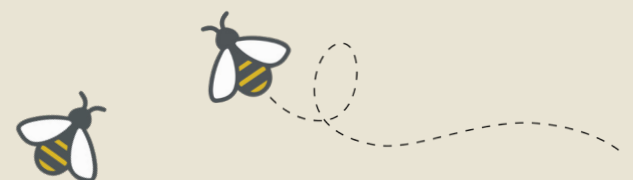
Adult Programs (18 years and over)

Jan 2 - 31 All Branches	## Valentines for Seniors Stop by the library to write a valentine for a local senior! Write a message or small poem and we will pass along your valentine to seniors at local residences. While supplies last!
Fridays Jan 3, Feb 7, Mar 7 1:00 pm - 2:00 pm Online & Sherwood Branch	## Tech Talk Tech Talks are monthly dynamic online webinars designed to help you navigate and unlock the full potential of your tablets, smartphones, and computers.
Mondays Jan 6, Feb 3, Mar 3 7:00 pm - 8:00 pm Main Library	## Film Club Instead of books, this a monthly club for those interested in films to meet new people and share ideas. From the casual viewer to the cinephile, all levels of interest in film are welcome.
Wednesdays 1:30 pm - 3:00 pm Main Library	## Senior Social Drop-in and connect with old friends and meet new ones while playing cards and board games, sharing laughter, reminiscing, and more. Starting January 8.
Wednesdays Jan 8, Feb 5, Mar 5 6:00 pm - 7:00 pm Sherwood Branch	## Mindful Meetup Mindful Meetup is a monthly program exploring mindfulness and meditation through sharing personal experience and practices. Each quarter, explore a different mindfulness-related book.
Wednesdays 6:30 pm - 8:30 pm Main Library	## Milton Knitting Circle A weekly knitting (and other fibre arts) group. New faces and beginners always welcome. Starting January 8.
Jan 9, 22, Feb 6, 19, Mar 6, 19 7:00 pm - 8:00 pm Beaty Branch	## Hindi Social A meaningful social to meet new people, discuss current events and share life experiences.
Fridays Starting Jan 10 10:00 am - 11:00 am Main Library	## Movement, Memory and Mindfulness Experience the synergy of chair yoga, memory enhancement, and mindfulness in a single session. $5 per session.
Saturdays Jan 11, Feb 1, Mar 1, 8 2:00 pm - 4:00 pm Various Branches	## Sew Inspired Learn basic sewing machine operation, and how to make different items. Learn with others, build new skills, brush up on rusty ones, share knowledge, or simply have a good time! $5 per person, all supplies provided.
Tuesdays 5:00 pm - 6:00 pm 6:15 pm - 7:15 pm Main Library	## English Conversation Circle: Basic & Intermediate / Advanced Conversation Circles are gatherings where people come together to practice speaking English. Registration required through HMC Connections. Begins January 14.
Jan 11, Feb 1, Mar 5 6:00 pm - 8:30 pm Various Branches	## Sewing for Beginners Learn a new skill and help tackle period poverty by learning how to make a reusable menstrual pad. In partnership with Help a Girl Out. The January 11 and February 1 sessions will be at Sherwood Branch and March 5 at Beaty Branch.
Wednesdays Jan 15, Feb 12, Mar 12 7:00 pm - 8:00 pm Main Library	## Urdu Social A meaningful social to meet new people, discuss current events and share life experiences.
Thursdays 5:00 pm - 6:00 pm Sherwood Branch	## English Conversation Circle: Intermediate / Advanced Conversation Circles are gatherings where people come together to practice speaking English. Registration required through HMC Connections. Begins January 16.

Register for these exciting programs!

