



**Regular Meeting of the Milton Public Library Board
September 17, 2025 at 7:00 PM
Main Boardroom**

Mission Statement

The Milton Public Library empowers the community to: Read. Learn. Innovate. 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, Kanta Kapoor, Sonia Li (Recorder)

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. Consent Agenda Chair/SDM

4.1. Approval of the Minutes of June 18, 2025

4.2. Approval of the Minutes of July 24, 2025 – Special Meeting

4.3. 2025 August YTD Operating and Capital Variance Report

4.4. Departmental Quarterly Report – Q2

4.5. 2025 Work Plan Update – Q3

5. Discussion Items

5.1. 2026 Preliminary Operating Budget and 10-Year Capital Forecast SDM

5.2. Town of Milton Asset Management Plan SDM

5.3. CEO & Chief Librarian Report

SDM

6. Confidential Session

Confidential Session to discuss the Confidential Agenda Item as the items will include discussion on:

- The security of property of MPL;
- Sensitive personal matters about an identifiable individual, including Board Members;
- Litigation or potential litigation affecting MPL and/or the Board

6.1. Confidential Item - Fraudulent Account Activity

7. Reports and Updates

7.1. Committee Updates

7.2. Council Updates

8. Other Business

9. Future Meeting and Events

Next Board Meeting: Wednesday October 15, 2025

One Book One Milton: October 8, 2025

Conversation with David A. Robertson: November 10, 2025

10. Adjournment



Consent Agenda Item 4.1

**Regular Meeting of the Milton Public Library Board
June 18, 2025 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), Councillor Colin Best, Councillor Rick Malboeuf, Councillor Sarah Marshall, Ragy Sharkawy, Sibyl Shen, Karen Wolnik

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

Guests: **Glen Cowan**, Chief Financial Officer & Treasurer, Town of Milton

Meeting Commenced at: 7:00pm

1. Approval of Agenda

Motion #25-1983

That the Milton Public Library Board approve the Agenda of the June 18, 2025 Meeting

Moved by Sana Malik, Seconded by Councillor Colin Best Carried

2. Declaration of Interest: none

3. Presentation

3.1. 2026 Budget

Glen Cowan presented an analysis of historical tax trends in the Town and comparable municipalities, along with projected scenarios for 2026 Budget, providing a preliminary outlook for the upcoming fiscal year.

4. Consent Agenda

4.1. Approval of the Minutes of May 21, 2025

4.2. Month End Operating and Capital Report to May 31, 2025

4.3. 2024 Annual Report

4.4. Milton Public Library Board Financial Report for the year ending December 31, 2024

4.5. CEO & Chief Librarian Report

Motion #25-1984

That the Milton Public Library Board approve the Consent Agenda of the June 18, 2025 Meeting

Moved by Sana Malik Seconded by Councillor Colin Best Carried

5. Discussion Items

5.1. Eliminating Overdue Charges on Children's and Teen Materials

Motion #25-1985

That the Milton Public Library Board endorse the elimination of overdue charges on Children's and Teen materials (book only), effective January 2026; and

That the Milton Library Board direct staff to include a revenue reduction of \$65,920 costs, for consideration as part of the Town of Milton's 2026 Operating Budget submission

Moved by Councilor Sarah Marshal Seconded by Councilor Colin Best Carried

5.2. Library Outreach Vehicle

Motion #25-1986

That the Milton Public Library Board endorses the acquisition of a Library Outreach Vehicle in 2026 (for operation beginning in 2027) as outlined in this report and subject to Town Council approval; and

That a copy of the approved resolutions that are associated with this report, as well as a copy of this report, be circulated to members of Milton Town Council; and

That the Milton Public Library Board direct staff to request the Library Outreach Vehicle as part of the 2026 Capital Budget submission to the Town of Milton, and that the Town's Head of Council be requested to consider the inclusion of this item in the 2026 Budget

Moved by Councillor Sarah Be Seconded by Councillor Colin Best Carried

5.3. Master Plan Implementation – 2026 Budget Requests

Motion #25-1987

That the Milton Public Library Board endorse the creation of a full-time Community Engagement Librarian position as outlined in Attachment I to this report, to support system-wide outreach, access, and community development, subject to Town Council approval; and

That the Milton Public Library Board endorse the renovations at Beaty Branch to convert the existing Lounge to a Makerspace; and

That the Milton Public Library Board direct staff to bring forward associated capital costs for furniture and equipment for the Makerspace as part of the 2026 budget submission to the Town of Milton with options up to maximum amount of \$150,000; and

That the Milton Public Library Board direct staff to bring forward options for operation and programming of the Makerspace, including staffing to the Board in Q2 2026 to be considered as part of the 2027 Budget process; and

That the Milton Public Library Board endorses the expansion of operating hours at the Beaty Branch to include Sundays and Mondays beginning in 2027, subject to the additional staffing required and Town Council approval, as outlined in this report and Attachment 2; and

That a copy of the approved resolutions that are associated with this report, as well as a copy of this report, be circulated to members of Milton Town Council; and

That the Milton Public Library Board direct staff to request the associated costs for these initiatives as part of the budget submission to the Town of Milton, and that the Town's Head of Council be requested to consider the inclusion of these items in the 2026 Budget

Moved by Councillor Sarah Marshall Seconded by Councillor Colin Best Carried

6. Confidential Session

The motion was passed to initiate the Confidential Session.

Motion #25-1988

It was Moved by Councillor Colin Best Seconded by Councillor Sarah Marshall to

move into the Confidential Session at 8:28 pm. Carried

It was Moved by Councillor Colin Best Seconded by Councillor Rick Malboeuf to move out of the Confidential Session at 8: 56pm. Carried

6.1. Personal Matters About and Identifiable Individual & Possible Litigation

7. Reports and Updates

7.1. Committee Updates

HR committee has completed the performance review for CEO/Chief Librarian and the result will be circulated to the Milton Public Library Board

7.2. Council Updates

Councillor Colin Best and Councillor Sarah Marshal provided an update on the by-election for Ward I and the Let's Talk Milton Survey.

8. Other Business

9. Future Meeting and Events

Next Board Meeting: Wednesday September 18, 2025

One Book One Milton: October 8, 2025

10. Adjournment

Meeting Adjourned: 8:59pm

Signed: _____
Sana Malik, Chair
Milton Public Library Board

Signed: _____
Sarah Douglas Murray, CEO
Milton Public Library Board



Consent Agenda Item 4.2

**Special Meeting of the Milton Public Library Board
Thursday July 24, 2025
Virtual Meeting**

Mission Statement

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

Minutes

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

Regrets: Ragy Sharkawy

Staff: Sarah Douglas-Murray, Kanta Kapoor, Sonia Li (Recorder)

Meeting Commenced at: 12:30pm

1. Approval of Agenda:

Motion #25-1989

That the Milton Public Library Board approve the Agenda of the July 24, 2025 Meeting

Moved by Councillor Sarah Marshall Seconded by Sibyl Shen Carried

2. Declaration of Interest: none

3. Confidential Session

The motion was passed to initiate the Confidential Session.

Motion #25-1990

It was Moved by Councillor Sarah Marshall Seconded by Sibyl Shen to move into the Confidential Session at 12:32 pm. Carried

It was Moved by Councillor Sarah Marshall Seconded by Sibyl Shen to move out of the Confidential Session at 12:47pm. Carried

3.1. Personal Matters About an Identifiable Individual & Possible Litigation

4. Other Business: none

5. Adjournment

Meeting Adjourned: 12:48pm

Signed: _____
Sana Malik, Chair
Milton Public Library Board

Signed: _____
Sarah Douglas Murray, CEO
Milton Public Library Board



Consent Agenda Item 4.3

Report to: Milton Public Library Board
From: Sarah Douglas Murray, CEO & Chief Librarian
Sonia Li, Supervisor, Finance & Administration
Date: September 17th, 2025
Subject: 2025 August YTD Operating and Capital Variance Report

Recommendation:

That the Milton Public Library Board receives the 2025 August YTD Operating and Capital Variance Report.

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:

As of August 31st 2025, total Library Financial Balance stands at (\$2,451,891) with a budget variance of \$2,445,311 to be used for the remaining of 2025. The latest forecast reflects a \$117,916 reduction in the budget, driven by savings in staffing costs and revenues from Donations and Grants.

Total Library Operating Expenses to date amount to \$4,058,899 or 61.5% of the 2025 Approved Budget. Materials & Supplies is currently over budget by \$8,027, primarily due to the reclassification of patron cards and hold slips expenses, which were previously booked under Processing account. This overage is being actively managed through anticipated savings in several areas, including Office Equipment, Professional Fees and Professional Development. Excluding patron card and hold slips costs of \$15,036, actual year-to-date spent in Materials & Supplies is \$4,696 or 40.4% of budget.

On the Revenue side, Photocopies have already achieved 90.2% of the 2025 Budget target and is projected to exceed expectations by year-end. This overperformance will help mitigate shortfalls in Fees & Services Charges and Vending Machine Revenue.

The Library Capital projects are currently progressing under budget, with a remaining budget of \$1,270,926. C80010024 Automation Replacement and C80131124 Furniture Replacement have been full spent and closed. C80131221 Library Service Delivery Strategy Implementation project has been closed and funds returned to Library Capital Reserve. The returned funds will be supporting two new projects in the 2026 Budget Request, C8013626 Libray Outreach Vehicle and C8013726 Beaty Branch – Renovations.

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 2025 August YTD Operating and Capital Variance Report.

**TOWN OF MILTON
MONTHLY FINANCIAL REPORT
August 2025**

Run Date: 9/2/25 10:25 AM

Favourable
Unfavourable

LIBRARY

	MTD ACTUAL	YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET	Variance Note
LIBRARY								
LIBRARY								
8025 LIBRARY SERVICES								
EXPENDITURES								
3005 Salaries Full Time	181,639	1,407,331	2,320,145		2,320,145	912,814	60.66%	
3020 Hourly Part Time	65,704	673,781	1,084,237		1,084,237	410,456	62.14%	
3023 Overtime Pay	38	1,714				-1,714	#DIV/0!	
3025 Employee Benefits	55,804	522,358	843,029		843,029	320,671	61.96%	
3027 Staff Gapping				-113,269	-113,269	-113,269		
3120 Memberships		11,397	15,330		15,330	3,933	74.34%	
3125 Mileage/Car Allowance	181	2,290	4,801		4,801	2,511	47.70%	
3130 Professional Development	1,450	16,569	60,451		60,451	43,882	27.41%	Saving Opportunities
3135 Recognition Plan Awards	200	200	1,600		1,600	1,400		
3205 Bank Charges	520	3,991	6,500		6,500	2,509	61.40%	
3292 Transfer to Reserve		753,543	753,543		753,543		100.00%	
3310 Equip-Data	3,616	71,023	129,881		129,881	58,858	54.68%	
3330 Copies		11,260	18,907		18,907	7,647	59.55%	
3335 Electronic Products	16,429	182,211	273,863		273,863	91,652	66.53%	
3375 Office Equipment	1,016	1,923	10,220		10,220	8,297	18.82%	
3380 Office Supplies	77	6,082	12,525		12,525	6,443	48.56%	
3400 Materials & Supplies	2,254	19,732	11,625		11,625	-8,107	169.74%	\$15k of \$19k YTD actual from increasing demand for Patron card and higher book tapes expense (booked in Processing in 2024) and offset by savings from Office Equipment and Processing
3410 Program Expenses	10,484	95,740	111,264	14,077	125,341	29,601	76.38%	
3474 Region Garbage Tags Expense		1,700	3,601		3,601	1,901	47.21%	
3610 Advertising	3,013	32,775	41,860		41,860	9,085	78.30%	
3630 Audit		8,446	8,599		8,599	153	98.22%	
3635 Automation Equip Maint	2,943	67,722	147,970		147,970	80,248	45.77%	
3650 Board Expenses			3,066		3,066	3,066		
3670 Bldg Maintenance	7,245	15,604	14,666		14,666	-938	106.40%	Timing - Janitorial to be reclassified to ToM
3726 Telecommunications	5,321	39,981	74,478		74,478	34,497	53.68%	
3740 Contracts	6,728	25,618	38,224		38,224	12,606	67.02%	Timing - Janitorial to be reclassified to ToM
3799 Insurance		6,202	11,283		11,283	5,081	54.97%	
3825 Lease-Other		384	531		531	147	72.32%	
3868 Facility Rental Expense		434	5,115		5,115	4,681	8.48%	
3895 Postage	86	1,259	3,373		3,373	2,114	37.33%	
3900 Printing/Stationery		7,983	12,164		12,164	4,181	65.63%	
3905 Processing	4,904	40,621	76,650		76,650	36,029	53.00%	
3910 Professional Fees		3,089	20,440		20,440	17,351	15.11%	Saving Opportunities
3945 Service Agreements			3,694		3,694	3,694		Saving Opportunities
3950 Shipping & Courier	2,242	9,462	25,656		25,656	16,194	36.88%	Saving Opportunities
4010 Subscriptions		2,013	2,044		2,044	31	98.48%	
4050 Utilities-Gas/Oil		3,807	7,424		7,424	3,617	51.28%	
4053 Utilities - Hydro		8,988	20,253		20,253	11,265	44.38%	
4057 Utilities - Water		1,666	3,624		3,624	1,958	45.97%	
6805 CS Infrast. Reallocated Exp			420,766		420,766	420,766		
Total EXPENDITURES	371,894	4,058,899	6,603,402	-99,192	6,504,210	2,445,311	62.40%	
REVENUE								
5050 Tax Levy		-6,312,940	-6,312,940		-6,312,940		100.00%	
5234 Public Library Operating Grant			-52,429		-52,429	-52,429		
5235 Public Library Pay Equity Gran			-3,275		-3,275	-3,275		
5270 New Horizons for Seniors		-25,000				25,000	#DIV/0!	
5300 Recoveries from Others	-74	-2,597		-2,523	-2,523	74	102.93%	
5315 Fundraising and Donations		-19,127	-5,000	-14,077	-19,077	50	100.26%	
5365 Salaries & Benefits Recovered		-2,124		-2,124	-2,124		100.00%	
5400 Fees & Service Charges	-849	-8,434	-43,307		-43,307	-34,873	19.47%	Partial actuals in 5686 Ticket Sales, estimated \$25k behind budget on year-end
5407 Administration Fees	-42	-246	-540		-540	-294	45.56%	
5493 Region Garbage Tags Revenue	-238	-1,434	-3,061		-3,061	-1,627	46.85%	
5665 Stat-Fines	-7,805	-65,780	-100,000		-100,000	-34,220	65.78%	
5666 Stat-Lost Items	-584	-5,629	-4,880		-4,880	749	115.35%	
5667 Stat-Book Sales	-13	-343	-1,887		-1,887	-1,544	18.18%	
5668 Photocopies	-13,238	-36,073	-40,000		-40,000	-3,927	90.18%	Higher revenue driven by rising demands
5686 Ticket Sales		-4,577				4,577	#DIV/0!	
5700 Vending Machine Revenue		-3,602	-13,200		-13,200	-9,598	27.29%	Estimated 6k behind budget on year-end
5901 Contribution from Capital		-22,884	-22,884		-22,884		100.00%	
Total REVENUE	-22,843	-6,510,790	-6,603,403	-18,724	-6,622,127	-111,337	98.32%	
Total 8025 LIBRARY SERVICES	349,051	-2,451,891	-1	-117,916	-117,917	2,333,974	2,079.34%	
Total LIBRARY	349,051	-2,451,891	-1	-117,916	-117,917	2,333,974	2,079.34%	
Total LIBRARY	349,051	-2,451,891	-1	-117,916	-117,917	2,333,974	2,079.34%	

Library Capital Variance Statement - to August 31st, 2025

Closed Projects

Project Code	Project Name	Life-To-Date Actual Spent	Current Budget	Life-To-Date Variance
C80010024	AUTOMATION REPLACEMENT	\$281,449	\$281,449	\$0
C80010025	AUTOMATION REPLACEMENT	\$114,092	\$284,753	\$170,661
C80010317	COLLECTION - NEW	\$866,895	\$931,586	\$64,691
C80010318	COLLECTION - NEW	\$230,245	\$450,219	\$219,974
C80012124	COLLECTION - REPLACEMENT	\$504,349	\$535,607	\$31,258
C80012125	COLLECTION - REPLACEMENT	\$16,317	\$560,207	\$543,890
C80131124	FURNITURE REPLACEMENT	\$104,755	\$104,755	\$0
C80131125	FURNITURE REPLACEMENT	\$34,476	\$105,266	\$70,790
C80131221	LIBRARY SERVICE DELIVERY STRATEGY IMPLEMENTATION	\$259,943	\$259,943	\$0
C80131424	INTEGRATED LIBRARY SYSTEM	\$105,974	\$103,000	(\$2,974)
C80131525	REMOTE HOLD LOCKERS	\$5,179	\$177,815	\$172,636
Total		\$2,523,674	\$3,794,600	\$1,270,926

Consent Agenda Item 4.4

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: September 17, 2025

Subject: Departmental Quarterly Report – Q2

Recommendation:

That Milton Public Library Board receive the report entitled "Q2 Departmental Quarterly Report,".

Background:

The two departments within MPL (Customer Experience and Support Services) contribute individually and collectively to achieving the goals and objectives as outlined in the Milton Public Library's Strategic Master Plan (2025-2029). Departmental quarterly reports are provided for the Board's information, offering an overview and summary of activities in each functional area while demonstrating progress towards strategic master plan objectives.

Report:

Customer Experience & Marketing

To ensure MPL remains responsive, staff monitor statistical trends and patron feedback, using insights to adapt services and programming. This approach ensures MPL continues to meet the needs of Milton's growing community.

Customer Experience Feedback:

Post-Program Feedback: Patrons are sent post-program emails to provide feedback and to rate their experience between 1-4 (4 being excellent). There were 331 responses in Q2 with 87% rating their experience 4/4 – a slight decline of 3% from the

last quarter. A small percentage of respondents (5%) provided feedback in the 2 and 1 rating, which included feedback regarding lateness of external facilitator, disinterest in program and some potential mis-ratings as two comments were positive.

