



Library Strategic Master Plan

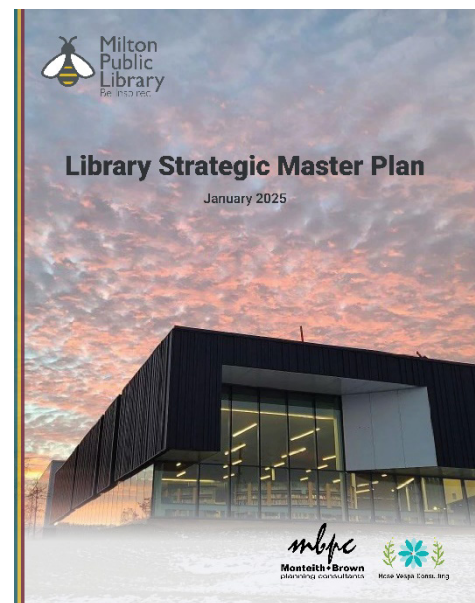
EXECUTIVE SUMMARY



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

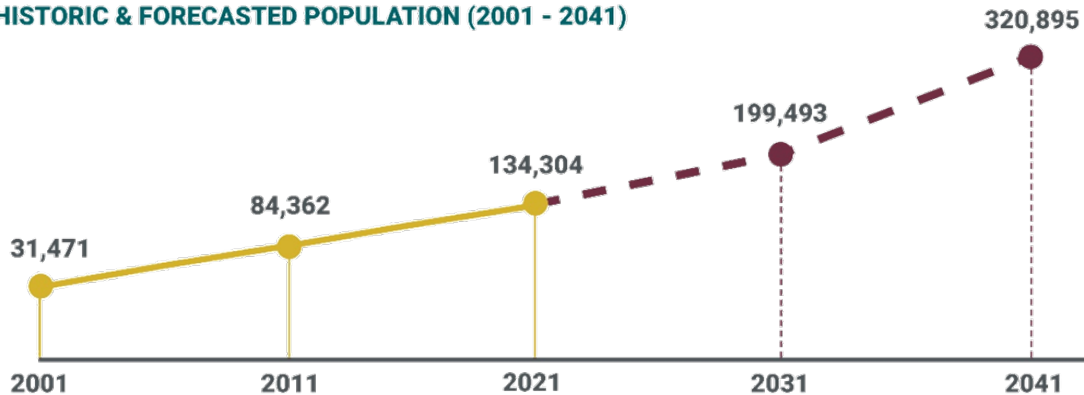
142,811 → **320,895**
 Estimated Population, 2024 Forecasted Population, 2041

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

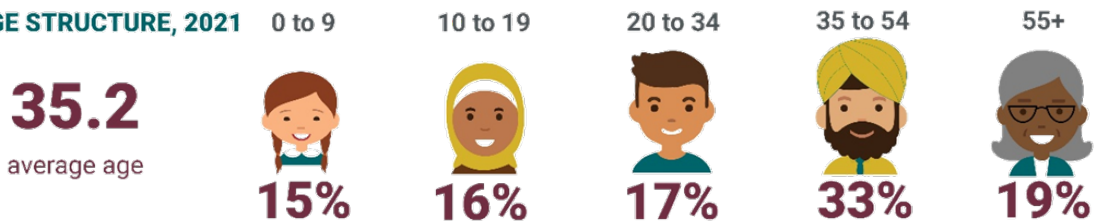
55%
 of the population is racialized

HISTORIC & FORECASTED POPULATION (2001 - 2041)



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



CULTURAL DIVERSITY, 2021

42%
 of Milton residents are immigrants

Largest source of immigration coming
 Pakistan (21%)
 India (15%)
 Philippines (6%)

INCOME, 2021

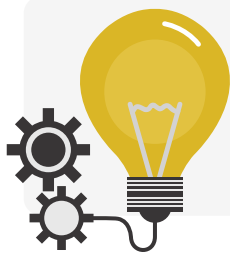
\$126,000
 median household income, 2020

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.