Thursdays Jan 16, Feb 13, Mar 13 7:00 pm - 8:00 pm Third Moon Brewery	## Podcasts and Pints Like a book club, but for podcasts! This club meets every month at Third Moon Brewery for great discussions for podcasts lovers and new podcast listeners. Please note: no requirement to purchase a beverage or consume alcohol.
Jan 17 - Feb 1 Sherwood Branch	## Tech Through the Ages - Exhibit **170** Explore the evolution of technology throughout the ages as part of MPL's 170th Anniversary celebrations. In partnership with the Milton Historical Society.
January 18 11:00 am - 12:00 pm Sherwood Branch 2:00 pm - 3:00 pm Beaty Branch	## Honey Tasting Extravaganza with Backed by Bees A sensory experience featuring various types of honey. Learn about honey production, different flavors, and the importance of bees in honey creation. All ages.
Jan 18, Feb 15, Mar 5, 23 Various Times Sherwood Branch	## Seeds of Change Learn how to grow plants and vegetables year-round in this workshop series supporting the 2025 Seed Giveaway.
Jan 19 & 26 2:00 pm - 3:00 pm Sherwood Branch	## Artist in Residence: Collage Journals - Visual Diaries Participants will create their own collage journal. Collage journaling is a form of self-expression that involves combining various visual and physical elements—images, words, textures and materials—into a journal or art book.
Mondays 7:00 pm - 8:00 pm Main Library	## English Conversation Circle: Advanced Conversation Circles are gatherings where people come together to practice speaking English. Registration required through HMC Connections. Begins January 20.
January 22 2:00 pm - 3:00 pm Beaty Branch	## Financial Tips and Secrets Smart Canadians Know Everything new Canadians need to know about banking, taxes and credit. This session is provided by CPA Canada.
January 22 7:00 pm - 8:00 pm Main Library	## The Show Must Go On - Entertainment, Arts and Culture in Milton **170** An evening exploring the rich history of arts and culture in Milton and how traditions and cultural movements have shaped our community's identity over time. In partnership with the Milton Historical Society.
January 25 Various Times Main Library	## Doors Open - Milton Public Library **170** Step inside and explore the hidden gems of MPL with Doors Open! This special event invites you to experience the unique spaces and behind-the-scenes that are rarely accessible to the public.
Various Dates Various Times Sherwood Branch	## Creative Connections Learn new techniques while meeting new friends who also share your passion for creativity. No experience required! All levels welcome. Check each listing for project details. $5 per person.
Tuesdays Jan 28, Feb 25, Mar 25 1:30 pm - 3:30 pm Sherwood Branch	## The Writer's Circle The Writer's Circle is about getting together to share what we've written, and be supported in whatever genre is chosen. Occasionally we will welcome guest speakers, but our main goal is to write, write, and write!
January 28 7:00 pm - 8:30 pm Sherwood Branch	## Drumming and Meditation Deepen your understanding and appreciation of Indigenous culture through music and storytelling in this interactive and enriching drumming experience.
Jan 29, Feb 24, Mar 26 4:00 pm - 7:00 pm Various Branches	## Alzheimer's Society – On Site The Alzheimer Society will be on site to answer any questions and connect you with education, supports and community referrals. Drop-in.

Wednesdays Jan 29, Feb 26, Mar 26 7:00 pm - 8:00 pm Beaty Branch	## Bollywood Trivia Test your knowledge of scenes, plot lines, movie stars, iconic roles, and debut Bollywood films. Bring your family and friends to test your knowledge.
Feb 14 - 21 Sherwood Branch	## Celebrating Love – Art Exhibition Celebrate the beauty, depth and transformative power of love through artist Abiola Idowu's works. Join us for the opening night on February 14 at 6:00 pm!
February 19 2:00 pm - 3:00 pm Beaty Branch	## Building Wealth in Canada Learn ways and options to effectively manage your money in Canada. This session is provided by CPA Canada.
February 19 7:00 pm - 8:00 pm Main Library	## Ready, Set, Hold! – Spring 2025 Edition Learn about and discuss upcoming and new releases, author spotlights, celebrity book club picks, backlist titles, book prizes and more! Leave with new suggestions for your hold list.
Feb 22 2:00 pm - 4:00 pm Sherwood Branch	## DIY Banned Book Bookmark Sew your own fabric bookmark in honour of Freedom to Read week. Learn about what freedom of speech really means. Learn basic sewing machine operation, and how to make different items.
February 22 3:30 pm - 4:30 pm Sherwood Branch & Online	## Is Free Speech Really Free? A thoughtful discussion on the complexities of intellectual freedom in Canada and how the Canadian Charter of Rights and Freedoms relates to the limits on free speech. Facilitated by the Canadian Civil Liberties Association. Q&A to follow.
Feb 23 & Mar 2 2:00 pm - 3:00 pm Sherwood Branch	## Artist in Residence: Community Mural Collage - Our Shared Journey Get ready to unleash your creativity and learn new skills with this upcoming workshop!
February 23 3:30 pm - 5:00 pm Sherwood Branch	## I Am Home: A Healing Session with Out Here Healing In this healing session, Black community members are invited to answer the question: what are some pathways to experience a sense of home? Allies welcome for the first half-hour.
February 28 6:30 pm - 7:30 pm Sherwood Branch	## Chocolate + Tea Pairing Workshop with Monarch Tea Co. Finish off your week with an evening with two of life's greatest pleasures: tea and chocolate! Learn how to pair and enjoy different teas and chocolates together with Katie Cyr, Certified Tea Sommelier. $25 per person.
Saturdays Mar 1 - 29 2:00 pm - 3:00 pm Sherwood Branch	## Mindful Movement – Learn Tai-Chi with Milton Academy of Martial Arts A beginner-friendly Tai Chi program designed for any adult, with no prior experience required. 5-week series of classes combines slow, controlled movements with meditation to improve joint flexibility and balance.
March 5 7:00 pm - 8:00 pm Sherwood Branch	## Seed-Ball Workshop with Conservation Halton Make a seed-ball and learn about the varieties of seeds that are appropriate for use within the Halton watershed.
Various Dates 1:00 pm – 3:00 pm Various Branches	## Drop-in Tax Clinics Free tax-clinic for eligible people to get their tax returns done for free by CRA-vetted volunteers. Walk-in. First come, first served. Check the website for checklist of documentation to bring with you.
March 13 5:00 pm - 6:00 pm Sherwood Branch	## Bee Conservation and You Explore the importance of bees in our ecosystems and the critical need for their conservation. Learn about the small but impactful ways you can help protect bee populations and ensure a healthy future for pollinators and the environment.