Feedback included:

“Maya did a fantastic job explaining the steps and was super helpful with printing everyone’s different designs and adjusting them to fit. This was the best Milton Library program I attended, our mugs came out beautifully and I’m excited to have a machine we can all come in and use in the future!” - Tech Mug Press

“This is my favourite MPL volunteer club. Anna is great and she always makes the topics interesting and captivating for us teens. This is the one club I’m always rushing to head to because the topic always captivates me. Anna is also a huge reason why I keep signing up!” – True Crime Teens: Current Events Podcast Club

“As a Child & Family Therapist in town, I was thrilled to see this topic & type of community offering from the library. Thank You Excellent presentation & Important Content for the health, wellbeing & mental health of our next generation!” – An Evening with Katherine Martinko - Author of 'The Anxious Generation'

“Excellent event! Very well organized, informative and a lot of fun. A good promotion of indigenous culture. We have learnt a lot by interactive activities. Presenters are experts in their fields with rich knowledge and good sense of humor. Thank you for bringing us such an excellent experience!” – Garden Walk + Medicine Bag Workshop @ Beaty

“Thank you for such an amazing program. It would be great to have this program running during Summer at least once a week. So, the kids will be ready for School in September.” – Kindergarten Here I Come

Social Media Feedback:

“Had such an incredible time 🍷🍷 thank you for all of your hard work!” - Monarch Tea on Tea Fest

“Amazing initiative! Thank you for making it happen for us 🙏” – Multifaith and Quiet rooms

“Beautiful artwork! 🍷” – Milton Historical Society on Indigenous Bee Logo

Marketing & Communications:

Social and Email Marketing 2025 YTD Stats	
Facebook - Total Followers	5,388
Instagram - Total Followers	4,907
YouTube - Total Subscribers	299
Facebook - Post Clicks / Engagement	20,261
Instagram - Post Clicks / Engagement	5,130
eNewsletter Open Rate	35.34%
eNewsletter Click Rate	3.48%
eNewsletter Subscribers	50,679

Initiatives:

The following Marketing initiatives were undertaken;

- Created branding for the new OPAC stations
- Updated material for outreach programs
- Finalized Annual Report for 2024
- Filmed material in relation to the promotion of the Art Exhibition for New Horizons for Seniors 2024 Grant program
- Created a new webpage for New Horizons for Seniors Program highlighting work on all previous grants and acknowledge Government of Canada
- Promoted Tea Fest, summer initiatives: including Summer Reading Clubs for all ages, Read and Ride program and Summer Giving Campaign
- Installed Medicine Learning Garden through new entrance signs across all branches
- Promoted Tech Survey to patrons, with over 330 responses
- Created Telling our story webpage on MPL website.
- Developed printed newsletter for Q3
- Finalized wrap designs for Hold Locker

Press Highlights:

In Q2, 2025, we sent a total of 3 press releases. We had a total of 79 mentions including FM101, Milton Today, Inside Halton, Hamilton Spectator, Penticton Herald

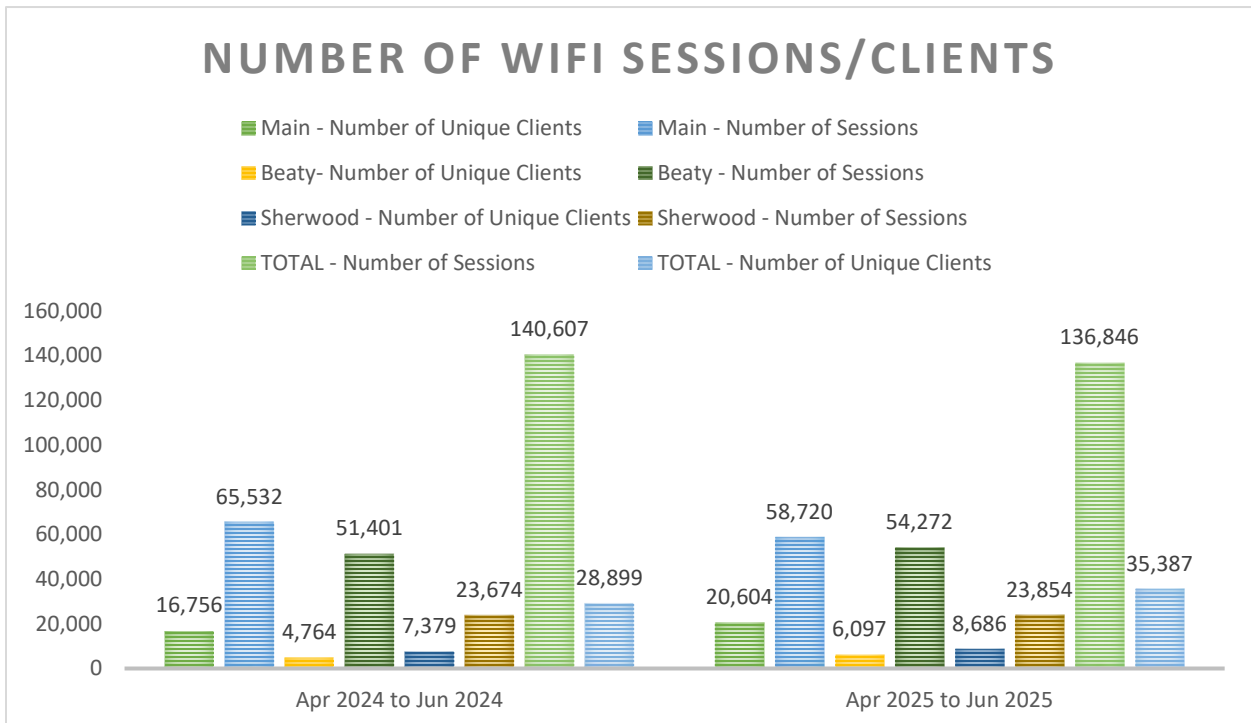
Technology and Spaces

MPL staff are proactively planning for growth by creating inclusive, safe spaces and exploring alternative service delivery models and technology to expand library services.

Technology:

Wifi Usage

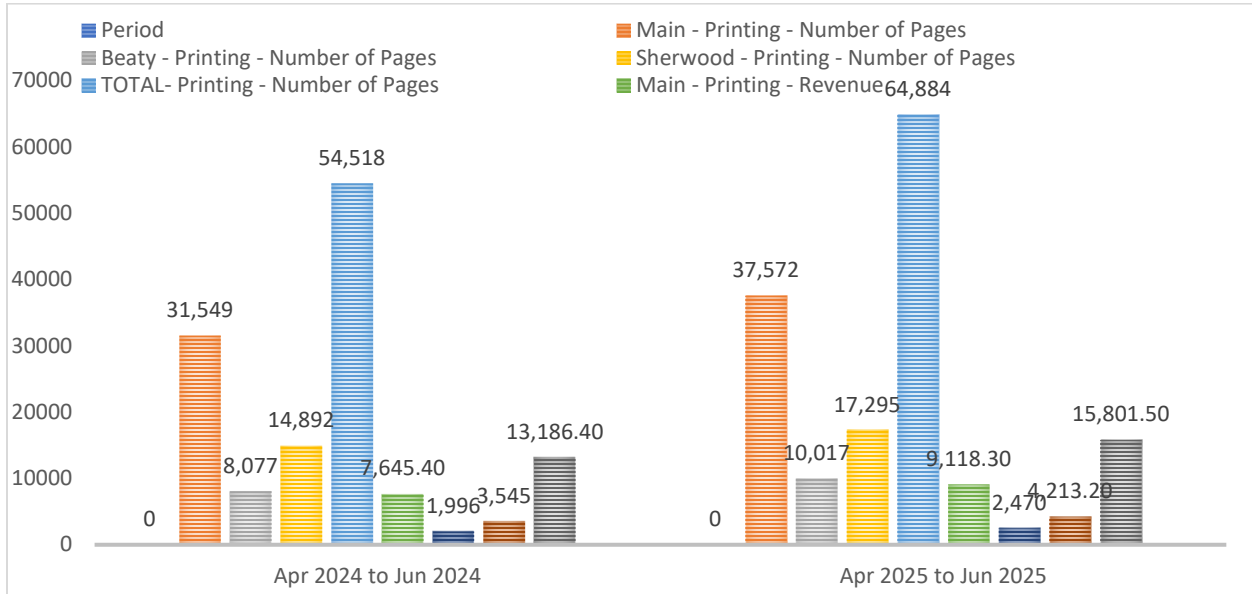
Between April and June of 2025, Milton Public Library experienced a notable increase in the number of unique WiFi clients across all branches compared to the same period in 2024, indicating growing community engagement and digital access. The Main branch saw a 23% rise in unique users, though sessions declined by 10%, suggesting more visitors but shorter or more efficient usage. Beaty branch demonstrated steady growth, with an 18% increase in unique clients and a 6% rise in sessions, reflecting consistent outreach success. Overall, the system-wide trend points to increased reach and relevance of library services, reinforcing the importance of continued investment in digital infrastructure and targeted programming to support evolving user needs.



Printing Revenue

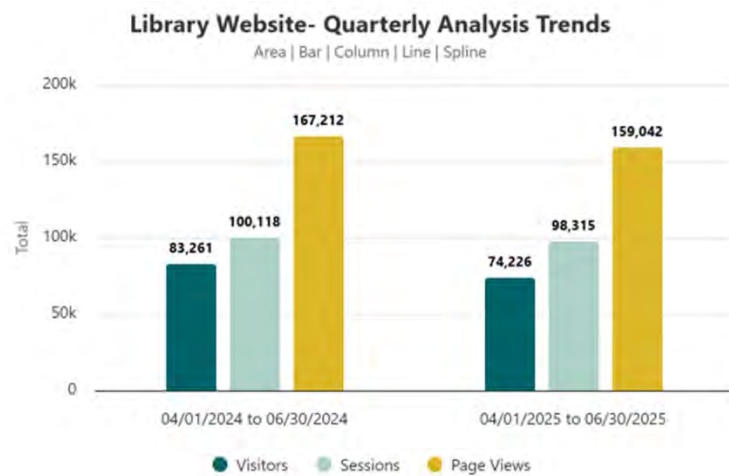
Between April–June 2024 and April–June 2025, total printing activity grew substantially, with pages printed rising by 19% (from 54,518 to 64,884) and revenue increasing by 20% (from

\$13,186.40 to \$15,801.50). The Main branch continued to generate the highest volume, while Beauty experienced the fastest growth in usage (+24%). Sherwood, though the smallest contributor, also showed steady growth. Overall, the system is experiencing rising demand for printing services with revenues tracking proportionately.



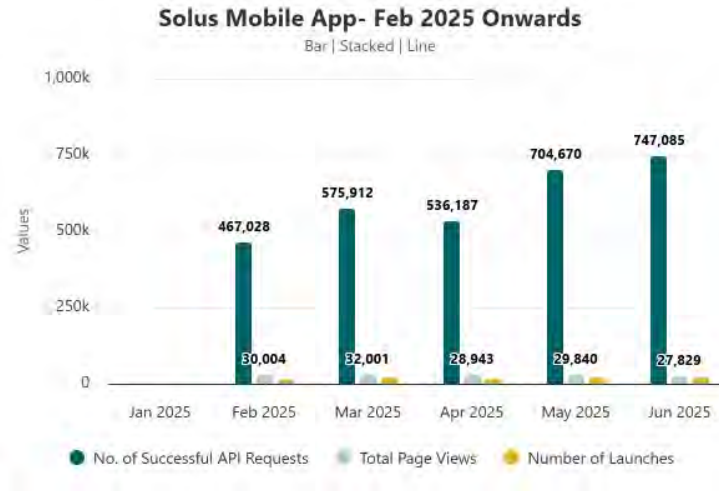
Library Website

Visitors dropped by approximately 10.85%, Sessions by 1.80%, and Page Views by 4.89%. This downward trend suggests a reduction in overall website traffic and user interaction. The sharpest decline in Visitors may indicate decreased outreach or visibility, while the relatively stable Sessions hint at consistent engagement among returning users.



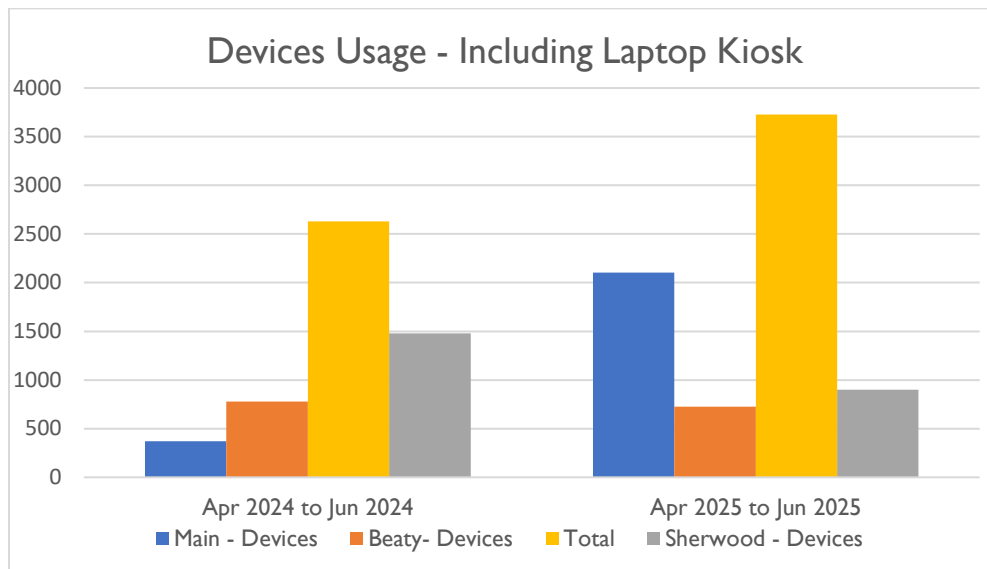
Mobile App

MPL launched the new mobile app in Feb 2025. The chart illustrates a steady increase in backend activity for the Solus Mobile App from February to June 2025, with successful API requests rising from 467,028 to 747,085—a growth of nearly 60%. This upward trend suggests an increase in app usage or enhanced functionality that requires more server interactions.



Lending Devices Usage

Between April–June 2024 and the same period in 2025, device usage across Milton Public Library branches saw a notable increase, particularly at the Main branch, which rose from approximately 500 to 2000 uses. Sherwood maintained consistent usage at around 1500, while Beaty experienced a slight decline from 300 to 200. Overall, total device usage grew from 2500 to 3500, indicating a 40% increase.



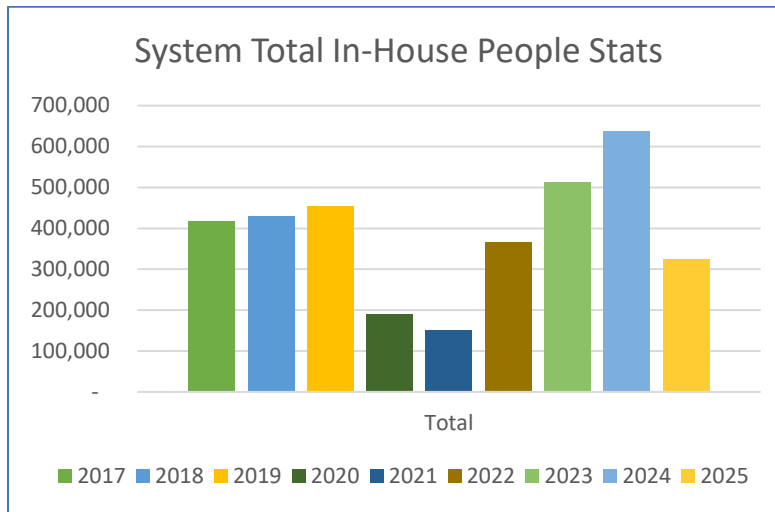
Upcoming Projects:

- Digital Strategy and IT Roadmap
- Gaming computers at Main

- Access points – upgrade
- ILS Version Upgrade
- Hold Lockers

Spaces:

The system saw a total of 165,996 visits in Q2 of 2025, which was down 2,966 from the same time last year (168,962) – 1% decrease. Main saw a decrease of 7,575 visits with Beaty and Sherwood seeing an increase of 2,995 and 1,614 respectively. There is no noted reason for Main’s decrease in numbers as programming numbers continued to remain comparable to other years.



**2025 numbers are to-date only.*

Main Library

Footfall: 88,302 (down from 95,877 in Q1 2024 – 7% decrease)

Public Room Bookings: 789 (compared to 776 last quarter)

Branch Updates:

- No branch updates to report.

Beaty Branch

Footfall: 22,427 (up from 19,432 in Q1 2024 – 15% increase). *Note: Beaty was used as an advance polling station in April for the Federal Election which doubled its average monthly footfall.*

Public Room Bookings: 275 (compared to 178 last quarter)

Branch Updates:

- The Medicine Learning Garden was made accessible with the introduction of a lime-stone path and sitting area leading from the cement sidewalk.

Sherwood Branch

Footfall: 55,267 (up from 53,653 in Q1 2024 – 3% increase)

Public Room Bookings: 394 (compared to 280 last quarter)

Branch Updates: No updates to report.

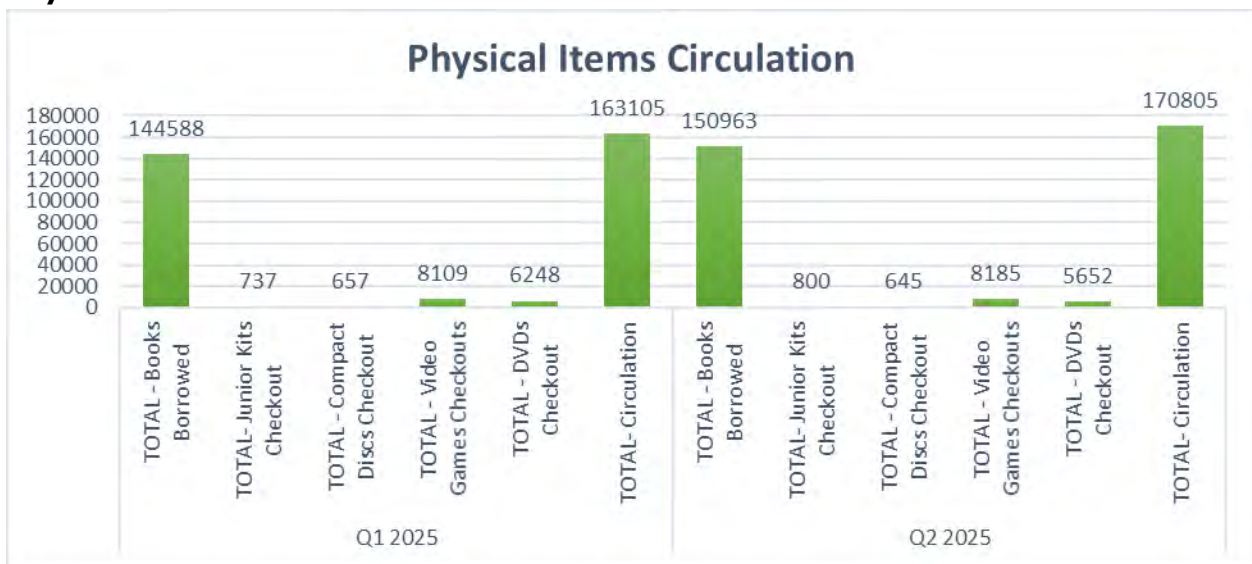
Collections & Circulation

MPL staff continue to use data-driven decisions to shape collections and services, ensuring they remain relevant and accessible to all residents.

Physical Collection Maintenance and Merchandising:

In Q2, the library added over 5855 items, representing a 9% increase compared to the same period in 2024.

Physical Items Circulation

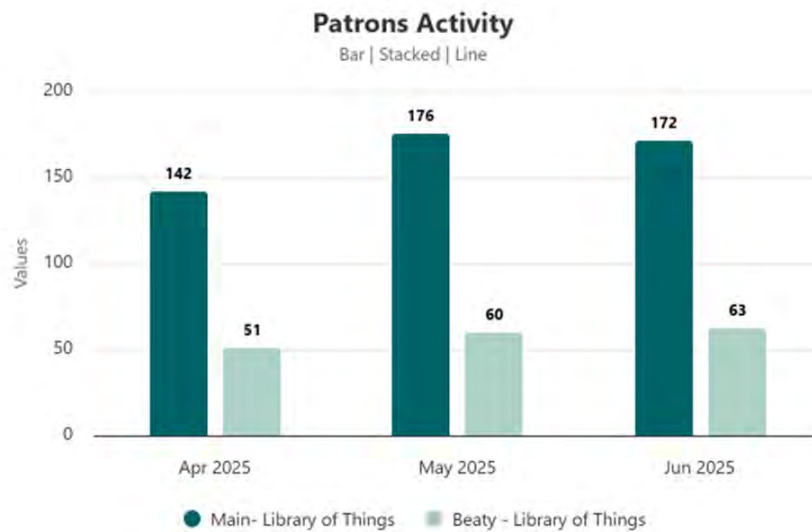


Between Q1 and Q2 of 2025, Milton Public Library experienced a 4.7% increase in total physical item circulation, rising from 163,105 to 170,805 checkouts. The most significant growth was in books borrowed, which rose by 4.4% (an increase of 6,375), highlighting continued strong demand for traditional reading materials. Junior Kits saw an 8.6% increase, and video games checkouts grew by 0.9%, indicating steady interest in youth and entertainment resources. In contrast, compact discs declined by 1.8%, and DVDs dropped by 9.5%, reflecting a shift away from older media formats. Overall, the data points to a healthy upward trend in library engagement, especially in core lending categories.