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 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 underserved 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

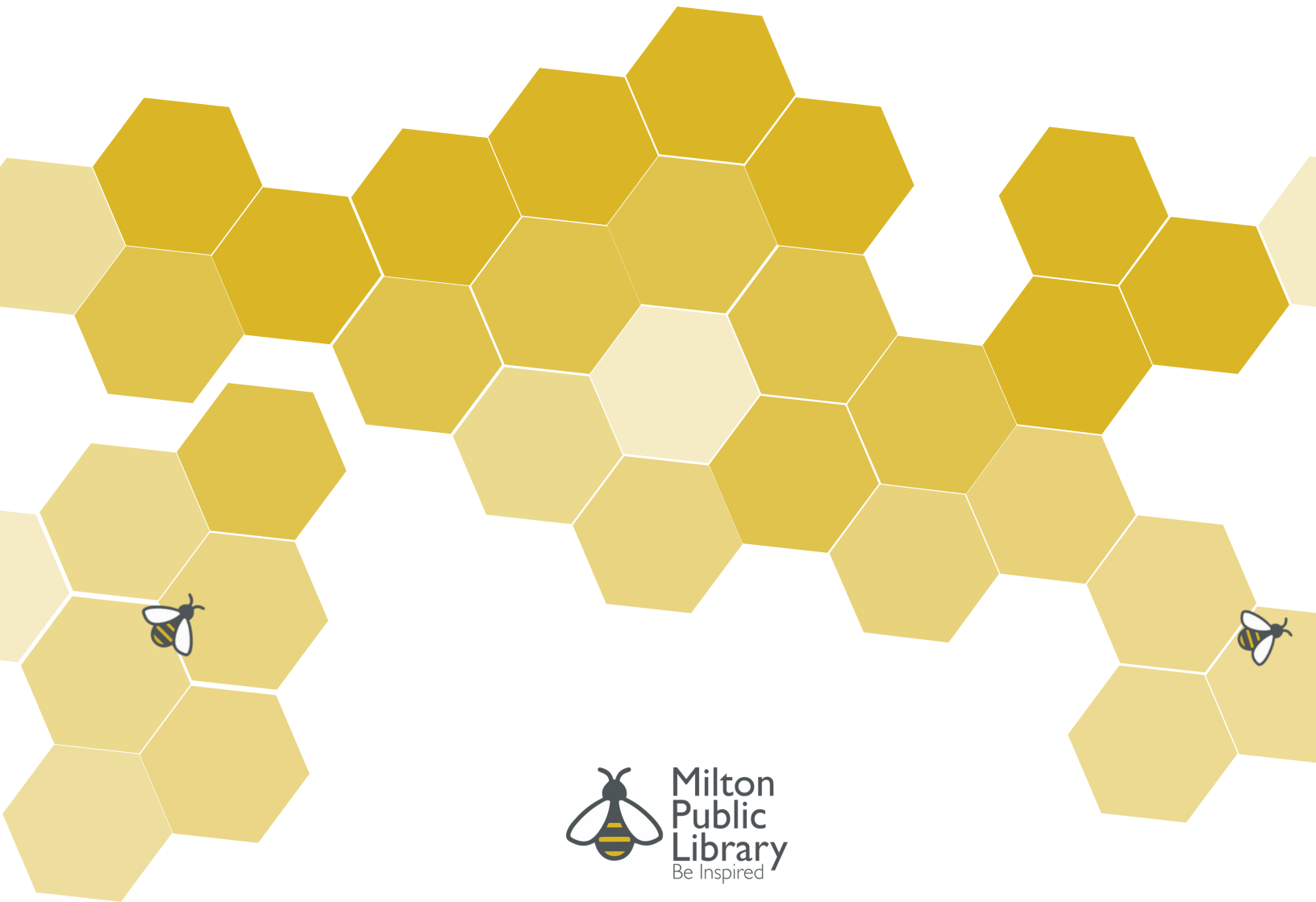
RECOMMENDED ACTIONS

- 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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Milton
Public
Library
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