Register for these exciting programs!

Fridays
Mar 14, 21, 28
1:00 pm - 3:00 pm
Sherwood Branch

iPhone and iPad Fundamentals Workshop with Tech Coaches

This hands-on beginner's three session course teaches the essential skills to use your iPhone or iPad confidently. Participants are to bring their own iPhone or iPad for these sessions.

March 15
3:30 pm - 5:00 pm
Sherwood Branch

Cyanotype with Botanicals Workshop with Art Studio Izza

Learn the traditional cyanotype process while pressing and arranging botanicals to create unique, nature-inspired prints with artist Aditi Ganeev Sangwan of Izza Art. $5 per person.

March 19
2:00 pm - 3:00 pm
Beaty Branch

What You Need to Know About Taxes

This program provides a comprehensive overview of the Canadian tax system, including why taxes are paid, how they are used, and the different types of taxes. This session is provided by CPA Canada.

March 19
6:00 pm - 7:30 pm
Sherwood Branch

Endometriosis and Women's Health 101

Learn about endometriosis and its effect on physical and mental health. Hear stories from those with lived experience and get specific knowledge about the importance of menstrual health, well-being, and self-advocacy.

March 21
7:00 pm - 8:00 pm
Sherwood Branch

An Evening with Perdita Felicien

An evening of conversation with Perdita Felicien: world champion, Olympian, TV host, speaker and author of the memoir, *My Mother's Daughter*. Explore the book, its themes, ask questions, and get your copy of the book signed!

May 4
Sherwood Branch

Tea Fest

Calling all tea lovers! Save the date for this day-long festival celebrating all things tea!

Services Available with Your Library Card

- **Library of Things and Book Collection:** Borrow sports equipment, gaming consoles, STEAM technology kits, home safety devices, and sensory kits. Explore our book collection which offers a variety of genres for all ages.
- **Printing, Viewing, and Lamination:** Self-serve printing, 3D printing, microfilm viewing (Main Library), and lamination services are available at all locations.
- **Computers and Internet Access:** Borrow laptops, use public computers, and enjoy free Wi-Fi at all branches.
- **E-Resources:** Access eBooks, audiobooks, and learning tools online anytime with your library card.
- **MPL Mobile App:** Search the catalogue, manage your account, and explore reading suggestions from your device with our app, available on the App Store and Google Play.

News and Updates

Library System Upgrade

MPL is upgrading to a new library system launching February 6! Look forward to text notifications, bookmarks for catalogue searches, enhanced reading history, and a seamless mobile app. Some services may be unavailable during the transition from January 27 to February 5, but we appreciate your patience as we bring you a better library experience.

Baby Bee's First Reads

Milton Public Library, in collaboration with Halton Healthcare, and Milton Community Resource Centre, is pleased to continue the Baby Bee's First reads program into 2025 after reaching over 113 families this past year. The program provides families with resources tailored for newborns, with the aim of fostering a love for literacy that will endure throughout their lives.