Library of Things at Main and Beaty

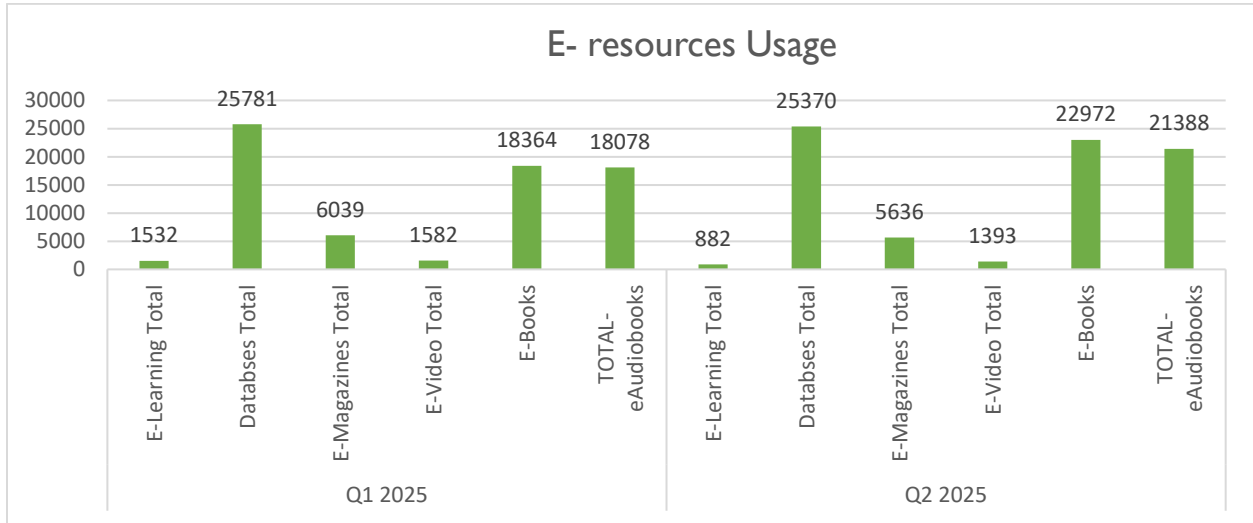
The Library of Things at Beaty was launched in February. The items acquired for the collection so far include more board games, gardening tools, binoculars, a projector, a Bluetooth speaker, and a bike repair kit. Overall, the Main branch recorded consistently higher activity compared to Beaty, averaging about three times more usage. At the Main branch, activity rose from 142 in

April to a peak of 176 in May before dipping slightly to 172 in June, suggesting a seasonal or program-driven boost in May. In contrast, Beaty displayed steady month-over-month growth, moving from 51 in April to 63 in June. While its numbers remain modest compared to Main, Beaty’s consistent upward trend reflects growing engagement and potential for continued growth. Together, the data highlights strong overall use of the Library of Things, with Main maintaining high activity and Beaty showing encouraging momentum.



E-Resources:

Between Q1 and Q2 2025, overall e-resource usage showed mixed trends. E-Books grew from 18,364 to 22,972, a 25% increase, while eAudiobooks rose from 18,078 to 21,388, an 18% increase, making them the fastest-growing categories. Databases remained stable, dropping slightly from 25,781 to 25,370 (a -2% decrease), yet they continue to be the most-used resource. E-Magazines declined from 6,039 to 5,636 (a -7% decrease), while E-Video fell from 1,582 to 1,393 (a -12% decrease). These results highlight a clear shift in patron preference toward long-form reading and listening formats, while shorter learning and video resources are seeing reduced engagement.



Interlibrary Loan:

Our commitment to providing extensive resources to our patrons is also reflected in the Interlibrary Loan service, which successfully fulfilled 365 requests in Q1. This service ensures that our users have access to a broader array of materials, contributing to the overall satisfaction of our community.

New Cardholders Registered:

In the first quarter of 2025, the library welcomed 2,430 new patrons. This represents an 8% decrease compared to the same period in 2024. The main reason for this decline was service disruption due to the ILS migration project.

Projects in Progress

- Diversity Audit
- Collection Management Strategy

Programming & Partnerships

Through a community-led approach and by collaborating with local partners, MPL ensures its programs, and services remain relevant, innovative, and of the highest quality.

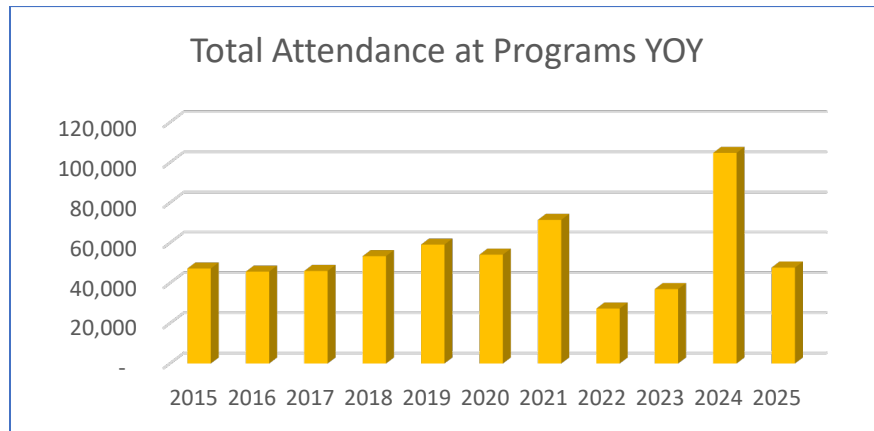
Programming:

In Q2, a total of 984 programs were offered compared to 826 in Q1 of 2024, showing an increase of 158 offerings. Total participation for Q2 was 22,454, compared to 30,878 in 2024 – a decrease of 8,424 from last year at the same time. The decrease can be attributed to no longer offering colouring sheets on a regular basis. Colouring sheets made up roughly 8,301 tracked participants in Q2 last year, compared to only 295 produced this year. Moving forward, MPL will be taking a

more sustainable approach to this passive activity and only offering colouring sheets to relevant programming.



**2025 numbers are to-date only.*



**2025 numbers are to-date only.*

Children’s Programs

Offered: 544

Participants: 13,176

Battle of the Books

Battle of the Books returned in 2025, this is the second time it was held in person following the pandemic, it is also the first time the Halton Region Libraries coordinated an in person Regional Grand Battle since 2019 to crown a Regional Champion. 338 participants and attendees participated in the program and guardian Angels PS won both the Senior and Junior Category in Milton as well as the Regional Senior category.

Beaty Garden

MPL secured the rights to create a Storywalk at the Beaty Branch Garden based on Ojibway author Richard Wagamese's children book the "Animal People Choose a leader". Illustrator Bridget George read the storywalk for the Garden opening May 10th.

Summer Reading Club Launch

MPL launched all of its summer reading clubs on June 14th. This years event saw 761 attendees to the festivities, a 282 person increase from 2024.

This year TD SRC StoryWalk was Let's go! haw êkwa! by Julie Flett which was displayed Main. This year's program started June 14th and ended on August 22nd.

School Outreach

May and June were filled with school outreach, MPL staff visited 15 schools reaching 5400 students informing them of Summer Reading activities and Library resources.

Summerfest

MPL participated in Summerfest, with fun activities set up for kids in the KidsZone, hundreds of participants came and joined MPL staff.

Canadian Children's Book Week

MPL had Children's Authors Ambreen Butt-Hussain and Sid Sharp visit as part of Canadian Children's Book week. Both offered writing workshops.

Indigenous Authors

MPL hosted indigenous author Christy Jordan-Fenton who shared the story of her Inuvialuk mother Olemaun Margaret Pokiak-Fenton and her time at an Arctic Residential School through the stories written in Fatty Legs, A Stranger At Home, When I was Eight, and Not My Girl.

Rainbow Reads

MPL offered Rainbow Reads Storytimes in the month of June leading up to the Drag Queen storytime which occurred in July. Attendees enjoyed stories written by members of the LGBTQIA+ community, demonstrating MPL commitment to bringing historically marginalized voices to the public.

Teen Programs

Offered: 116

Participants: 1,663

The Secrets to Scholarship Research & Writing

MPL offer this educational program to equip the youth in finding and winning the scholarship opportunities. The program was well attended, parents of youth were also invited to attend the program.

Medicine Learning Garden

MPL provided an educational and earning volunteer hours opportunity to the Teens by working under the lead gardener – Nadette Brady to upkeep the Medicine Learning Garden. 2 Volunteer sessions were offered weekly, weather dependent, where 10-12 volunteers participated each time.

Free Comic Book Day

Free Comic Book Day was held on May 3rd where roughly 100 people attended the program. MPL offered various engaging activities and gave away comics, buttons, and 3D printed keychains on the day.

Youth Mental Health Fair

MPL hosted second Youth Mental Health Fair at Sherwood branch on May 10th. The Fair aimed at bringing the community together to learn about local mental health resources. This event is free and specifically designed for youth aged 11-17 however all community members were welcomed to improve their mental health knowledge, support others, and connect with resources. The fair featured fun de-stress activities such as: making woven bookmarks, friendship bracelets, DIY stress balls, button making etc.

Adult Programs

Offered: 648

Participants: 15, 230

Job Fair

MPL held our second annual Job Fair on April 1st. The fair consisted of 7 service providers, 11 local employers, and 81 job opportunities among them. 672 job seekers visited the fair, with 41 taking advantage of the free photo booth offering best secured for LinkedIn profile pictures.

Tea Fest

MPL also hosted the second annual Tea Fest this year, welcoming 1,700 attendees and 322 Food for Life donations. The fest included 27 tea vendors from all over Ontario offering a variety of worldly teas. The vendor market was complemented by 13 related programs taking place throughout the day. 289 customers participated in these programs.

Tech Programing

To showcase the technologies offered by the Sherwood Branch Tech Hub, the adult portfolio launched Tech Introduction sessions highlighting 3D print design, Cricut studio design, the Cricut Mug press, and sublimation printing and pressing. Additionally, introduction to Python sessions were implemented in partnership with Code Ninjas. Technology-based programming for seniors was also introduced with in-person and virtual offerings.

Additional & New Programs for Seniors

Living Longer, Stronger: a health-based program for seniors run by a Registered Nurse was released in June to coincide with the Prime Fit or physical education program launched earlier in the quarter. These programs coupled with the existing chair yoga program offered on Fridays, has allowed seniors in our community to engage in a fulsome day of activities on a weekly basis.

New Newcomer Program

New Roots, New Recipes, a program that introduced Newcomers to recipes highlighting ingredients found at local grocers, was launched in April. Additionally, the adult portfolio implemented the popular game of Antakshari, now run on a monthly basis, with South Asian Newcomers in mind. Working closely with Sikh National Archives again this year, MPL also worked to launch a Sikh National History Month and Asian History month exhibit highlighting the stories of Newcomers and capturing candid photos of their contributions in the community. This exhibit along with the Digital Art Exhibit in partnership with South Asian Mommies of Milton (SAMM) made for elaborately colourful displays.

Enhanced Pride Programming

Just in time for Pride month, MPL launched Colour and Calm, a program featuring colouring sheets from Queer, Indigenous illustrator, Rhael McGregor. The program offered a calming and healing atmosphere for adults. Working closely with Prime Care Health team, MPL also implemented a Gender Affirming Care Support group, a now on-going program. Working with the group and Community Legal Support Services, MPL was able to showcase ID Clinics and highlight open-access Library card registration without the need for IDs. MPL also continues to work with PFLAG to implement Queer Parenting workshops. Finally, in contribution toward of the Pride Parade, MPL held a Sew Proud program where pride dresses were made to be worn in the parade.

Environmental and Sustainability Programming

On June 8th, MPL featured an Ocean Day Fair in partnership with Oceanic Impact. The Fair welcomed over 15 vendor booths comprised of organizations particularly focused on environmentalist efforts. In preparation for the day, patrons donated 337 milk bags to be recycled through community projects. The event featured a large interactive floor map highlighting waterways throughout Ontario. MPL welcomed approximately 240 people to the event in addition to our regular footfall counts. Beyond this, MPL hosted a community cleanup for Earth Day, and held a dress upcycling program called, “Once Upon a Dress”.

Health-based Programming

For Mental Health Awareness week, MPL offered a program that worked to channel the inner child in collaboration with Out Here Healing. For Mother’s Day, a bereavement circle for those who had lost a mother-figure in their lives, was offered in partnership with Bliss Counselling. Then, in recognition of Red Dress day, MPL welcomed back Kristin Tryer for another well-received Indigenous Drum Circle.

Partnerships:

In Q2, continues its efforts to be a valuable community hub through its embedded relationships in Milton and Halton Region. Through partnerships, MPL is able to effectively serve its diverse community and broaden its reach and impact.

Children’s Initiatives

Kids and Me

MPL continued its Kids and Me Neighbourhood group partnership with MCRC and Halton Region. The groups are based out of the Beaty Branch and Viola Desmond school and have been some of the most successful in Halton Region.

ROCK

MPL and ROCK partnered to bring the Caregiver Café program to Milton. This program provides Caregivers and youth with autism activities by trained professionals. Behaviour therapists are on site to facilitate discussion and offer activities to children in attendance.

Halton Black Voices

The Look Like me Read Like me program continued in the spring. This program offers kids the chance to see themselves in the stories they hear in order to foster confidence, imagination, and a love for reading and writing, it is facilitated by Halton Black Voices,

CCAH

MPL continued its Reading Corner partnership with the Canadian Caribbean association of Halton. In June children's author Newton Vanriel visited MPL. He shared his book *The Adventures of the Soul Sistas*.

ArtHouse

ArtHouse and MPL continued its partnership which brings high quality art programming to youths in financial need.

Kerry's Place

MPL continued its partnership with Kerry's Place. Kerry's place provides Individualized, short-term support from expert Autism Consultants at the Main library.

Teen Initiatives

BridgesEDU

MPL partnered with Dr. Christopher Grafos from BridgesEDU Scholarships, for arranging scholarships awareness program for Teens.

Code Ninjas

MPL partnered with Code Ninjas – a leading coding franchise to plan and offer a series of tech programs in the 2nd quarter.

Nadette Brady

MPL partnered with Nadette Brady – professional gardener - to plan and upkeep the Medicine Learning Garden in the spring and all through summer at Beaty Branch.

Adult Initiatives

Autism Ontario

In partnership with Autism Ontario, MPL held a successful Stop Motion Film program for Autistic adults and a large-scale event in recognition of World Autism Day. A variety of service providers focused on Autism were invited to hold vendor booths, while community members enjoyed a magic show, refreshments, and free giveaways during Autism Ontario's annual "Celebrate the Spectrum" event held at Sherwood Branch.

Green Care Farms

Green Care Farms is a farm that offers daytime programming for Milton residents with dementia. Gardening serves as a therapeutic and muscle memory practice and is well

received among participants. In partnership, MPL provided dementia awareness on seed information cards that were attached to seed packets provided for free to the public.

Prime Care Family Health Team

This partnership has brought forward a variety of health-based programs, including Prime Fit for seniors, Living Longer, Stronger, Gender Affirming Care Support Group, and the successful author talk with Katherine Martinko, featuring her book, *Unplugged*, focused on restricting screen time in our lives. MPL also worked closely with Prime Care to host the Living Well with Diabetes Health Fair in June for Seniors Month.

Tech Coaches

Chris Bint, founder of Tech Coaches, has worked closely with MPL to tailor tech programming specific to the needs of seniors in Milton. Chris offers larger online webinars to introduce key concepts and then works in smaller groups, one-on-one, to troubleshoot technology struggles.

Milton Historical Society (MHS)

MPL has been working closely with MHS to bring forward a variety of speaker opportunities and passive programming related to Milton's history. Particularly of note, is the collaboration made for the Then & Now photo challenge, which invited Milton residents to visit Milton sites captured in historical photos and take new photos as a part of a contest submission.

Training & Professional Development

MPL continues to investment in staff training and professional development, particularly in technology, to enhance service capabilities.

In Q2, the following training and professional development opportunities were provided:

Q2 Staff Town Hall

The Q2 Staff Town Hall was held on May 5th to provide staff updates on the ILS, Respect in the Workplace training from Town HR staff, and Working with Neurodivergent patrons provided by ROCK. The Town Hall concluded with an open Q&A segment, allowing staff to ask questions and share feedback.

Better Impact

The Manager, Beaty and Teen Services Librarian were provided training on the Better Impact Volunteer software by Town of Milton staff. This software will be introduced in 2026 to manage and coordinate volunteer activity.

Diverse Abilities Symposium

Members of the management and librarian team attended a full day conference on creating accessible spaces and programs for the community provided by HEDR.

Food Handling Training

Members of staff from all levels attended a full day training session to be certified on Food Handling to ensure proper preparation and serving for library programs and events. Certification was provided by Halton Region.

IDEA Leadership Conference

The Leadership team attended a full day conference on June 5th at the Royal Botanical Gardens. An array of sessions were offered on equity, diversity, inclusions and accessibility.

Library as a Place Conference

The Director, Customer Experience and Manager, Beaty Branch attended the Library as a Place two-day conference, offered by OLA, where library professionals and external presenters shared their experiences and knowledge on creating new and updates spaces.

Summary

Q2 statistics continue to highlight the strong community demand for MPL's programs, services and collections, reinforcing the library's role in delivering high-quality, accessible resources. Staff remain committed to finding innovative ways to connect with the Milton community, enhancing engagement and awareness of MPL's offerings.

As such, this fulfills the following 2025 MPL Pillars and Objectives:

Pillars: Telling Our Story, Building Strong Infrastructure, Creating a Robust & Resilient Organization, Delivering Quality Services

Objectives:

- Celebrate and amplify MPL's successes while demonstrating the value of libraries to the community.
- 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.
- Invest in staff training and professional development especially as it relates to technology.

- 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.
- 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.

Recommendation:

That Milton Public Library Board receive the report entitled "Q2 Departmental Quarterly Report".

Report to: Milton Public Library Board
From: Sarah Douglas-Murray, CEO & Chief Librarian
Date: September 17, 2025
Subject: 2025 Work Plan Update – Q3

Recommendation:

That the Milton Public Library Board receive the 2025 Work Plan Update – Q3 report.

Background

Annually staff provide the Milton Public Library Board with an Annual Work Plan outlining key initiatives and projects for the upcoming year. In January 2025 the Board approved the 2025 Work Plan through resolution # 25-1971.

Report

The Milton Public Library Strategic Master Plan was approved by the Board in January 2025 and served as the foundation for the development of the 2025 Work Plan. Additionally, a number of Key Operational projects were included. The attached Work Plan Update provides the Board with a status update.

The Work Plan includes 97 actions, of the actions outlined in the plan 72 (74%) have been completed, 21 (22%) are underway and 4 (4%) have not yet been undertaken. Of the items not yet undertaken many relate to the budget process or to reports that are planned to be brought to the Board in Q4 of 2025.

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 receive the 2025 Work Plan Update – Q3 report.