Milton Public Library's 170th Anniversary

Celebrate MPL's 170th Anniversary on January 25, at all three branches. Enjoy special programs, festivities, and a look back at 170 years of serving the community. Join us to connect, celebrate, and create memories!

Tech Upgrades

Sherwood's Tech Hub is here! Explore Cricut devices, coding kits, multimedia tools, sublimation printing, and more. All branches offer 3D printing, public computers, devices, and free Wi-Fi. MPL connects you to cutting-edge technology!

Library of Things

Explore MPL's Library of Things collection! Test gadgets, learn new skills, borrow sports kits, and much more. Visit beinspired. ca/library-of-things or scan the QR code below to learn more!
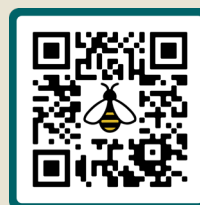
Writing Adventures with Gordon Korman

Join us for a captivating day with Gordon Korman, the bestselling author of beloved books like *Swindle*, *Restart*, and *Schooled*. With over 90 books and more than 40 years of writing experience, Gordon will share the story of his journey from teenage writer to literary success at the FirstOntario Arts Centre Milton on January 30.

During this engaging presentation, students will:

- Explore the creative process behind Korman's captivating stories.
- Learn about the inspirations for his unforgettable characters.
- Hear advice for young writers and readers.
- Participate in a Q&A session with the author.

Visit firstontarioartscentremilton.ca to fill out the school performance registration form!

Upcoming Closures

Wednesday, January 1: New Year's Day
Monday, January 20: Staff Town Hall
Branches open at 12:00 pm
Monday, February 17: Family Day

Scan here for our full program calendar:

Hours	Main Library	Sherwood Branch	Beaty Branch
	1010 Main Street East	6355 Main Street West	945 Fourth Line
Mon	9:30 am - 9:00 pm	9:30 am - 9:00 pm	CLOSED
Tues - Thurs	9:30 am - 9:00 pm	9:30 am - 9:00 pm	10:00 am - 9:00 pm
Fri - Sat	9:30 am - 5:00 pm	9:30 am - 5:00 pm	10:00 am - 5:00 pm
Sun	9:30 am - 5:00 pm	9:30 am - 5:00 pm	CLOSED

beinspired.ca

Phone: 905-875-2665   Email: mpl@beinspired.ca   Text: 289-778-3621   Live Chat: beinspired.ca

Report to: Milton Public Library Board

From: Sarah Douglas-Murray, CEO & Chief Librarian

Date: January 15, 2025

Subject: 2025 Work Plan

Recommendation:

That the Milton Public Library Board endorse the 2025 Work Plan.

Background

Annually staff provide the Milton Public Library Board with an Annual Work Plan outlining key initiatives and projects for the upcoming year.

Report

The Milton Public Library Strategic Master Plan has been in development in the second half of 2024 and the Final Milton Public Library Strategic Master Plan is included as an Agenda Item for approval at this meeting. All of the Recommendations included in the Milton Public Library Strategic Master Plan have been included on this Work Plan. Additionally, a number of Key Operational projects have been included. The Annual Work Plan will be updated throughout the year and will be reviewed by the CEO and HR Committee as part of the Quarterly Check-in meetings.

As such, this fulfills the following 2025 MPL Goal and Objective:

> **Goal:**   Organizational Effectiveness
> **Objective:**   Provide the information and resources necessary for informed decision making by the Board

Recommendation:

That the Milton Public Library Board endorse the 2025 Work Plan.

#	Implementation	Service Area	Strategic Pillar	Master Plan Recommendation	Values	2025 Actions	Staff Lead	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Ongoing	Advocacy, Governance and Funding	Creating a Robust and Resilient Organization	Add a quarterly standing item on the MPL Board agenda that undertakes a biannual review of selected MPL policies as a means to ensure effective governance.	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Biannual Policy Review Updates to Board	CEO	X								X			
						Board Approval of Policy Review Schedule	CEO												
						Policy Updates to Board	CEO			X	X							X	
2	2029	Advocacy Governance and Funding	Creating a Robust & Resilient Organization	Update this Library Master Plan in 2029 to reflect progress and continue to align with Town of Milton's planning initiatives.	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Update Capital Budget Forecast to include sufficient funding for 2029 Master Plan Development	CEO						X						
3	2025	Communications and Marketing	Telling Our Story	Establish a Marketing and Communications vehicle for the public and Town Council to explain the MPL Board's roadmap, advocate for library funding, and to demonstrate accountability and transparency.	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Undertake development of messaging and a communications tool to tell MPL's story.	DCX			X	X	X	X	X					
						Develop and undertake an Annual MPL User survey building on the information gathered as part of the SDOR.	DCX				X	X	X	X	X	X			
						Development of set of KPI's for Board approval to track and measure success over time.	CEO						X						
						Meet with Key Stakeholders to Share MPL Story	CEO							X	X	X	X	X	X
4	2026	Customer Experience	Delivering Quality Services	Create a Community Engagement Librarian position to deepen the Library's engagement within the community as well as ensure outreach to underserviced areas and new residents	Accessibility - Providing free and equitable access.	Development of Community Engagement Librarian Job Description	DCX												
						Job Evaluation for Community Engagement Librarian Position	DCX												
						Develop Business case for position to be included in 2026 Budget Request.	CEO												
5	Ongoing	Staffing and Training	Creating a Robust and Resilient Organization	Continue to reimagine the current organizational structure to accommodate new library facilities and a new facility/service delivery model that defines roles, structures and service levels for existing and future library locations.	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Update Manager Job Descriptions to align with SDOR recommendations.	CEO												
6	2025	Staffing and Training	Creating a Robust and Resilient Organization	Leverage MPL's participation in the Town of Milton's Strategic Workforce Planning and Competency Framework.	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Participate in Town of Milton's Strategic Workforce Planning and Competency Framework.	CEO	X	X	X	X	X	X	X	X				
						Bring final Town of Milton's Strategic Workforce Planning and Competency Framework Plan to Board for approval	CEO							X					
7	Ongoing	Staffing and Training	Creating a Robust and Resilient Organization	Continue to invest in staff training and professional development by ensuring that MPL budgets continue to meet ARUPLO Guidelines of a 1% staffing budget.	Lifelong Learning - Promoting literacy, discovery, and creativity.	Develop and implement staff training and development plan for 2025.	CEO	X	X	X	X	X	X	X	X	X	X	X	X
						Ensure 2026 Budget includes sufficient funds for staff training and development	CEO						X						
8	2025	Staffing and Training	Creating a Robust and Resilient Organization	Increase staffing for most critical gaps in 2025, with an initial focus placed on Information Technology and front-line positions.	Exceptional Public Service - Ensuring responsive customer service.	Development and implementation of new staff CORE schedule.	DCX		X										
						Conduct Hiring and on-boarding process for FT Customer Service Associates.	DCX	X											
						Development of staffing model and options for Board consideration in advance of 2026 Budget.	CEO					X							
						Development of IT Technician JD	DSS	X											
						Evaluation of IT Technician Position	DSS	X											
9	2025	Staffing and Training	Creating a Robust and Resilient Organization	Develop a work force plan to incrementally increase staff in anticipation of ongoing population growth, the need to build capacity and to bring MPL closer to staffing levels of its public library comparators.	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Development of a long-term staffing plan for Board consideration	CEO											X	
10	2025	Technology	Creating a Robust and Resilient Organization	Implement the immediate addition of 1.0 FTE to provide technology assistance to the Director, Support Services	Accessibility - Providing free and equitable access.	Conduct Hiring and on-boarding process for IT Technician.	DSS		X	X									
						Update IT Officer Job Description.	DSS				X								