MPL Master Plan Recommendation	Implementation	Service Area	Strategic Pillar	Master Plan Recommendation	Values	2025 Actions	Staff Lead	Current Status	January	February	March	April	May	June	July	August	September	October	November	December
1	Ongoing	Advocacy, Governance and Funding	Creating a Robust and Resilient Organization	Add a quarterly standing item on the MPL Board	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Biannual Policy Review Updates to Board	CEO	Policy review has been added to MPL Board Standing Items schedule.	X							X				
						Board Approval of Policy Review Schedule	CEO	Policy review schedule was approved at January 2025 Board Meeting.												
						Policy Updates to Board	CEO	8 Policy Updates were approved in March. 5 Policy Updates approved in May. Additional Updates are scheduled for the November Board Meeting.			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	Capital Budget Forecast has been updated to include \$100,000 for next Master Plan.						X						
3	2025	Communications and Marketing	Telling Our Story	Marketing and Communications vehicle for the public and Town Council to explain the MPL Board's	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Undertake development of messaging and a communications tool to tell MPL's story.	DCX	Marketing Manager has created a new 'Telling Our Story' page on the MPL website. This will also include annual report information, plus quarterly updates. Project launched in July 2025.			X	X	X	X	X					
						Develop and undertake an Annual MPL User survey building on the information gathered as part of the SDOR	DCX	DCX has developed annual survey. Will be deployed in September.				X	X	X	X	X	X			
						Development of set of KPI's for Board approval to track and measure success over time.	CEO	Development is in progress and will be informed by Annual Survey.					X							
						Meet with Key Stakeholders to Share MPL Story	CEO	CEO met with MP, Mayor, Town CAO and Councillors regarding new Master Plan. Meetings will be set with MP's post election.							X	X	X	X	X	X
4	2026	Customer Experience	Delivering Quality Services	Create a Community Engagement Librarian position	Accessibility - Providing free and equitable access.	Development of Community Engagement Librarian Job Description	DCX	Complete.	X											
						Job Evaluation for Community Engagement Librarian Position	DCX	HR has Job Description and has put it through Job Evaluation.		X	X									
						Develop Business case for position to be included in 2026 Budget Request.	CEO	Has been approved by Board at June Board meeting and was submitted to Town of Milton for consideration as part of the budget process.						X						

MPL Master Plan Recommendation	Implementation	Service Area	Strategic Pillar	Master Plan Recommendation	Values	2025 Actions	Staff Lead	Current Status	January	February	March	April	May	June	July	August	September	October	November	December
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	Updated JD's have been created and finalized. Currently with the consultant as part of the Compensation Review.										X		
6	2025	Staffing and Training	Creating a Robust and Resilient Organization	participation in the Town of Milton's Strategic Workforce Planning and Competency	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Participate in Town of Milton's Strategic Workforce Planning and Competency Framework.	CEO	information has been provided. Senior staff have been interviewed by consultant. 8 Comparator municipalities have been identified and consultant is currently interviewing comparator CEO's.	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	2025. Project is behind schedule. Update to Board will be provided at September Board Meeting.									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	January & May staff Training and Development Days complete. 5 New Ryan Dowd Training Modules have been completed all staff. 11 New Citation training modules (Leadership) have been completed by all Management staff. Onboarding training has been reviewed with HR and modified to meet Town and Current best practices. September and November Training dates are planned.	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	Exceptional Public Service - Ensuring responsive customer service.	Development and implementation of new staff CORE schedule.	DCX	Complete. Has been rolled out to all staff.		X										
						Conduct Hiring and on-boarding process for FT Customer Service Associates.	DCX	Complete.	X											
						Development of staffing model and options for Board consideration in advance of 2026 Budget.	CEO	Options were presented to the Board at June Board meeting.				X								
						Development of IT Technician JD	DSS	Complete.	X											
						Evaluation of IT Technician Position	DSS	Complete.	X											

MPL Master Plan Recommendation	Implementation	Service Area	Strategic Pillar	Master Plan Recommendation	Values	2025 Actions	Staff Lead	Current Status	January	February	March	April	May	June	July	August	September	October	November	December
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	In development.												X
10	2025	Technology	Creating a Robust and Resilient	Implement the immediate	Accessibility - Providing free and equitable access.		CEO	Secured in 2025 Budget. Hiring is underway.												
						Conduct Hiring and on-boarding process for IT Technician.	DSS	Hiring is complete. June 16 start date.		X	X									
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	In progress. DSS has put together Terms of Reference and working group.				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	Survey was developed and sent to all staff. Results shared with staff at September Meeting.				X								
						Develop Plan to address needs	All	Technology Survey identified some "quick wins" which are being implemented now. Further plans will be included in Technology Plan report.					X							
						Provide three training opportunities for staff	All	Training has been completed for all staff on the new ILS system. Re-fresh ILS training completed early May. Children's program training for Associates planned for end of May. Ryan Dowd library training continues. Managers and Leadership completing management training modules. Complete.				X	X	X	X	X	X	X	X	

MPL Master Plan Recommendation	Implementation	Service Area	Strategic Pillar	Master Plan Recommendation	Values	2025 Actions	Staff Lead	Current Status	January	February	March	April	May	June	July	August	September	October	November	December
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	In Progress. Expected to be complete for November Board Meeting.					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	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Development of a Library Classification System	CEO	In progress. Expected to be complete for October Board Meeting.				X	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	Inclusivity - Empowering Milton's diverse community.	Continued work with an Indigenous Advisor about MPL's collections, programs and services	DCX	Planning meetings were conducted in January. Indigenous Advisor will be continuing in 2025. Expanded partnerships with Indigenous organizations are in progress. Woodland Cultural Centre visit complete. Indigenous Protocols developed. Indigenous zone with display launched at Beaty.	X	X	X	X	X	X	X	X	X	X	X	X
						Development and Delivery of programs related to Truth and Reconciliation	DCX	Garden opening ceremony on May 10. Programs confirmed include: Creative Storytelling with Christy Jordan-Fenton (Children's), Toronto Metis Jigging (Children's), "The Animal People Chose a leader" Story walk (Children's), Drumming and Meditation Workshop (Adult). Programs related to Truth and Reconciliation are being developed for Q3. Partnership meeting with Woodland Cultural Centre completed, Indigenous graphic designer hired to create Indigenous version of MPL Bee	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	All	Continue to work with Town of Milton on long term planning. Participation in Development Charges (DC) study.												

MPL Master Plan Recommendation	Implementation	Service Area	Strategic Pillar	Master Plan Recommendation	Values	2025 Actions	Staff Lead	Current Status	January	February	March	April	May	June	July	August	September	October	November	December
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	CEO													
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	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

MPL Master Plan Recommendation	Implementation	Service Area	Strategic Pillar	Master Plan Recommendation	Values	2025 Actions	Staff Lead	Current Status	January	February	March	April	May	June	July	August	September	October	November	December
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	Accessibility - Providing free and equitable access.	Procurement of Hold Lockers	DSS	Hold lockers have been ordered. Location has been confirmed with Town. Delivery in August, September launch.	X											
						Installation and Implementation of Hold Lockers	DSS	Delivery is planned for late July with operations to begin in August.							X	X	X			
						Finalize the workflow	DSS	Draft workflow is in process.				X								
						Updates to related Job Descriptions for Operationalization	DSS	Support Service Job description has been finalized. Job evaluation complete.				X								
21	2026	Facilities	Building Strong Infrastructure	Explore options, costs and staffing requirements associated with	Accessibility - Providing free and equitable access.	Develop Plan and Business case including updated operational and Capital Costs.	CEO	In progress. Report was presented at June 2025 Board Meeting and was included as part of the 2026 Budget submission.		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	DCX has worked with Town HR and Finance to provide a business plan to extend Beaty operational hours for Sunday and Monday opening. Will be included on June Agenda for Board Discussion. Implementation of extended hours will be in January 2027. Funding will be considered as part of the 2027 Budget Process.	X	X	X	X								
						Obtain Board Direction.	CEO	June Board Meeting												
						If applicable update 2026 Operating Budget Submission	CEO	Will be included in 2027 Budget process.												
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	In progress. Proposal for 7 day operation at Beaty will be presented in June. Presented in June board meeting. Approved to move forward in budget process. Postponed to 2027.												

MPL Master Plan Recommendation	Implementation	Service Area	Strategic Pillar	Master Plan Recommendation	Values	2025 Actions	Staff Lead	Current Status	January	February	March	April	May	June	July	August	September	October	November	December
24	2025	Customer Experience	Building Strong Infrastructure	Exploratory meetings should be initiated to	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Conduct meetings with Conestoga College and Wilfrid Laurier.	CEO	Meetings have taken place with Conestoga. Currently working on joint programming - Hackathon.			X	X	X	X	X	X	X	X	X	X
						Continued outreach to Conestoga students (each Term).	DCX	Outreach is undertaken to Conestoga students on Campus at the beginning of each term.	X				X				X			
						Continued contact with Town of Milton lead for the Education Village developments.	CEO	Continued updates from Town Strategic Projects Director.	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	Seven New Adult programs: Tech Coaches Partnership (Partnership) - Seniors, Sew Inspired, Seeds of Change, Prime Care Family Health Team (Partnership), Autism Festival - Adults with Disabilities, Fabrication Frenzy, Tech Introduction Sessions. Five new Youth programs; Stop Motion Workshop - Series, Youth Mental Health Fair, Illustrating Graphic Novels Workshop for Teens, Stuck in a Jam: 3D Printer Escape Room, GAME program with Reimagine Ontario (youth development).	X	X	X	X	X	X	X	X	X	X	X	
26		Customer Experience	Delivering Quality Services	Increase the focus placed on	Inclusivity - Empowering Milton's diverse community.	Continue to develop new programs and partnerships with a minimum of 3 new	DCX	Three new partnerships - Community Living, Conestoga, Primary Care	X	X	X	X	X	X	X	X	X	X	X	X
				Increase the focus placed on programming for newcomer families.		Continue to grow multilingual - programs.	DCX	Five new programs, New Routes, New Recipes, Urdu Social, Financial Tips and Secrets Smart Canadians Know, Newcomer Stories Project. More programs planned for Q3 & 4.	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	Three new programs; Earth Day 2025! Free Trees for Kids (Children's), The Science of Bees @ Main (Children's), Is Free Speech Really Free (Adult)	X	X	X	X	X	X	X	X	X	X	X	X

MPL Master Plan Recommendation	Implementation	Service Area	Strategic Pillar	Master Plan Recommendation	Values	2025 Actions	Staff Lead	Current status	January	February	March	April	May	June	July	August	September	October	November	December
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	CCAH - Black History Book Kits, Trillium School, Diabetes Fair	X	X	X	X	X	X	X	X	X	X	X	X
29	Ongoing	Collections	Delivering Quality Services	Repurpose existing library space to	Exceptional Public Service - Ensuring responsive customer service.	Install Library of Things shelving at Main Branch and Beaty Branch.	DSS	Complete.				X								
30	Ongoing			Enhance the Sherwood Branch		Install Library of Things shelving at Sherwood Branch	DSS	Complete.								x				
						Assess and monitor use and feedback and evaluate if expansion to other branches is warranted.	DSS	Complete. Sherwood will also be installed in July 2025.	X	X	X	X	X	X	X	X	X	X	X	X
				partnerships with Ontario recreation facilities to provide passes to the community		Introduce PAMA and ROM passes in 2025	DSS	Complete							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	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	Development of a staff working group to Collection Strategy.	DSS	Terms of Reference for project and working group has been created. Work is underway.			X									
						Development of a Collections Strategy for Board approval.	DSS	In Progress. Expected to be complete for November Board Meeting.										X		
31	2025	Collections	Delivering Quality Services	Continue to utilize library software products such as Collections HQ to	Exceptional Public Service - Ensuring responsive customer service.	Ensure integration and training once new ILS is implemented.	DSS	Complete Support Services staff are implementing with new ILS.			X	X								
						Reporting to the Board as part of the Quarterly Reports	DSS	Ongoing				X					X			X
32	Ongoing	Collections	Delivering Quality Services	Continue to leverage mechanisms such as consortium purchasing and	Accountability - Prioritizing transparency and fiscal responsibility in decision-making.	RFP for new collections supplier	DSS	Complete. The award approval report was presented at the March Board Meeting.	X	X	X	X								
						Continued participation in Consortium Purchasing	DSS	MPL has joined the OverDrive Consortium with 6 other Public Library systems to expand access to digital collections.	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	Meeting conducted with MPP to advocate. FOPL has continued advocacy through provincial election.	X	X	X	X	X	X	X	X	X	X	X	X

MPL Master Plan Recommendation	Implementation	Service Area	Strategic Pillar	Master Plan Recommendation	Values	2025 Actions	Staff Lead	Current Status	January	February	March	April	May	June	July	August	September	October	November	December
33	2025	Collections	Delivering Quality Services	Monitor data and performance metrics used to track e-books and	Lifelong Learning - Promoting literacy, discovery, and creativity.	Continued monitoring and reporting as part of the Quarterly and Annual Reports.	DSS	Ongoing				X				X				X
						Recommendations for 2026 Budget will be made to Finance Committee during Budget Development	CEO	Increase to E-resources was included in 2026 Budget submission.						X	X	X				
	2025			Create gaming hub for teens at Main		Table and technology have been ordered	DSS	In progress												
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.	RFP for new collections will be issued in early 2025 and will include a section on multilingual Collections.	DSS	Complete. Award approval report will be presented at March Board Meeting.	X	X	X	X								
						Use OLS Valuing Adding Toolkit (VOLT) to analyze community impact; a board report to be presented	DSS	Collections librarian is beginning this work. To come to October 2025 Board Meeting.			X	X	X	X	X	X	X			
						Plan and execute the Diversity Audit of the collection	DSS	One Canada Summer Jobs position has been secured to conduct the diversity audit under the guidance of the Collections Librarians. Report will be delivered to Board in January 2026			X	X	X	X	X	X	X			
						Continued monitoring and reporting as part of the Quarterly and Annual Reports. Expand the multilingual collection at Beaty/Sherwood Branches.	DSS	Multilingual collectoin has been expanded. Staff continue to ourchase multilingual collecitons.					X				X			X
35	Ongoing	Collections	Delivering Quality Services	Introduce incremental annual	Lifelong Learning - Promoting literacy, discovery, and creativity.	Recommendations for 2026 Budget will be made to Finance Committee during Budget Development	CEO	Increase to E-resources was included in 2026 Budget submission.						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	Complete. Was approved by Board at June meeting.				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	Audited Year end will be presented to Council In May and will be presented to MPL Board in June.			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	Budget is in development and will be presented to Board at June September Board Meeting						X	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	Board Self evaluation is complete and report is on May MPL Board Agenda.			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	Complete Report was approved at March Board Meeting.			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	Underway. To be presented at the May, September, October and January Board Meetings.	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	January, May complete. Remainder have been scheduled. September 8 is next meeting.	X			X					X		X	

MPL Master Plan Recommendation	Implementation	Service Area	Strategic Pillar	Master Plan Recommendation	Values	2025 Actions	Staff Lead	Current Status	January	February	March	April	May	June	July	August	September	October	November	December
n/a	2025	Customer Experience	Delivering Quality Services	Ongoing Operational	Exceptional Public Service - Ensuring responsive customer service.	ILS Implementation	DSS	Complete	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	Complete. Has been ordered will arrive late May.					X	X	X	X				
n/a	2025	Technology	Delivering Quality Services	Ongoing Operational	Accessibility - Providing free and equitable access.	Implementing Accessible Technology and Tools	DSS	New ILS is live, new accessible OPAC stations at all branches. Self check out accessibility improvements underway.					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	In-progress					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	In progress, first phase will go live in June.	X	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	Grant Applications have been submitted and 4 positions were approved.									X	X	X	
n/a	2025			Ongoing Operational		Complete Annual Survey of Public Libraries submission.	CEO	Complete. Award approval report will be presented at March Board Meeting.		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.	Count Week, Public Libraries Operating Grant and Pay Equity Grant	CEO	Submission is complete for 2024.										X		
n/a	2025	Facilities	Building Strong Infrastructure	Ongoing Operational	Accessibility - Providing free and equitable access.	Planning for Beaty Branch Improvements for 2026	DSS	Met with town Faculties staff. RFP for design work has been issued.	X	X	X	X	X	X	X	X	X	X	X	
n/a	Ongoing	Customer Experience	Strategic Pillars	Ongoing Operational	Exceptional Public Service - Ensuring responsive customer service.	Update Observances in Annual Activities for next calendar year	DCX	Complete									X			
n/a	Ongoing	Customer Experience	Strategic Pillars	Ongoing Operational	Exceptional Public Service - Ensuring responsive customer service.	Update Community Asset Map	DCX	Complete				X	X							



Discussion Item 5.1

Report to: Milton Public Library Board
From: Sarah Douglas Murray, CEO & Chief Librarian
Sonia Li, Supervisor, Finance & Administration
Date: September 17, 2025
Subject: 2026 Preliminary Operating Budget and 10-Year Capital Forecast Report

Recommendation:

That the Milton Public Library Board receives the 2026 Preliminary Operating Budget and 10-Year Capital Forecast Report.

That the Milton Public Library Board directs staff to continue to work with the Town of Milton to finalize the 2026 Preliminary Operating Budget as presented today, and to bring a finalized Operating Budget submission to the October 15, 2025 Board Meeting for final approval by the MPL Board.

That the Milton Public Library Board directs staff to submit the 10 Year Capital Forecast as presented to the Town of Milton and to bring a finalized Capital Budget submission to the October 15, 2025 Board Meeting for final approval by the MPL Board.

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.

On September 9, 2025 ES-042-25 - 2026 Budget Call Report was presented to the Town of Milton Council and the following recommendation was approved;

- I. THAT the Mayor be requested to consider the following when preparing the 2026 Budget for Council consideration:
 - a. That the 2026 Capital and Operating Budgets and Forecasts be prepared in alignment with the Town's Council-approved strategic plans and long-term studies (example: Strategic Plan, Official Plan, Asset Management Plan, Fiscal Impact Studies, Master Plans etc.)

b. That the 2026 Operating Budget be presented with a local residential property tax increase of 7.94% (estimated to result in a total tax rate increase of 5.20% including the regional and education portions of the levy).

Report:

The 2026 Preliminary Operating Budget and 10-Year Capital Forecast Report presented has been reviewed and vetted by the Board Finance Committee through consultation on meeting held on 24th July 2025 and further reviewed on September 11, 2025.

The 2026 Preliminary Operating Budget (Attachment 1) presented today is \$6,738,421 including the new staffing request for Community Engagement Librarian that was approved by the Board in June 2025. All staffing requests are still under review by the Town of Milton.

Compared to the draft version presented on the Board Finance Committee meeting on 24th July 2025, the increase of \$45,507 was mainly driven by updated budget lines maintained by the Town of Milton, operating impact from Remote Hold Locker and refinements on tech-related operating expenses.

The following table outlines the percentage and dollar increase in the 2026 Preliminary Operating Budget compared to the 2025 Approved Budget.

Version	Amount (\$)	Increase (%)	Increase (\$)
2025 Approved Budget	\$ 6,312,940		
2026 Preliminary Budget Request	\$ 6,738,421	6.7%	\$ 425,481
2026 Preliminary Budget Request (without New Staffing)	\$ 6,631,709	5.0%	\$ 318,769

On top of inflation and increases in salary and benefits, key factors driving the 2026 budget growth include the June Board direction to request the inclusion of the new staff request for a Community Engagement Librarian in the library's Budget request as well as to eliminate fines for Children and Teen's materials. In addition rising demand for electronic products and higher market rates for technology have resulted in some budget increases in order to maintain our current levels of service to the community.

The 2026 Preliminary Operating Budget also reflects several account adjustments. On the facility side, all expenses related to facility and grounds maintenance, utilities and insurance, have been removed from the library budget and will be charged by the Town of Milton through 6805 CS Infrastructure Reallocated Exp account on a quarterly basis. There will also be new accounts created to support the library's specific needs, including expenses related to technology

equipment maintenance, new revenue accounts for high profile events revenues, ticket sales and merchandise goods sales.

The Preliminary 10-Year Capital Forecast is presented in Attachment 2. Funding is included for the following projects in 2026.

C80010026 Automation Replacement \$ 291,445

C80012126 Collection – Replacement \$ 540,491

C80131126 Furniture Replacement \$ 107,740

C80131221 Library Service Strategy Implementation Project was closed in 2025 and the remaining funds were returned to the Library Capital Reserve. Following the June Board direction, the returned funds have been applied to two new projects: C80131626 Library Outreach Vehicle with a budget of \$297,980 and C80131726 Beaty Branch – Renovation with a budget of \$154,500.

Town of Milton Budgets will continue to be refined throughout the fall and will be presented at a Council Workshop on November 24th. Council Meetings for the Budget will be held December 1st and 2nd. An update on the Budget will be provided at the October 15th 2025 Board Meeting for final Board approvals.

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 2026 Preliminary Operating Budget and 10-Year Capital Forecast Report.

That the Milton Public Library Board directs staff to continue to work with the Town of Milton to finalize the 2026 Preliminary Operating Budget as presented today, and to bring a finalized Operating Budget submission to the October 15, 2025 Board Meeting for final approval by the MPL Board.

That the Milton Public Library Board directs staff to submit the 10 Year Capital Forecast as presented to the Town of Milton and to bring a finalized Capital Budget submission to the October 15, 2025 Board Meeting for final approval by the MPL Board.

Attachment 1 - Library 2026 Preliminary Operating Budget

Library P&L	2025 Budget	2026 Budget	\$ Growth vs 2025 Budget	% Growth vs 2025 Budget
LIBRARY				
LIBRARY				
8025 LIBRARIES				
EXPENDITURES				
Salaries and Benefits				
3005 Salaries Full Time	\$ 2,320,146	\$ 2,508,368	\$ 188,222	8.11%
3020 Hourly Part Time	\$ 1,084,237	\$ 1,188,173	\$ 103,936	9.59%
3023 Overtime Pay	\$ -	\$ -	\$ -	0.00%
3025 Employee Benefits	\$ 843,029	\$ 800,656	\$ (42,373)	-5.03%
3026 Training/WSIB Contributions	\$ -	\$ -	\$ -	0.00%
3027 Staff Gapping	\$ -	\$ -	\$ -	0.00%
Total Salaries and Benefits	\$ 4,247,412	\$ 4,497,197	\$ 249,785	5.88%
Administrative				
3120 Memberships	\$ 15,330	\$ 18,340	\$ 3,010	19.63%
3125 Mileage/Car Allowance	\$ 4,801	\$ 6,001	\$ 1,200	24.99%
3130 Professional Development	\$ 60,451	\$ 60,451	\$ -	0.00%
3135 Recognition Plan Awards	\$ 1,600	\$ 675	\$ (925)	-57.81%
Total Administrative	\$ 82,182	\$ 85,467	\$ 3,285	4.00%
Financial				
3205 Bank Charges	\$ 6,500	\$ 6,500	\$ -	0.00%
Total Financial	\$ 6,500	\$ 6,500	\$ -	0.00%
Transfers to Own Funds				
3292 Transfer to Reserve	\$ 753,543	\$ 763,857	\$ 10,314	1.37%
Total Transfers to Own Funds	\$ 753,543	\$ 763,857	\$ 10,314	1.37%
Purchased Goods				
3310 Equip-Data	\$ 129,881	\$ 149,559	\$ 19,678	15.15%
3330 Copies	\$ 18,907	\$ 16,851	\$ (2,056)	-10.87%
3335 Electronic Products	\$ 273,863	\$ 310,299	\$ 36,436	13.30%
3375 Office Equipment	\$ 10,220	\$ 8,220	\$ (2,000)	-19.57%
3380 Office Supplies	\$ 12,525	\$ 12,819	\$ 294	2.35%
3400 Materials & Supplies	\$ 11,625	\$ 38,884	\$ 27,259	234.49%
3410 Program Expenses	\$ 111,264	\$ 113,879	\$ 2,615	2.35%
3474 Region Garbage Tags Expense	\$ 3,601	\$ 3,601	\$ -	0.00%
Total Purchased Goods	\$ 571,886	\$ 654,112	\$ 82,226	14.38%
Purchased Services				
3610 Advertising	\$ 41,860	\$ 42,844	\$ 984	2.35%
3630 Audit	\$ 8,599	\$ 8,801	\$ 202	2.35%
3635 Automation Equip Maint	\$ 147,970	\$ 165,639	\$ 17,669	11.94%
3650 Board Expenses	\$ 3,066	\$ 2,500	\$ (566)	-18.46%
3670 Bldg Maintenance	\$ 14,666	\$ 1,000	\$ (13,666)	-93.18%
3726 Telecommunications	\$ 74,478	\$ 80,865	\$ 6,387	8.58%
3740 Contracts	\$ 38,224	\$ -	\$ (38,224)	-100.00%
3755 Equip Maintenance & Repairs	\$ -	\$ 3,000	\$ 3,000	0.00%
3799 Insurance	\$ 11,283	\$ 3,380	\$ (7,903)	-70.04%
3825 Lease-Other	\$ 531	\$ 531	\$ -	0.00%
3868 Facility Rental Expense	\$ 5,115	\$ 10,115	\$ 5,000	97.75%
3895 Postage	\$ 3,373	\$ 3,373	\$ -	0.00%

3900 Printing/Stationery	\$ 12,164	\$ 12,450	\$ 286	2.35%
3905 Processing	\$ 76,650	\$ 82,219	\$ 5,569	7.27%
3910 Professional Fees	\$ 20,440	\$ 15,000	\$ (5,440)	-26.61%
3945 Service Agreements	\$ 3,694	\$ -	\$ (3,694)	-100.00%
3950 Shipping & Courier	\$ 25,656	\$ 20,656	\$ (5,000)	-19.49%
4010 Subscriptions	\$ 2,044	\$ 2,092	\$ 48	2.35%
4050 Utilities-Gas/Oil	\$ 7,424	\$ -	\$ (7,424)	-100.00%
4053 Utilities - Hydro	\$ 20,253	\$ -	\$ (20,253)	-100.00%
4057 Utilities - Water	\$ 3,624	\$ -	\$ (3,624)	-100.00%
Total Purchased Services	\$ 521,114	\$ 454,464	\$ (66,650)	-12.79%
Reallocated Expenses				
6805 CS Infrac. Reallocated Exp	\$ 420,766	\$ 510,513	\$ 89,747	21.33%
Total Reallocated Expenses	\$ 420,766	\$ 510,513	\$ 89,747	21.33%
Total EXPENDITURES	\$ 6,603,403	\$ 6,972,110	\$ 368,707	5.58%
REVENUE				
Financing Revenue				
5901 Contribution from Capital	\$ (22,884)	\$ (21,779)	\$ (1,105)	-4.83%
Total Financing Revenue	\$ (22,884)	\$ (21,779)	\$ 1,105	-4.83%
Grants				
5230 Other Grants	\$ -	\$ -	\$ -	0.00%
5234 Public Library Operating Grant	\$ (52,429)	\$ (52,429)	\$ -	0.00%
5235 Public Library Pay Equity Gran	\$ (3,275)	\$ (3,275)	\$ -	0.00%
5250 Canada Summer Jobs	\$ -	\$ -	\$ -	0.00%
5252 Young Canada Work Revenue	\$ -	\$ -	\$ -	0.00%
5270 New Horizons for Seniors	\$ -	\$ -	\$ -	0.00%
5300 Recoveries from Others	\$ -	\$ -	\$ -	0.00%
Total Grants	\$ (55,704)	\$ (55,704)	\$ -	0.00%
Recoveries and Donations				
5315 Fundraising and Donations	\$ (5,000)	\$ (5,000)	\$ -	0.00%
5365 Salaries & Benefits Recovered	\$ -	\$ -	\$ -	0.00%
Total Recoveries and Donations	\$ (5,000)	\$ (5,000)	\$ -	0.00%
User Fees and Service Charges				
5400 Fees & Service Charges	\$ (43,307)	\$ (32,307)	\$ (11,000)	-25.40%
5407 Administration Fees	\$ (540)	\$ (540)	\$ -	0.00%
5493 Region Garbage Tags Revenue	\$ (3,061)	\$ (3,061)	\$ -	0.00%
5580 OTC - Over the Counter Sales	\$ -	\$ (4,000)	\$ 4,000	0.00%
5595 Program Revenue	\$ -	\$ (2,000)	\$ 2,000	0.00%
5665 Stat-Fines	\$ (100,000)	\$ (34,080)	\$ (65,920)	-65.92%
5666 Stat-Lost Items	\$ (4,880)	\$ (4,880)	\$ -	0.00%
5667 Stat-Book Sales	\$ (1,887)	\$ (1,887)	\$ -	0.00%
5668 Photocopies	\$ (40,000)	\$ (56,251)	\$ 16,251	40.63%
5686 Ticket Sales	\$ -	\$ (5,000)	\$ 5,000	0.00%
5700 Vending Machine Revenue	\$ (13,200)	\$ (7,200)	\$ (6,000)	-45.45%
Total User Fees and Service Charges	\$ (206,875)	\$ (151,206)	\$ 55,669	-26.91%
Total REVENUE	\$ (290,463)	\$ (233,689)	\$ 56,774	-19.55%
Total 8025 LIBRARIES	\$ 6,312,940	\$ 6,738,421	\$ 425,481	6.74%
Total LIBRARY	\$ 6,312,940	\$ 6,738,421	\$ 425,481	6.74%

Attachment 2 - Library Capital Project 10 Year Forecast- Summary

Type	Project ID	Project Name	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Replacement	C80010026	Automation Replacement	\$ 291,445	\$ 291,445	\$ 291,445	\$ 291,445	\$ 291,445	\$ 291,445	\$ 291,445	\$ 291,445	\$ 292,275	\$ 292,275	\$ 2,916,110
	C80012126	Collection - Replacement	\$ 540,491	\$ 567,794	\$ 592,454	\$ 612,920	\$ 642,469	\$ 675,234	\$ 675,234	\$ 675,234	\$ 816,460	\$ 816,460	\$ 6,614,750
	C80131126	Furniture Replacement	\$ 107,740	\$ 107,740	\$ 107,740	\$ 107,740	\$ 107,740	\$ 107,740	\$ 107,740	\$ 107,740	\$ 129,288	\$ 129,288	\$ 1,120,496
Total Replacement			\$ 939,676	\$ 966,979	\$ 991,639	\$ 1,012,105	\$ 1,041,654	\$ 1,074,419	\$ 1,074,419	\$ 1,074,419	\$ 1,238,023	\$ 1,238,023	\$ 10,651,356
			-1.1%	2.9%	2.6%	2.1%	2.9%	3.1%	0.0%	0.0%	15.2%	0.0%	
New	C80010326	Collection - New	\$ -	\$ -	\$ -	\$ 998,997	\$ 1,057,645	\$ -	\$ -	\$ -	\$ 1,026,004	\$ 1,086,207	\$ 4,168,853
	C80010426	Shelving - New	\$ -	\$ -	\$ -	\$ 572,618	\$ 572,618	\$ -	\$ -	\$ -	\$ 588,094	\$ 588,094	\$ 2,321,424
	C80011126	Library Services Master Plan	\$ -	\$ -	\$ 100,003	\$ -	\$ -	\$ -	\$ 100,003	\$ -	\$ -	\$ -	\$ 200,006
	C80012326	New Branch Computer Equipment	\$ -	\$ -	\$ -	\$ 141,841	\$ -	\$ -	\$ -	\$ -	\$ 141,841	\$ -	\$ 283,683
	C80131426	Integrated Library System	\$ -	\$ -	\$ -	\$ 115,516	\$ -	\$ -	\$ -	\$ -	\$ 129,742	\$ -	\$ 245,258
	C80131626	Library Outreach Vehicle	\$ 297,980	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 297,980
	C80131726	Beaty Branch - Renovations	\$ 154,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 154,500
Total New			\$ 452,480	\$ -	\$ 100,003	\$ 1,828,972	\$ 1,630,263	\$ -	\$ 100,003	\$ -	\$ 1,885,681	\$ 1,674,301	\$ 7,671,704
Total Library Capital Forecast			\$ 1,392,156	\$ 966,979	\$ 1,091,642	\$ 2,841,077	\$ 2,671,917	\$ 1,074,419	\$ 1,174,422	\$ 1,074,419	\$ 3,123,704	\$ 2,912,324	\$ 18,323,060

Discussion Item 5.2

Report to: Milton Public Library Board
From: Sarah Douglas-Murray
Date: September 17, 2025
Subject: Town of Milton Corporate Asset Management Plan 2025

Recommendation:

That the Milton Public Library Board receives the Town of Milton Corporate Asset Management Plan 2025 report for information;

Report:

This 2025 asset management plan (AMP) for the Town of Milton was developed as an update to the 2024 AMP, in continued compliance with Ontario Regulation 588/17 (“O. Reg”). It incorporates key elements of an industry-standard AMP, and provides a comprehensive overview of the Town’s core and non-core infrastructure. The plan includes a section on Milton Public Library Board Services including sections on Current Performance and Service Level Commitments, Emerging Trends and Future Considerations, Operational Challenges and Underlying Pressures and a Summary and Outlook. The MPL CEO and Director of Support Services were engaged with the Town of Milton team through the development of the Asset Management Plan.

In June 2025 through report [ES-031-25](#) 2025 Asset Management Plan was presented to and approved by Town of Milton Council. ES-031-25 report and the [Town of Milton Corporate Asset Management Plan 2025](#) are included as attachments to this report for information purposes.

As such, this fulfils the following 2025 MPL Strategic Pillars & Objectives:

Pillar: Building Strong Infrastructure

Objectives:

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

Pillar: Creating a Robust & Resilient Organization

Objectives:

Provide a framework for strong governance.



Pillar: Delivering Quality Services

Objectives:

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

Recommendation:

That the Milton Public Library Board receives the Town of Milton Corporate Asset Management Plan 2025 report for information;



Town of Milton | Corporate Asset Management Plan

2025

Contents

- Executive Summary 6**
 - State of the Infrastructure 6
 - Fiscal Sustainability 6
 - Moving Forward Sustainably 9
- About this document 10**
 - Ontario Regulation 588/17 11
 - Scope 12
 - Strategic Planning and Asset Management 13
 - Role of Strategic Plan 14
 - Role of Strategic Asset Management Policy 14
- Limitations and Constraints 15**
- Key Updates From 2024 16**
- State of the Infrastructure 17**
 - Asset Hierarchy 18
 - Replacement Cost 20
 - Condition 21
 - Source of Condition Data 21
 - Condition Rating Scales 23
 - Current Asset Condition 27
 - Asset Acquisition by Decade 30
- Transportation Services 32**
 - Inventory and Valuation 32
 - Asset Condition 33
 - Age Profiles 36
 - Asset Acquisitions by Decade 38
- Stormwater Management Services 39**
 - Inventory and Valuation 39
 - Asset Condition 40
 - Age Profiles 42
 - Asset Acquisitions by Decade 43
- Community Services 44**

Inventory and Valuation	44
Asset Condition.....	45
Age Profiles	48
Asset Acquisitions by Decade	49
Corporate and Operational Services	50
Inventory and Valuation	50
Asset Condition.....	51
Age Profiles	54
Asset Acquisitions by Decade	55
Protective Services	56
Inventory and Valuation	56
Asset Condition.....	57
Age Profiles	59
Asset Acquisitions by Decade	60
Transit Services	61
Inventory and Valuation	61
Condition	62
Age Profiles	64
Asset Acquisitions by Decade	65
Milton Public Library Board Services	66
Inventory and Valuation	66
Asset Condition.....	67
Age Profiles	69
Asset Acquisitions by Decade	70
Lifecycle Management	71
Lifecycle Framework	72
Long-term Forecast	76
Risk Management.....	78
Asset-level Risk	79
Approach to Risk	79
Risk Models	81
Risk Matrix.....	82
General and Corporate Risks.....	83
Levels of Service.....	86
Transportation Services	87

Current Performance and Service Level Commitment.....	87
Emerging Trends and Future Considerations	87
Operational Challenges and Underlying Pressures	94
Summary and Outlook	94
Stormwater Management Services	95
Current Performance and Service Level Commitment.....	95
Emerging Trends and Future Considerations	95
Operational Challenges and Underlying Pressures	98
Summary and Outlook	98
Community Services and Corporate and Operational Services	99
Current Performance and Service Level Commitment.....	99
Emerging Trends and Future Considerations	99
Operational Challenges and Underlying Pressures	101
Summary and Outlook	102
Protective Services	103
Current Performance and Service Level Commitment.....	103
Emerging Trends and Future Considerations	103
Operational Challenges and Underlying Pressures	104
Summary and Outlook	105
Transit Services	106
Current Performance and Service Level Commitment.....	106
Emerging Trends and Future Considerations	106
Operational Challenges and Underlying Pressures	108
Summary and Outlook	109
Milton Public Library Board Services	110
Current Performance and Service Level Commitment.....	110
Emerging Trends and Future Considerations	110
Operational Challenges and Underlying Pressures	112
Summary and Outlook	113
Sustaining Service Delivery Through Growth.....	114
Integrating Climate Change.....	115
Financial Strategy	117
Approach and Methodology	118
Current Funding Framework	119

Closing Annual Deficits	121
General Approach.....	121
Scenario 1: Increasing Annual Contributions by \$750,000	122
Additional Funding Scenarios	125
Impact of Growth.....	129
Significant Operating Expenditures	131
Financing Long-Term Service Delivery	132
Continuous Improvement and Monitoring	133

Executive Summary

This 2025 asset management plan (AMP) for the Town of Milton was developed as an update to the 2024 AMP, in continued compliance with Ontario Regulation 588/17 (“O. Reg”). It incorporates key elements of an industry-standard AMP, and provides a comprehensive overview of the Town’s core and non-core infrastructure.

Together, the seven service areas analyzed in this plan represent a total current replacement cost of approximately \$3.6 billion, based on the Town’s asset portfolio as of 2024. This reflects a 7.1% increase from the previous year, driven by updated replacement cost assumptions, inflationary adjustments, and refinements to asset inventory.

This estimate was calculated using a combination of user-defined costing and inflation-adjusted historical costs. Transportation Services continue to represent the largest share of the Town’s portfolio at 63%, followed by Stormwater Management at 17%.

State of the Infrastructure

Based on both assessed condition and age-based analysis, 94% of the Town’s infrastructure portfolio is in fair or better condition. Approximately 6% of assets, with a current replacement cost of \$212.2 million, were estimated to be in poor or very poor condition. Overall, condition assessment data was available for 85% of the Town’s assets. For all remaining asset categories, age was used to estimate condition.

Typically, assets in poor or worse condition may require replacement or major rehabilitation in the immediate or short-term. Targeted condition assessments may help further refine the list of assets that may be candidates of immediate intervention. Keeping assets in fair or better condition is typically more cost-effective than addressing assets needs when they enter the latter stages of their lifecycle or a drop to a lower condition rating, e.g., poor or worse.

Fiscal Sustainability

Due to the scale and cost of infrastructure renewal, many municipalities—including Milton—face annual funding gaps between what is currently allocated to reserves and what should be set aside to support future asset replacement needs. These shortfalls can lead to the deferral of necessary capital projects, which in turn may compromise service levels or increase the risk of service disruptions. They can also place additional pressure on future tax rates.

Achieving full funding for infrastructure programs remains a significant challenge for municipalities across Canada. Addressing these gaps takes time, careful planning, and sustained effort to align long-term financial capacity with service level expectations.

On average, the Town requires \$93.7 million per year to keep pace with capital rehabilitation and replacement needs across its asset portfolio. Meeting this target helps ensure the continued delivery of affordable and reliable service levels to the community. Put differently, this equates to an annual reinvestment of approximately 2.6% of the current replacement cost of the Town's infrastructure.