#	Year	Category	Strategic Direction	Recommendation	Value	Action	Lead													
11	2026	Technology	Building Strong Infrastructure	Continue to investigate shared services with the Town of Milton's Information Technology Department and develop a written agreement for accountabilities and potential shared services.	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Consult with Town IT staff when developing a Technology Plan (2025), longer term develop written agreement (2026).	DSS				X	X	X	X	X	X	X		
12	2025	Technology	Creating a Robust and Resilient Organization	Prioritize staff technology training for allocation of training budget resources immediately.	Exceptional Public Service - Ensuring responsive customer service.	Conduct Staff Survey	All		X										
						Develop Plan to address needs	All			X									
						Provide three training opportunities for staff	All				X	X	X	X	X	X	X		
13	2025	Technology	Building Strong Infrastructure	Contract the drafting of a Technology Plan to a consulting service provider in order to give existing Library staff a roadmap to follow and update	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Draft Technology Plan for Board Approval	DSS				X	X	X	X	X	X	X		
14	Ongoing	Facilities	Creating a Robust and Resilient Organization	Adopt a Library Facility Classification System that aligns with the ARUPLO Guidelines for Rural/Urban Public Library Systems and organizes Milton Public Library branches based on catchment area, population served and the unique functions of each library branch. The Classification System should inform facility design, geographic distribution, service delivery and operational decisions.	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Development of a Library Classification System	CEO		X	X	X	X	X						
						Consultation with Town of Milton	CEO							X					
						Board approval	CEO							X					
15	Ongoing	Facilities	Delivering Quality Services	Continue to engage area First Nations and Indigenous communities in discussions about how new and existing Milton Public Library branches can be more welcoming of Indigenous Peoples. The role of the Library in addressing applicable Calls to Action of the Truth and Reconciliation Commission should be examined with Indigenous communities and should include, but not be limited to, raising awareness of Indigenous history and culture through the design and programming of library space	Inclusivity - Empowering Milton's diverse community.	Continued work with an Indigenous Advisor about MPL's collections, programs and services	DCX	X	X	X	X	X	X	X	X	X	X	X	X
						Development and Delivery of programs related to Truth and Reconciliation	DCX	X	X	X	X	X	X	X	X	X	X	X	X
16	Ongoing	Facilities	Building Strong Infrastructure	Work to incrementally build Milton Public Library's total gross floor area to reach the Library Board's space provision target of 0.45 square feet per capita.	Accessibility - Providing free and equitable access.	none													
17	2029	Facilities	Building Strong Infrastructure	Pursue a minimum 25,000 square foot library branch as part of a future multi-use community centre in Boyne at the earliest possible opportunity. A space needs study and service delivery plan should inform the design of this future branch.	Accessibility - Providing free and equitable access.	none													
18	2026	Facilities	Building Strong Infrastructure	Prepare an architectural feasibility study that explores how to position the Main Branch to respond to the high degree of pressure it is currently facing as well as supporting objectives of the Town of Milton Official Plan (Draft) and Strategic Plan. The feasibility study should assess opportunities for a physical expansion, reconfiguration of existing floor area, as well as contemplate how to bolster services geared to innovation, economic development and community gathering. The feasibility study should also be informed by an audit of the existing floor space.	Exceptional Public Service - Ensuring responsive customer service.	Work with Town of Milton staff to identify scope of work and timing for this project.	CEO			X	X	X							
						Obtain Board Approval for propose scope of work and timing for the project.	CEO						X						
						Request Capital funding for this project.	CEO						X						
19	2027	Facilities	Building Strong Infrastructure	In consultation with local Indigenous communities, carry out a revitalization of the Beaty Branch outdoor gardens that considers opportunities to integrate a greater degree of library programming as well as increase outdoor seating.	Inclusivity - Empowering Milton's diverse community.	Monitor Grant opportunities for funding.	All	X	X	X	X	X	X	X	X	X	X	X	X
20	2025	Customer Experience	Delivering Quality Services	Initiate a pilot project to test public support and usage of alternative library service points such as, but not limited to, vending machines, kiosks and/or holds lockers. Potential locations for the pilot project should target southwest Milton such as the Milton Sports Centre or the Milton Velodrome as well as areas of intensification and major transit stations where there may be opportunities to partner with the private sector. The pilot project should assess the requisite human, financial and physical resources needed to provide these alternative services.	Accessibility - Providing free and equitable access.	Procurement of Hold Lockers	DSS		X										
						Installation and Implementation of Hold Lockers	DSS							X	X	X			
						Finalize the workflow	DSS				X								
						Updates to related Job Descriptions for Operationalization	DSS				X								