While there is no definitive standard for reinvestment rates, benchmarks typically range from 1% to 3.5% of replacement value. The Town's reinvestment target reflects a level that supports sustaining existing services and minimizing the risk of service interruptions due to asset failure. Although actual capital spending will vary from year to year, the average annual requirement provides a useful reference point for long-term capital planning and reserve contributions. This estimate assumes like-for-like replacement of assets; however, investment needs may increase if future service level goals change, and require system upgrades or expanded capacity.

The Town of Milton employs a highly prudent and strategically diversified approach to funding its infrastructure programs. This includes targeted allocations to service area-specific reserves, the redeployment of principal and interest (P&I) payments as debt obligations are retired, and the proactive pursuit of grant opportunities. In addition, the Town leverages supplementary funding sources such as investment income and Ontario Lottery and Gaming Corporation proceeds to help mitigate fiscal pressures and support long-term capital sustainability.

Under this current fiscal framework, average annual funding available totals \$51.8 million for all assets in this AMP. As a result, the Town is funding 55.3% of its annual capital requirements. This creates a total annual funding deficit of \$41.9 million. Addressing annual infrastructure funding shortfalls is a difficult and long-term endeavour for municipalities.

Given the Town's current funding position, reaching full funding will take time. Rapid phase-ins to close the gap could place a large, incremental burden on taxpayers, while more extended timelines—such as those exceeding 20 years—risk infrastructure deterioration. This could lead to escalating annual shortfalls, growing asset backlogs, and potential impacts on the Town's ability to sustain service levels.

In 2024, Council approved an incremental increase of \$750,000 in property tax revenue to reduce the infrastructure deficit in 2025. Beginning in 2026, the Town can also integrate \$723,253 in annual funding through the Canada Public Transit Fund. If both streams are made recurring, total annual funding would rise to \$53.3 million in 2026, with subsequent annual increases of \$750,000, at the discretion of Council.

Under this scenario, the Town's annual infrastructure funding shortfall of \$41.9 million would be eliminated by 2080—approximately 54 years from now—so long as inflation and lifecycle contributions for new assets are separately funded by the Town. While the phase-in period is extended, this approach may help manage near-term financial pressures and provides a stable, predictable path toward meeting long-term asset renewal needs.

Three additional scenarios explore accelerated funding options, assuming annual incremental increases to non-growth capital reserves of \$1 million, \$1.5 million, and \$2 million. These more proactive approaches reduce the time to full funding, with the most aggressive scenario closing the gap by 2046—a 21-year phase-in. Collectively, these scenarios offer a range of options to help the Town align future capital investment with evolving service level goals and infrastructure risk.

Determining the appropriate balance between funding levels and the length of the phase-in period is a continual and complex process. Shorter timelines demand higher annual investments, which can create strain on taxpayers and competing priorities. Longer timelines ease immediate financial pressure but risk compounding infrastructure needs, increasing the likelihood of service disruptions over time. Maintaining this balance requires ongoing evaluation as conditions evolve, ensuring that funding strategies remain responsive to both fiscal realities and service level expectations.

In addition to annual funding shortfalls, the Town also faces an age- and condition-based infrastructure backlogs as some assets potentially remain in service beyond their serviceable lifespan. These assets have a combined replacement cost of \$28.1 million. While not all are likely in disrepair or in need of immediate replacement, further inspections may be warranted to determine optimal lifecycle interventions. This highlights the importance of targeted, consistent condition assessments to improve both current and long-term replacement forecasts.

Moving Forward Sustainably

The Town, like many municipalities in Ontario and across Canada, continues to navigate long-standing challenges in addressing infrastructure needs and meeting service level expectations—issues that have developed over decades and require ongoing, sustained effort. These pressures are further intensified by the pace of growth and development.

To address these interconnected challenges and support more resilient, data-driven decision-making, the following recommendations are proposed:

- Ongoing enhancement of the Town’s infrastructure datasets, which underpin all financial analysis and capital planning;
- Regular refinement of risk models as new data becomes available, supporting more strategic project prioritization and alignment with corporate objectives;
- Periodic review of service level goals to ensure they remain achievable within the Town’s financial capacity and evolving infrastructure conditions;
- Continued exploration of diverse and sustainable funding sources—including grants, partnerships, and revenue reinvestment strategies—to strengthen long-term capital planning.

The Town of Milton is committed not only to meeting all future regulatory milestones under O. Reg. 588/17, but also to continuously enhancing its asset management program more broadly. By strengthening its data, business processes, and financial practices, the Town aims to support the ongoing delivery of sustainable and affordable service levels to its growing community.

About this document

This 2025 Asset Management Plan (AMP) for the Town of Milton was developed in accordance with Ontario Regulation 588/17 (“O. Reg 588/17”), marking the completion of the first full regulatory cycle introduced under the *Infrastructure for Jobs and Prosperity Act, 2015*. It provides a comprehensive analysis of the Town’s infrastructure portfolio across seven service areas and incorporates all required components, including both current and proposed levels of service.

This AMP builds upon a broad base of asset studies, inventory records, and financial data to identify strategic renewal requirements across the Town’s infrastructure systems. Rather than replacing individual asset-specific lifecycle plans, it enhances them by offering a Town-wide, integrated perspective on service delivery, cost, and risk.

As a living document, the AMP is expected to evolve through annual updates and five-year review cycles, as mandated under O. Reg 588/17. Continued refinement of asset and financial data will strengthen the Town’s ability to manage infrastructure proactively, sustainably, and in alignment with long-term community goals.

Ontario Regulation 588/17

As part of the Infrastructure for Jobs and Prosperity Act, 2015, the Ontario government introduced Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure. The regulation, which came into force in 2019, has served as a key driver of structured, municipal asset management across the province. It emphasizes transparency, long-term financial sustainability, and service level accountability—focusing municipalities on the cost of delivering infrastructure services, both now and in the future.

Table 1: Ontario Regulation 588/17 Requirements and Reporting Deadlines

Requirement	2019	2022	2024	2025
Asset Management Policy	●		●	
Asset Management Plans		●	●	●
State of infrastructure for core assets		●		
State of infrastructure for all assets			●	●
Current levels of service for core assets		●		
Current levels of service for all assets			●	
Proposed levels of service for all assets				●
Lifecycle costs associated with current levels of service		●	●	
Lifecycle costs associated with proposed levels of service				●
Growth impacts		●	●	●
Financial strategy				●

This year marks the end of the first full regulatory cycle under O. Reg 588/17, by which time municipalities must have developed comprehensive asset management plans covering all municipal infrastructure and addressing current and proposed levels of service. Going forward, municipalities are required to complete annual progress updates and full AMP updates every five years. This 2025 AMP for the Town of Milton reflects the culmination of this initial cycle and positions the Town for continued alignment with provincial asset management requirements and best practices.

Scope

The analysis in this asset management plan relies on information current as of 2024, and spans seven service areas. These are:

1. Transportation Services
2. Stormwater Management Services
3. Community Services
4. Transit Services
5. Protective Services
6. Corporate and Operational Services
7. Milton Public Library Board Services

Strategic Planning and Asset Management

Adopted from the Institute of Asset Management (IAM), Figure 1 illustrates the relationship between industry-standard documents found in an effective asset management program, beginning with the Town of Milton’s 2023-2027 Strategic Plan. It illustrates the concept of ‘line of sight’, or alignment between the Town’s corporate vision and strategic themes, and asset management activities. The strategic plan has a direct, and cascading impact on asset management planning and reporting.

Figure 1: Key Guiding Documents in Asset Management



Role of Strategic Plan

The Town of Milton's *2023-2027 Strategic Plan* is a foundational document, that will impact future investments in infrastructure. Five strategic themes are outlined to achieve Milton's 2051 strategic vision of a town that "will be a safe, diverse and welcoming community that respects its natural beauty and heritage, supports a range of neighborhoods, sustains a strong and balanced economy, and offers outstanding opportunities to live, learn, work and play." These initiative are:

1. Invest in People
2. Innovate in Technology and Process
3. Quality Facilities and Amenities
4. Connected Transit and Mobility
5. Planned Community Growth

Several of these themes directly intersect infrastructure and asset management programming, including offering high but affordable service levels at the Town's facilities and amenities; making adequate and consistent investments in infrastructure; expansion of active transportation networks; improving transit connectivity and mobility; and supporting community growth through investments in infrastructure that reflects evolving needs, particularly a pivot to higher density and mixed-use neighborhoods.

Role of Strategic Asset Management Policy

The Town completed and approved its Strategic Asset Management Policy No. 114 in 2019, as required by O. Reg 588/17, with minor, housekeeping updates in 2025. The strategic asset management policy provides a framework to make the best possible decisions regarding Milton's assets based on targeted levels of service, risk-management and cost effectiveness throughout the entire asset lifecycle. The policy provides a connecting link between the strategic plan and asset management related activities and initiatives. It also complements and supports master plans, policy documents, and financial planning exercises.

The policy establishes consistent standards and guidelines for management of the Town's assets applying sound technical, social and economic principles that consider present and future needs of users, and the service expected from the assets. This means leveraging the lowest total lifecycle cost of ownership with regard to the service levels that best meet the needs of the community while giving consideration to the risk of failure that is acceptable.

Limitations and Constraints

This AMP required substantial effort by staff. It was developed based on best-available data, current as of 2024, and was subject to the following broad limitations, constraints, and assumptions:

1. The analysis in this AMP is highly sensitive to several critical data fields, including an asset’s estimated useful life, replacement cost, quantity, and in-service date. Inaccuracies or imprecisions in any of these fields can have substantial and cascading impacts on all reporting and analytics.
2. User-defined and unit cost estimates, based typically on staff judgment, recent projects, or established through completion of technical studies, offer the most precise approximations of current replacement costs. When this isn’t possible, historical costs incurred at the time of asset acquisition or construction can be inflated to present day. This approach, while sometimes necessary, and deployed in this AMP for some asset groups, can produce highly inaccurate estimates.
3. In the absence of condition assessment data, age was used to estimate asset condition ratings. This approach can result in an over- or understatement of asset needs. As a result, financial requirements generated through this approach can differ from those produced by staff.
4. Pooled assets limit the extent of analysis, including condition ratings and replacement forecasts. Although the vast majority of the Town’s infrastructure portfolio is well inventoried, some asset types, including sidewalks are represented as singular, pooled assets.
5. The risk models are designed to support objective project prioritization and selection. However, in addition to the inherent limitations that all models face, they also require availability of important asset attribute data to ensure that asset risk ratings are valid, and assets are properly stratified within the risk matrix. Missing attribute data can misclassify assets.

These limitations have a direct impact on most of the analysis presented in this AMP, including condition summaries, age profiles, long-term replacement and rehabilitation forecasts, and shorter term, 10-year forecasts.

These challenges are quite common among municipalities and require long-term commitment of resources and sustained effort by staff. As Milton’s asset management program evolves and advances, the quality of future AMPs and other core documents that support asset management will continue to increase.

Key Updates From 2024

1. **Streetlights Inventory Enhancements:** A comprehensive update to the Town’s streetlight inventory was completed, including updates to the asset base, replacement costs, and detailed component-level condition ratings to better support replacement planning.
2. **Library Inventory Enhancements:** The Town’s library asset data was updated to include collections such as books and media. While these assets are not subject to traditional condition deterioration, their inclusion improves inventory completeness and supports broader planning considerations.
3. **Fleet Inventory Enhancements:** The Town’s fleet inventory was reviewed and refined to improve accuracy. Updates included current condition ratings and revised replacement cost estimates to ensure more reliable lifecycle forecasting.
4. **Bridge Inspections (OSIM 2023):** Bridge condition indices (BCI) were updated for all bridges and structural culverts in accordance with the Ontario Structure Inspection Manual (OSIM) in 2023.
5. **Floodplain Mapping Updates:** The Town updated its floodplain mapping to reflect current hydrologic and hydraulic data. These updates support stormwater planning, risk mitigation, and land-use decision-making.

State of the Infrastructure

The state of the infrastructure (SOTI) summarizes the inventory, condition, age profiles, and other key performance indicators for the Town's infrastructure portfolio across its seven service areas, current as of 2024. These details are presented for all service areas at the Service Area and Asset Type levels.

Asset Hierarchy

Asset hierarchy explains the relationship between individual assets and their components, and a wider, more expansive network and service area. How assets are grouped in a hierarchy structure can impact how data is interpreted. Table 2 shows the data hierarchy structured used in this AMP to organize the Town’s asset data. This structure reflects the Town’s asset inventory as of 2024.

Table 2: Asset Hierarchy and Data Classification

Level 1: Service Area	Level 2: Asset Type	Level 3: Asset
Transportation Services	Roads	Road Network
		Sidewalks
		Walkways/Trails
		Guide Rails
	Structures	Bridges
		Culverts
		Pedestrian Bridges
		Retaining Walls
	Traffic	Streetlights
Traffic Signals		
Traffic Signs		
Stormwater Management Services	Stormwater	Pedestals
		Stormsewer Network
		Stormponds
		Manholes & Catchbasins
		Low Impact Development
Community Services	Recreation Facilities	Manufactured Treatment Devices
		Community Centres & Arenas
		Cultural Facilities
	Parks	Library Facilities
		Park Amenities
	Forestry and Other Services	Park Facilities
		Urban Forestry
Transit Services	Conventional and Specialized Transit	Municipal Parking Lots
		Transit Vehicles
		Transit Equipment
Protective Services	Fire	Stops & Shelters
		Stations and Facilities
		Emergency Vehicles
	Bylaw Enforcement & Animal Services	Firefighting & Communication Equipment
		Enforcement & Animal Services Vehicles

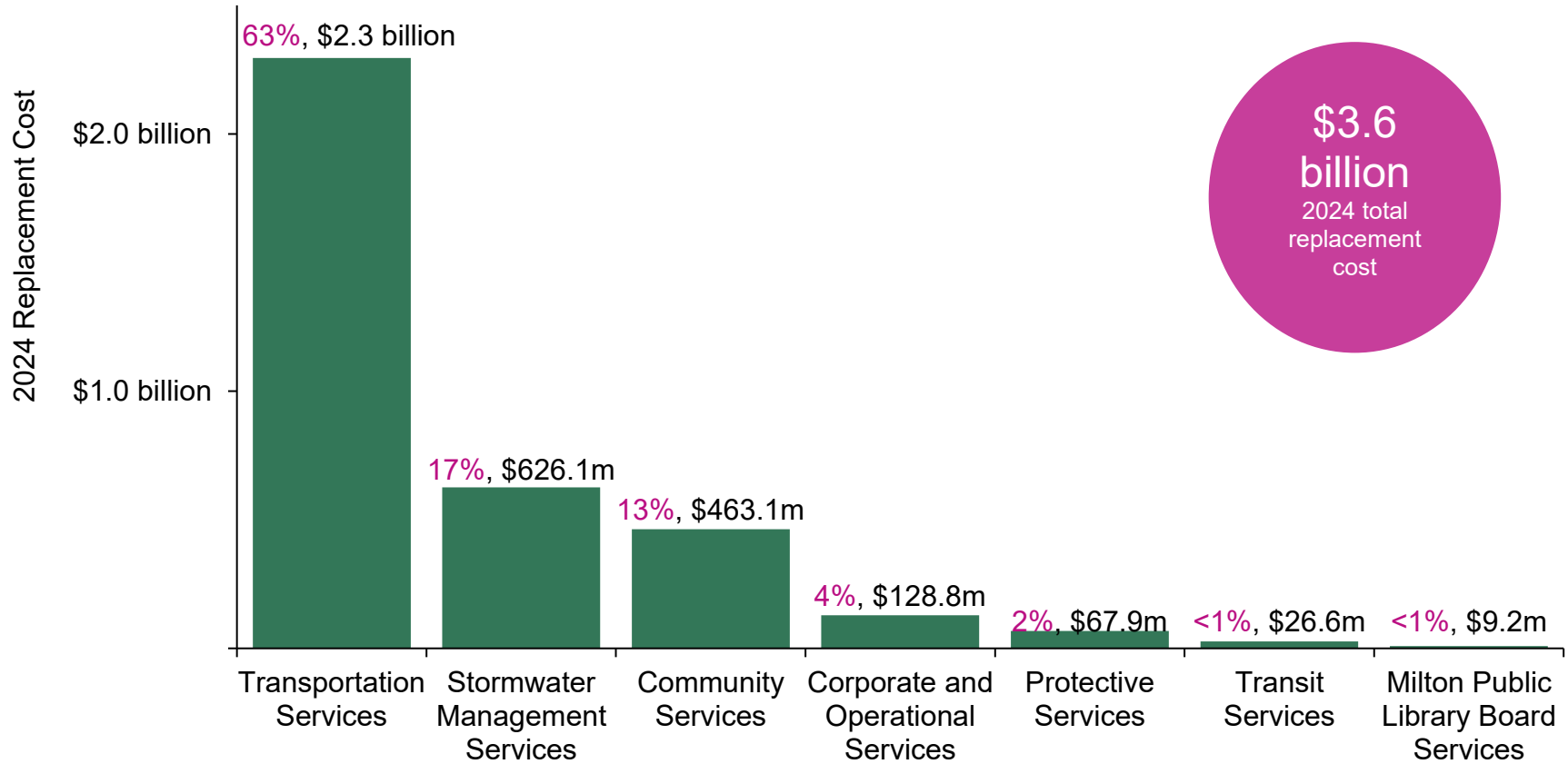
Level 1: Service Area	Level 2: Asset Type	Level 3: Asset
Corporate and Operational Services	Corporate	Civic Facilities
		Office Furniture
		Information Technology
	Operational	Vehicles & Equipment
Operations Yard Facilities		
Milton Public Library Board Services	Library	Collections
		Library Fixtures and Furniture
		Library Information Technology (IT)

Replacement Cost

The seven service areas analyzed in this asset management plan have a total, current replacement cost of \$3.6 billion—an increase of 7.1% from the 2024 AMP. This estimate was derived using a blend of user-defined costing and inflation-adjusted historical costs, reflecting 2024-equivalent values. As shown in

Figure 2, Transportation Services account for the largest portion of the Town’s asset portfolio at 63%, followed by Stormwater Management at 17% illustrates the replacement cost of each asset category.

Figure 2: 2024 Replacement Cost by Service Area



Condition

This section summarizes the source of asset condition ratings, the condition rating scales used for various asset types, and the overall current condition profile for the seven service areas.

Source of Condition Data

How asset condition is estimated can dramatically alter an asset's profile. Periodic in-field condition assessments conducted by qualified personnel provide the most credible data on the true physical state of an asset and its ability to continue to deliver its intended function in a safe and effective manner. In the absence of condition data, an asset's age can be used to approximate its physical condition. However, age can often understate an asset's condition, resulting in inferior assigned condition ratings that may be misleading.

Table 3 illustrates the percentage of assets in each service area for which condition data was available. Percentages were calculated based on asset replacement costs. Overall, asset-level condition assessment data was available for 85% of the Town's assets. For stormwater management, partial condition data was available at the summary level; for all remaining assets, age was used to estimate condition.

Table 3: Source of Condition Data

Level 1: Service Area	Level 2: Asset Type	Level 3: Asset	% Assessed
Transportation Services	Roads	Road Network	100%
		Sidewalks	100%
		Walkways/Trails	100%
		Guide Rails	100%
	Structures	Bridges	100%
		Culverts	100%
		Pedestrian Bridges	100%
		Retaining Walls	100%
	Traffic	Streetlights	100%
		Traffic Signals	0%
Traffic Signs		100%	
Pedestals		100%	
Stormwater Management Services	Stormwater	Stormsewer Network	18%
		Stormponds	81%
		Manholes & Catchbasins	18%
		Low Impact Development	100%
		Manufactured Treatment Devices	72%
Community Services	Recreation Facilities	Community Centres & Arenas	98%
		Cultural Facilities	100%
		Library Facilities	100%
	Parks	Park Amenities	98%
		Park Facilities	99%
	Forestry and Other Services	Urban Forestry	0%
Transit Services	Conventional and Specialized Transit	Municipal Parking Lots	0%
		Transit Vehicles	0%
		Transit Equipment	0%
Protective Services	Fire	Stops & Shelters	0%
		Stations and Facilities	100%
		Emergency Vehicles	12%
	Bylaw Enforcement & Animal Services	Firefighting & Communication Equipment	0%
		Enforcement & Animal Services Vehicles	100%
Corporate and Operational Services	Corporate	Civic Facilities	89%
		Office Furniture	0%
		Information Technology	0%
	Operational	Vehicles & Equipment	100%
Operations Yard Facilities		100%	
Milton Public Library Board Services	Library	Collections	0%
		Library Fixtures and Furniture	0%
		Library Information Technology	0%

Condition Rating Scales

Many assets in this AMP were evaluated using specialized rating scales tailored to their unique characteristics. Condition ratings were then converted to standardized qualitative descriptors, ranging from Very Good to Very Poor. This facilitates a clear comparison across different asset types and streamlines prioritization of maintenance needs and resource allocation.

In addition, assets can also be assessed using a more universal condition rating scale, ranging from 0-100. This scale is also helpful when no condition data is available, requiring asset age (or service life remaining) to be mapped to their respective scores and descriptors.

This section provides the unique rating scales used for different asset groups, as available, as well as the universal rating scale.

Table 4: Universal and Age-based Condition Rating Scale

Label	Condition Rating (0-100)	Alternative Condition Rating (1-5)	Service Life Remaining (%)	General Criteria
Very Good	80-100	1-2	80-100	Fit for the future Asset is new or recently rehabilitated
Good	60-80	2-3	60-80	Adequate for now Asset is performing well; minor defects; only regular maintenance required
Fair	40-60	3-4	40-60	Requires attention Asset is operational, but signs of deterioration evident; some elements exhibit significant deficiencies; renewal upgrade, or replacement required in the medium term
Poor	20-40	4-5	20-40	Increasing potential of service disruption Asset approaching end of service life; condition below standard; significant deterioration; renewal, upgrade, or replacement in the short term
Very Poor	0-20	5+	0-20	Unfit for sustained service Service life may be fully consumed, and asset remains in service beyond service life; widespread and advanced deterioration; may be unusable and requires immediate replacement

Table 5: Condition Rating Scale – Roads

Descriptor	Pavement Condition Index (PCI 0-100)
Very Good	>85
Good	70 – 85
Fair	55 – 70
Poor	40 – 55
Very Poor	<40

Table 6: Condition Rating Scale – Structures

Descriptor	Bridge Condition Index (BCI 0-100)
Very Good	90 – 100
Good	65 – 90
Fair	50 – 65
Poor	40 – 50
Very Poor	<40

Table 7: Condition Rating Scale – Guide Rails

Descriptor	Condition Grade Range
Very Good	1
Good	1 – 1.9
Fair	2 – 2.9
Poor	3 – 3.9
Very Poor	4 – 5

Table 8: Condition Rating Scale – Fleet

Descriptor	Condition Grade Range
Very Good	0 – 1
Good	1 – 2
Fair	2 – 3
Poor	3 – 4
Very Poor	4 – 5

Table 9: Condition Rating Scale – Storm Manholes & Catch Basins

Descriptor	Condition Grade Range
Very Good	0.8 – 1
Good	0.6 – 0.8
Fair	0.4 – 0.6
Poor	0.2 – 0.4
Very Poor	0 – 0.2

Table 10: Condition Rating Scale – Conventional Transit Fleet & Equipment

Descriptor	Asset Age in Years or Status
Very Good	1 – 4 years
Good	5 – 8 years
Fair	9 – 12 years
Poor	13+ years
Very Poor	Stationary/Inoperable

Table 11: Condition Rating Scale – Specialized/Support Transit Fleet & Equipment

Descriptor	Asset Age in Years or Status
Very Good	1 – 2 years
Good	3 – 4 years
Fair	5 – 6 years
Poor	7+ years
Very Poor	Stationary/Inoperable

Current Asset Condition

Based on a combination of assessed condition and age-based analysis, approximately 94% of the Town's infrastructure portfolio is in fair or better condition. Roughly 6% of assets, representing a current replacement cost of \$212.2 million, are estimated to be in poor or very poor condition.

These assets may be approaching end-of-life and could require major rehabilitation or replacement in the short term. Targeted condition assessments can help refine intervention priorities and reduce the risk of service disruptions. Maintaining assets in fair or better condition remains a cost-effective strategy, helping avoid the higher lifecycle costs associated with delayed reinvestment and reactive maintenance.

Figure 3: Asset Condition – Portfolio Overview

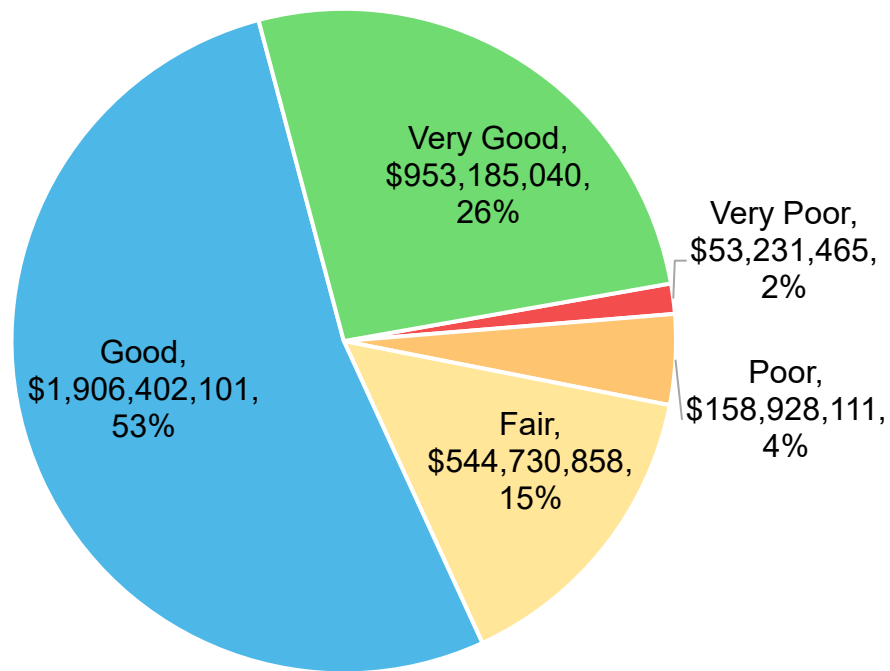


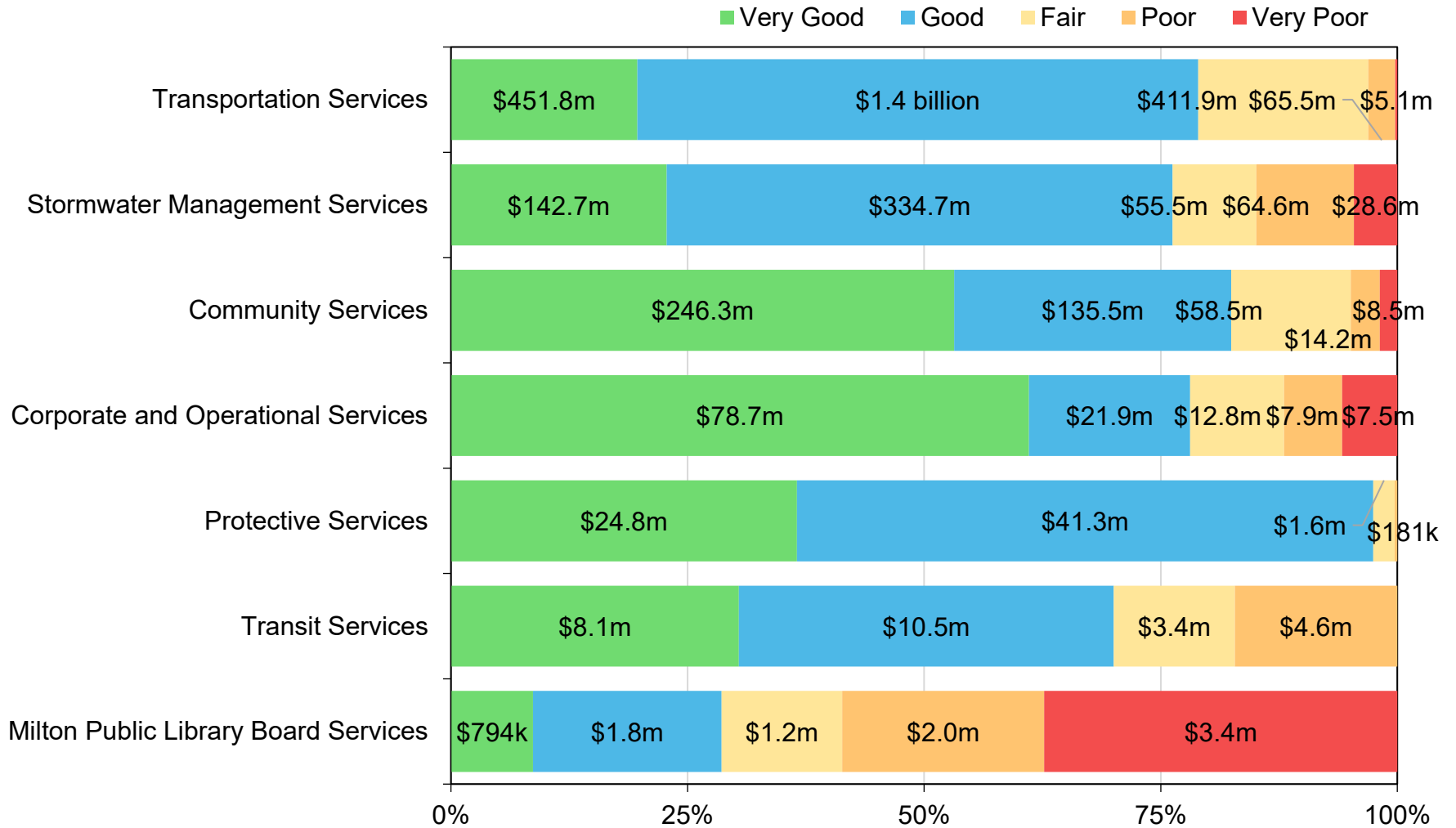
Figure 4 on the next page provides further details on the condition of each service area. Based primarily on assessed condition data, nearly 97% of the Town's Transportation Services assets are in fair or better condition—more than 75% of which are in good to very good condition.

This reflects an updated Ontario Structures Inspection Manual (OSIM) report for the Town's structures, conducted in 2023. Transportation Services include roads, bridges, sidewalks, as well as roadside appurtenances and traffic infrastructure.

By percentage, the highest concentration of assets in poor or worse condition was found in Library Services, with the majority of assets assigned this condition rating. However, most assets are considered minor, and include collections, equipment, and furniture.

Within Stormwater Management services, assets with a current replacement cost of \$93.2 million were classified as poor or worse.

Figure 4: Asset Condition – By Service Area

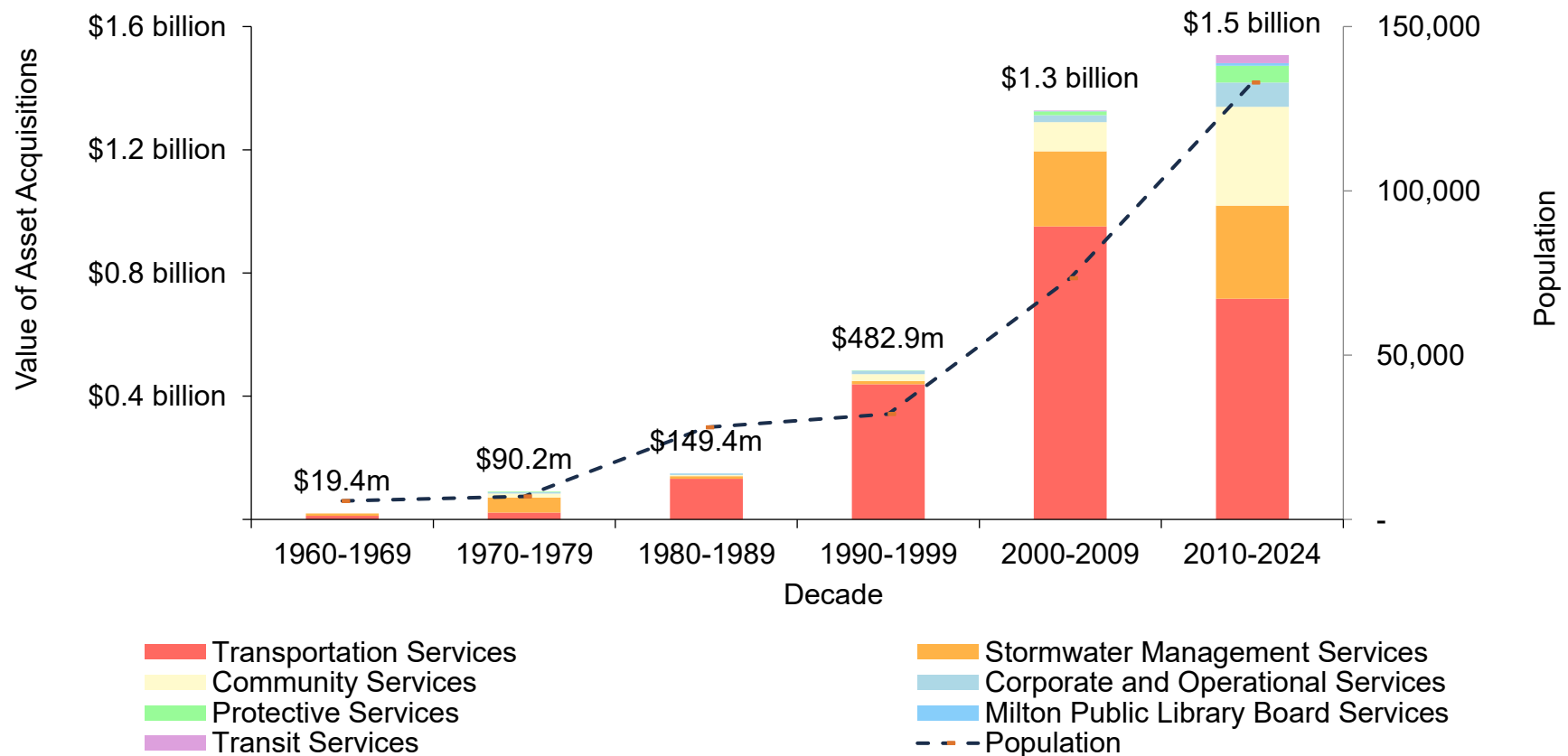


Asset Acquisition by Decade

Figure 5 illustrates how the Town of Milton’s current asset base has been accumulated over the last 60 years, in parallel with the rapid population growth within the Town. Although community infrastructure needs and expectations can evolve significantly over decades, understanding historical patterns can be informative in planning for future needs.

The values shown reflect the estimated current replacement cost of those assets as of 2024, rather than the original or historical cost. Only those assets that still remain active and in service as part of the Town’s asset register were included; assets that may have been disposed or decommissioned over time were not captured in this analysis.

Figure 5: Asset Acquisition by Decade and Population Growth – All Service Areas



Milton's population grew rapidly between 2000 and 2019. The Town was considered one of the fastest growing municipalities in Canada during this period, with population rising from 31,471 in 2001 to 84,362 in 2011. Population grew by an additional 20.7% between 2016 and 2021, totalling 132,979 in the 2021 Census.

These periods coincide with the largest growth in the Town's asset base, reaching \$1.3 billion between 2000 and 2009, and peaking at \$1.5 billion between 2010 and the current decade.

The investments the Town is making today to maintain and develop its infrastructure will be vital to support the continued growth Milton is expected to see in the coming decade.

Transportation Services

The Town of Milton's Transportation Services comprise a complex and growing network of roads, bridges, sidewalks, and auxiliary traffic infrastructure to support the safe and efficient movement of people and goods. With a total current replacement cost of \$2.3 billion, Transportation Services makes up 63% of the Town's infrastructure.

Inventory and Valuation

Table 12 summarizes the quantity and current replacement cost of the Town's various Transportation Services assets as managed in its primary asset management register, Citywide. For the 2025 AMP, the Town's streetlights inventory was updated and detailed condition assessments were conducted on all components.

Table 12: Detailed Asset Inventory – Transportation Services

Asset Type	Quantity	Unit of Measure	Replacement Cost	Percentage
Roads			\$1,996,785,081	87%
Road Network	599.3	Center-line Kilometres	\$1,928,978,986	84%
High Class Bituminous (HCB)	412.1	Center-line Kilometres	\$1,570,502,167	68%
Low Class Bituminous (LCB)	187.3	Center-line Kilometres	\$358,476,819	16%
Sidewalks	387.7	Kilometres	\$45,464,140	2%
Walkways/Trails	125.4	Kilometres	\$16,831,250	1%
Guide Rails	18.6	Kilometres	\$5,510,705	<1%
Structures			\$143,641,294	6%
Bridges	48	Assets	\$91,410,000	4%
Culverts	51	Assets	\$43,320,000	2%
Pedestrian Bridges	14	Assets	\$7,470,000	<1%
Retaining Walls	44	Assets	\$1,441,294	<1%
Traffic			\$154,455,468	7%
Streetlights	9,196	Assets	\$130,806,600	6%
Traffic Signals	59	Assets	\$16,093,460	1%
Traffic Signs	19,249	Assets	\$6,863,808	<1%
Pedestals	28	Assets	\$691,600	<1%
Total			\$2,294,915,043	100%

Asset Condition

Figure 6 summarizes the replacement cost-weighted condition of Transportation Services. Based on a combination of field inspection data and age, nearly 97% of assets are in fair or better condition. Approximately 3% of assets, with a current replacement cost of \$70.6 million are in poor to very poor condition.