#	Year	Category	Strategic Direction	Recommendation	Value	Action	Resp.												
21	2026	Facilities	Building Strong Infrastructure	Explore options, costs and staffing requirements associated with purchasing and operating a bookmobile vehicle that combines mobile library outreach services with more frequent couriers between branches.	Accessibility - Providing free and equitable access.	Develop Plan and Business case including updated operational and Capital Costs.	CEO		X	X	X	X	X							
						Obtain Board Approval for propose scope of work and timing for the project.	CEO							X						
						Reallocation of Capital Funding for this project.	CEO							X						
22	2026	Customer Experience	Delivering Quality Services	Extend the hours of the Beaty Branch to include Sundays in the short term.	Accessibility - Providing free and equitable access.	Develop staffing implications and Business Case for consideration of the Board as part of the 2026 Operating Budget	DCX		X	X	X	X								
						Obtain Board Approval	CEO													
						If applicable update 2026 Operating Budget Submission	CEO													
23	2028	Customer Experience	Building Strong Infrastructure	Revisit the hours of service for all libraries in the medium term as the system grows, in conjunction with the role definition of each level of facility type and reviewed alongside ARUPLO Guidelines.	Exceptional Public Service - Ensuring responsive customer service.	ongoing	All													
24	2025	Customer Experience	Building Strong Infrastructure	Exploratory meetings should be initiated to discuss areas of collaboration and partnership at the Milton campuses of both Conestoga College and Wilfrid Laurier.	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Conduct meetings with Conestoga College and Wilfrid Laurier.	CEO			X	X	X	X	X	X	X	X	X	X
						Continued outreach to Conestoga students (each Term).	DCX	X				X				X			
						Continued contact with Town of Milton lead for the Education Village developments.	CEO	X	X	X	X	X	X	X	X	X	X	X	X
25	2025	Customer Experience	Delivering Quality Services	Continue to supplement Milton Public Library's community-led approach to programming by exploring opportunities to expand adult and teen programs when library staffing levels increase.	Exceptional Public Service - Ensuring responsive customer service.	Continue to develop new programs and partnerships with a minimum of 5 new adult and 5 new teen programs or partnerships in 2025.	DCX	X	X	X	X	X	X	X	X	X	X	X	X
26	2025	Customer Experience	Delivering Quality Services	Increase the focus placed on programming for newcomer families.	Inclusivity - Empowering Milton's diverse community.	Continue to develop new programs and partnerships with a minimum of 3 new programs or partnerships in 2025.	DCX	X	X	X	X	X	X	X	X	X	X	X	X
						Continue to grow multilingual - programs.	DCX	X	X	X	X	X	X	X	X	X	X	X	X
27	Ongoing	Customer Experience	Delivering Quality Services	Continue to identify opportunities to proactively engage the community on timely topics such as climate change, freedom of speech, and other world issues through regular programming.	Lifelong Learning - Promoting literacy, discovery, and creativity.	Continue to develop new programs and partnerships with a minimum of 3 new programs or partnerships in 2025.	DCX	X	X	X	X	X	X	X	X	X	X	X	X
28	Ongoing	Customer Experience	Delivering Quality Services	Continue to adapt the Library's community-led approach to programming to cultivate and assess other collaboration and partnership opportunities.	Lifelong Learning - Promoting literacy, discovery, and creativity.	Continue to develop new programs and partnerships with a minimum of 3 new programs or partnerships in 2025.	DCX	X	X	X	X	X	X	X	X	X	X	X	X
29	Ongoing	Collections	Delivering Quality Services	Repurpose existing library space to accommodate expansion of MPL's "Library of Things" collection.	Exceptional Public Service - Ensuring responsive customer service.	Install Library of Things shelving at Main Branch and Beaty Branch	DSS			X									
						Assess and monitor use and feedback and evaluate if expansion to other branches is warranted.	DSS	X	X	X	X	X	X	X	X	X	X	X	X
30	2025	Collections	Creating a Robust & Resilient Organization	Formalize current practices into a Collection Strategy that defines core collections and addresses the deselection of legacy formats, ratio of print versus nonprint material, targets for digital and streaming collections, acquisition targets for multilingual collections for newcomers, and footprint plans for the physical collections of new and existing library branches.	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Development of a staff working group to Collection Strategy.	DSS			X									
						Development of a Collections Strategy for Board approval.	DSS									X			
31	2025	Collections	Delivering Quality Services	Continue to utilize library software products such as Collections HQ to understand and analyze circulation of formats according to location, as well as create linkages that inform selection and deselection decision making.	Exceptional Public Service - Ensuring responsive customer service.	Ensure integration and training once new ILS is implemented.	DSS			X	X								
						Reporting to the Board as part of the Quarterly Reports	DSS					X			X				X
32	Ongoing	Collections	Delivering Quality Services	Continue to leverage mechanisms such as consortium purchasing and reciprocal borrowing to help the Library's collection budget stretch farther and to relieve some physical space pressures in the short term, especially as it relates to the Main Library's footprint for collections.	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	RFP for new collections supplier	DSS	X	X	X	X								
						Continued participation in Consortium Purchasing	DSS	X	X	X	X	X	X	X	X	X	X	X	X
						Continue to advocate for Ontario Digital Public Library which would provide a suite of e-resources to all Public Libraries.	CEO	X	X	X	X	X	X	X	X	X	X	X	X
33	2025	Collections	Delivering Quality Services	Monitor data and performance metrics used to track e-books and e-audio books in order to support annual expenditure increases and expand the number of titles for each format.	Lifelong Learning - Promoting literacy, discovery, and creativity.	Continued monitoring and reporting as part of the Quarterly and Annual Reports.	DSS				X			X			X		
						Recommendations for 2026 Budget will be made to Finance Committee during Budget Development	CEO				X	X	X						
						RFP for new collections will be issued in early 2025 and will include a section on multilingual Collections.	DSS		X	X	X	X							
						Use OLS Valuing Adding tool Kit to analyse community impact; a board report to be presented	DSS			x	x	x	x	x	x	x			

#	Year	Category	Strategic Theme	Initiative	Value	Action	Owner												
						Plan and execute the Diversity Audit of the collection	DSS			x	x	x	x	x	x	x			
34	Ongoing	Collections	Delivering Quality Services	Increase the acquisition of multilingual titles by 0.5% annually to the year 2029.	Accessibility - Providing free and equitable access.	Continued monitoring and reporting as part of the Quarterly and Annual Reports. Expand the multilingual collection at Beaty/Sherwood Branches.	DSS					X			X				X
35	Ongoing	Collections	Delivering Quality Services	Introduce incremental annual expenditure increases for streaming services to expand access to this resource for the community, based on usage and demand.	Lifelong Learning - Promoting literacy, discovery, and creativity.	Recommendations for 2026 Budget will be made to Finance Committee during Budget Development	CEO									X	X	X	
						Continued monitoring and reporting as part of the Quarterly and Annual Reports.	CEO					X			X				X
n/a	2025	Advocacy Governance and Funding	Creating a Robust & Resilient Organization	Ongoing Operational	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Development of Annual Report	CEO					X	X	X					
n/a	2025	Advocacy Governance and Funding	Creating a Robust & Resilient Organization	Ongoing Operational	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Annual Year end and Audit	CEO				X	X	X						
n/a	2025	Advocacy Governance and Funding	Creating a Robust & Resilient Organization	Ongoing Operational	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Annual Budget Development	CEO								X	X	X	X	X
n/a	2025	Advocacy Governance and Funding	Creating a Robust & Resilient Organization	Ongoing Operational	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Board Self Evaluation	Board				X	X	X						
n/a	2025	Communications and Marketing	Telling Our Story	Ongoing Operational	Exceptional Public Service - Ensuring responsive customer service.	Annual Marketing and Communication Plan	DCX				X								
n/a	2025	Advocacy Governance and Funding	Telling Our Story	Ongoing Operational	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Quarterly Reports	All	X											
n/a	2025	Staffing and Training	Creating a Robust & Resilient Organization	Ongoing Operational	Lifelong Learning - Promoting literacy, discovery, and creativity.	Staff Training and Development Days	All	X				X				X		X	
n/a	2025	Customer Experience	Delivering Quality Services	Ongoing Operational	Exceptional Public Service - Ensuring responsive customer service.	ILS Implementation	DSS	X	X	X									
n/a	2025	Technology	Delivering Quality Services	Ongoing Operational	Exceptional Public Service - Ensuring responsive customer service.	Reduce the printing services time at Main by implementing additional printer (budget permits)	DSS					x	x	x	x				
n/a	2025	Technology	Delivering Quality Services	Ongoing Operational	Accessibility - Providing free and equitable access.	Implementing Acceessible Technology and Tools						x	x	x	x	x	x		
n/a	2025	Technology	Delivering Quality Services	Ongoing Operational	Exceptional Public Service - Ensuring responsive customer service.	Upgrade and refresh wifi Access Points	DSS					x	x	x	x				
n/a	2025	Technology	Creating a Robust & Resilient Organization	Ongoing Operational	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	SharePoint Project	DSS	X	X	X	X	X	X	X	X	X	X	X	
n/a	2025	Staffing and Training	Creating a Robust & Resilient Organization	Ongoing Operational	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Apply for and Report on Annual Employment Grants including Canada Summer Jobs and Young Canada Works	CEO									X	X	X	
n/a	2025	Advocacy Governance and Funding	Creating a Robust & Resilient Organization	Ongoing Operational	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Counct Week, Public Libraries Operating Grant and Pay Equity Grant	CEO		X	X							X		
n/a	2025	Facilities	Building Strong Infrastructure	Ongoing Operational	Accessibility - Providing free and equitable access.	Planning for Beaty Branch Improvements for 2026	DSS	X	X	X	X	X	X	X	X	X	X	X	