These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

Figure 6: Asset Condition – Transportation Service: Overall

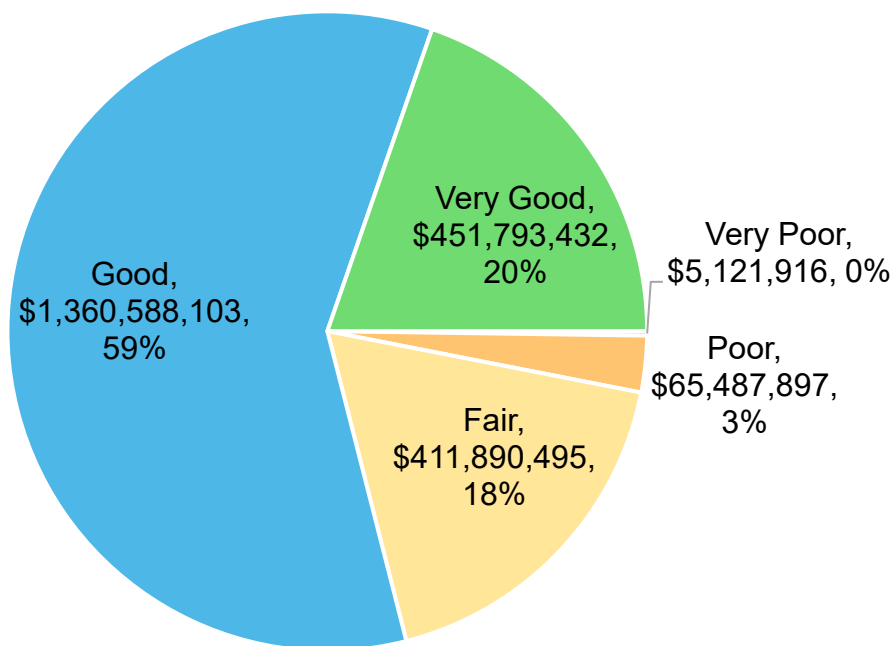
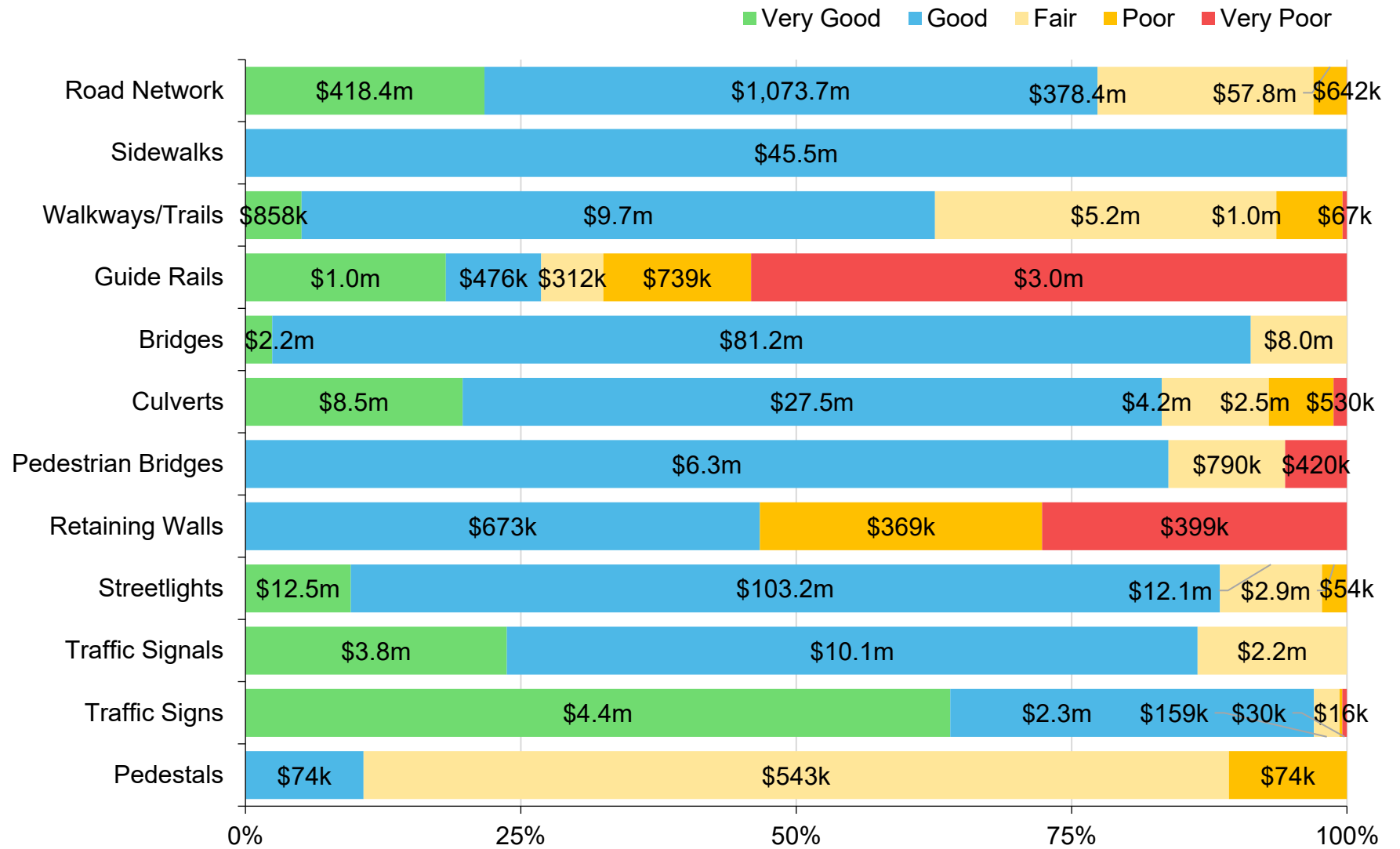


Figure 7 further details the condition of Transportation Services portfolio at the asset type level. Most critical assets such as roadways, bridges, and culverts are in fair or better condition, based on recent in-field condition data.

The majority of assets in poor or worse condition is concentrated in roadside appurtenances, including guiderails. Although some guiderails assigned a poor or very poor condition rating may in fact require rehabilitation or replacement, others may be deemed as such primarily because they do not align with contemporary design standards, rather than due to structural deficiencies.

Figure 7: Asset Condition – Transportation Services: By Asset Type



Age Profiles

The following series of figures contrasts the weighted average estimated useful life (EUL) of each asset against its current weighted average projected age, as of 2025. Replacement cost was used to weight each asset. Although imperfect on its own, asset age can help triage asset needs when used in conjunction with other data points, including condition, asset criticality, planned upgrades, project bundling, and prior failure history.

On average, most Transportation Services assets are within the first half of their estimated design-life. Exceptions are found primarily within Traffic assets and roadside appurtenances.

Figure 8: Estimated Useful Life vs. Asset Age – Road Network

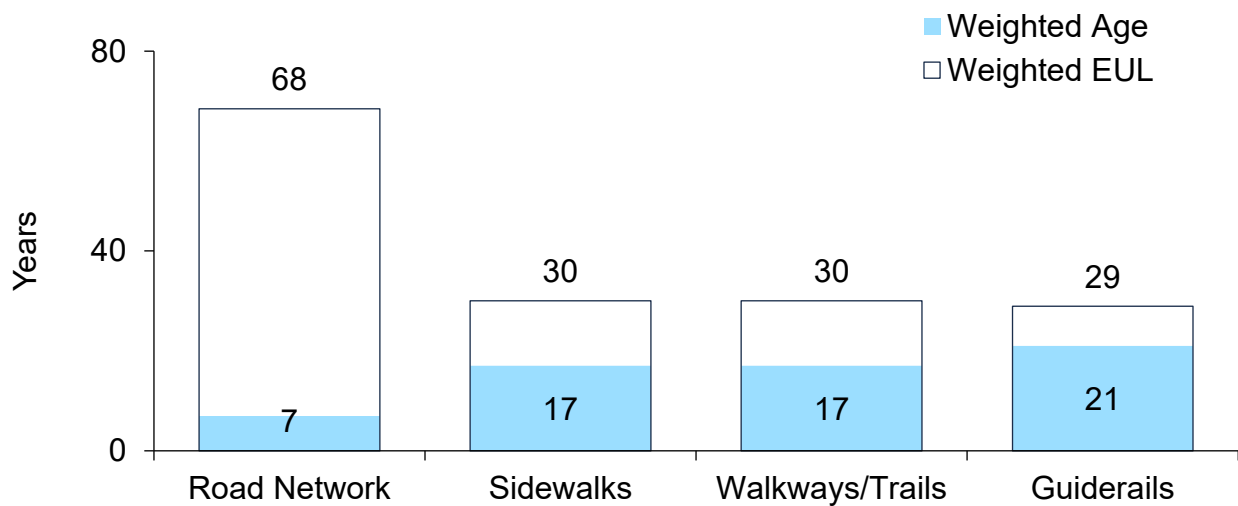


Figure 9: Estimated Useful Life vs. Asset Age – Structures

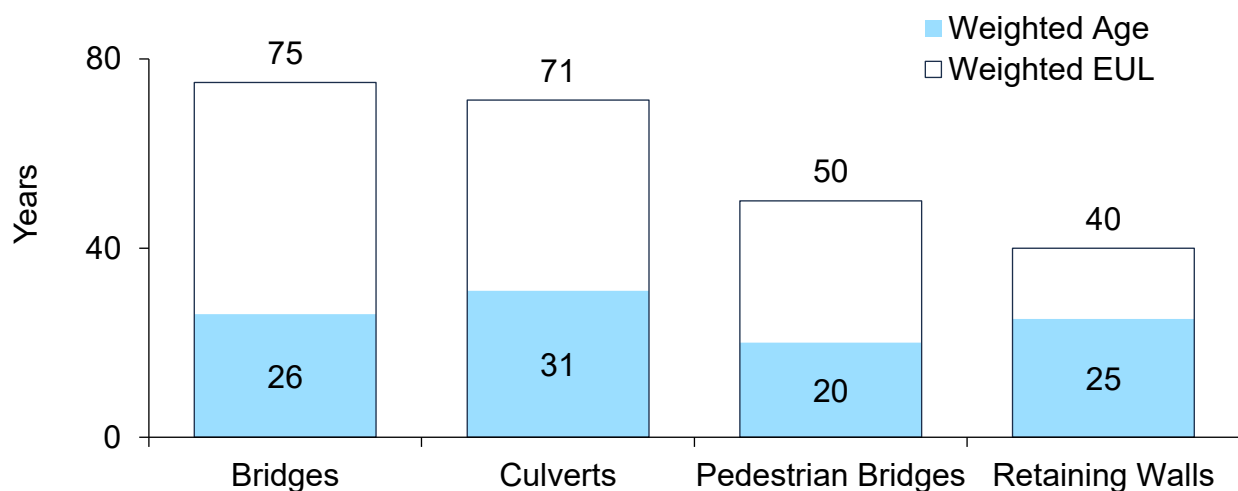
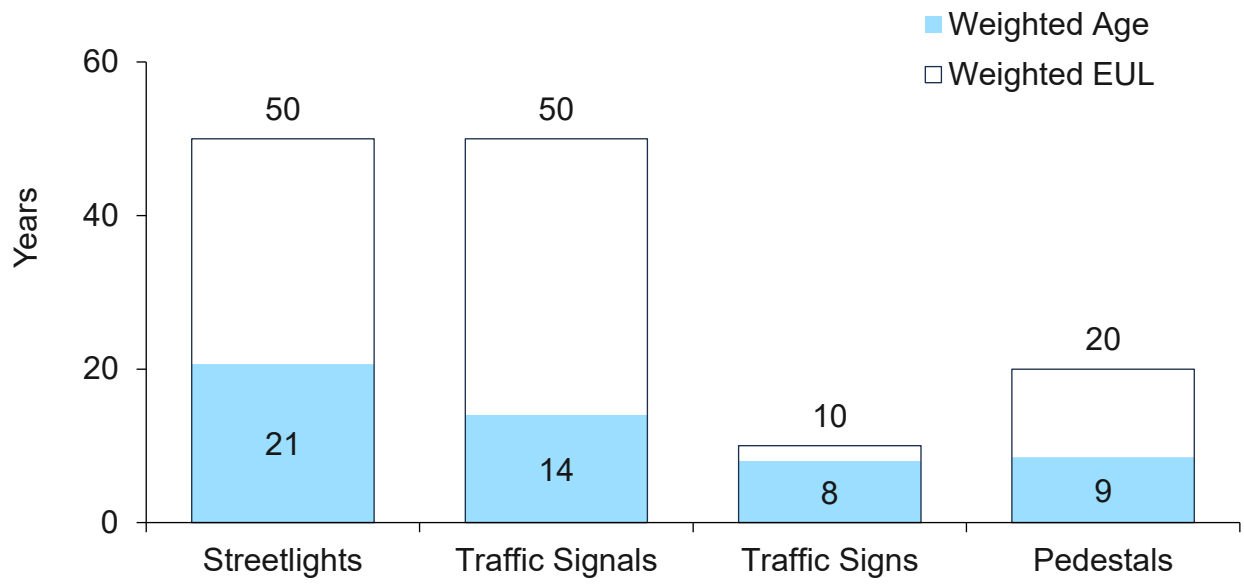


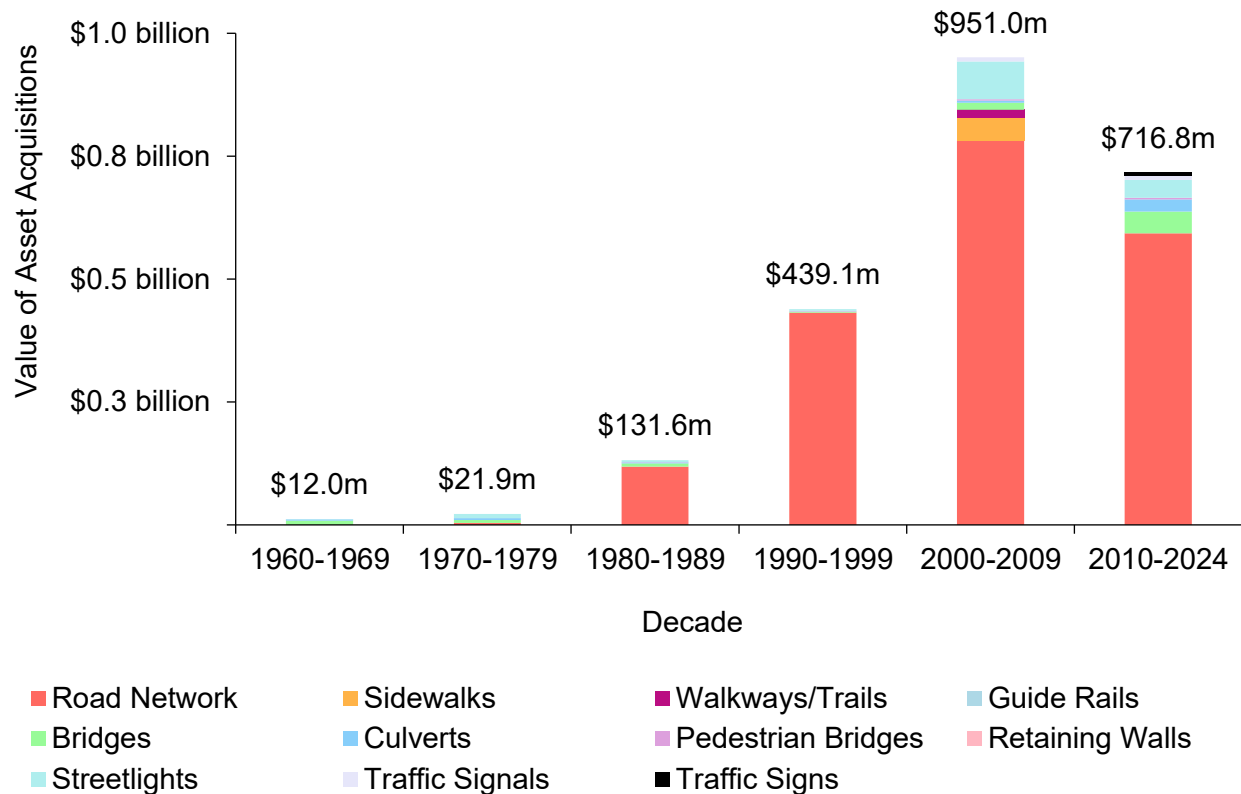
Figure 10: Estimated Useful Life vs. Asset Age – Traffic



Asset Acquisitions by Decade

Figure 11 illustrates the accumulation of capital assets in Transportation Services over the last 60 years based on the in-service date of each asset. The data is presented using 2024 replacement costs, rather than the original or historical cost at the time of acquisition. Further, the illustration reflects the Town’s current or active inventory only; assets that have been disposed of or decommissioned over time are not included.

Figure 11: Asset Acquisitions by Decade – Transportation Services



The largest acquisitions in Transportation Services were made between 2000-2009, totaling nearly \$951 million, dominated by roads, and coinciding with a period of extensive growth as Milton became the fastest growing municipality in Canada. Between 2000 and 2006, Milton’s population increased by 71.4%, with a further increase of more than 50% in the subsequent census period between 2006 and 2011.

Substantial acquisitions continued between 2010 and 2019, totaling \$534.8million. Since 2020, the Town has acquired an additional \$181.9 million in Transportation Services, with roads making up the majority of the growth in the asset base.

Stormwater Management Services

Milton’s Stormwater Management infrastructure consists of a comprehensive network designed to manage precipitation and prevent flooding. It includes more than 390 kilometres of stormwater pipes that collect and convey runoff to designated basins, detention ponds, and other storage facilities. The system also includes various appurtenances such as catch basins and manholes, manufactured treatment devices (MTDs), and low impact development assets such as bioswales, which aid in the efficient treatment of stormwater.

The current replacement cost of Milton’s stormwater infrastructure is estimated to be \$626.1 million, reflecting the significant investment required to maintain and upgrade these assets.

Inventory and Valuation

Table 13 summarizes the quantity and current replacement cost of the Town’s various Stormwater assets as managed in its primary asset management register, Citywide.

Table 13: Detailed Asset Inventory – Stormwater Management Services

Asset Type	Quantity	Unit of Measure	Replacement Cost	Percentage
Stormsewer Network	390.6	Kilometres	\$319,966,673	51%
Storm Ponds	49	Assets	\$164,861,182	26%
Manholes & Catchbasins	13,482	Assets	\$134,668,017	22%
Low Impact Development	9	Assets	\$3,810,772	<1%
Manufactured Treatment Devices	31	Assets	\$2,805,740	<1%
Total			\$626,112,384	100%

The stormsewer pipe network makes up 51% of the Stormwater Management portfolio, designed to accommodate different flow rates and conditions. Most pipes are PVC, while larger diameter pipes are constructed from concrete. Pipe sizes can range from 300mm for main stormsewer lines and 150mm for foundation drain collectors.

Asset Condition

Figure 12 provides an overview of the replacement cost-weighted condition of the Town's Stormwater Services. In 2020, Zoom Camera™ assessments were conducted for a portion of the Town's storm pipes and appurtenances, located in the historic urban centre. In total, 1,065 manholes, 1,994 catchbasins, and 70.3km of storm pipes were assessed. Although not as comprehensive as CCTV inspections, Zoom camera assessments provide good representative data. In addition, partial in-field data was available for stormwater ponds, low impact development, and MTDs.

Based on a combination of assessed condition and age analysis, 85% of assets were rated as fair or better, while the remaining 15% of assets, valued at approximately \$93.2 million are classified as being in poor to very poor condition. These assets may need to be considered for replacement in the short term, while assets rated as fair may require rehabilitation or replacement in the medium term and should be closely monitored for potential degradation.

Figure 12: Asset Condition – Stormwater Management Service: Overall

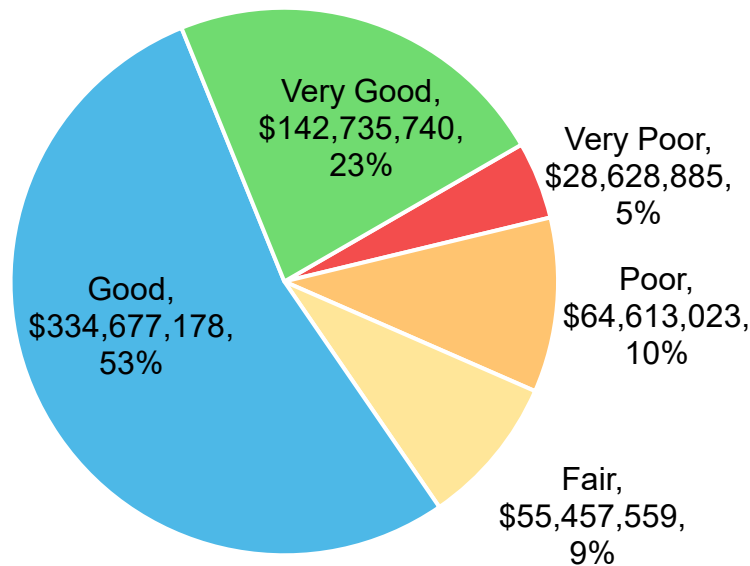
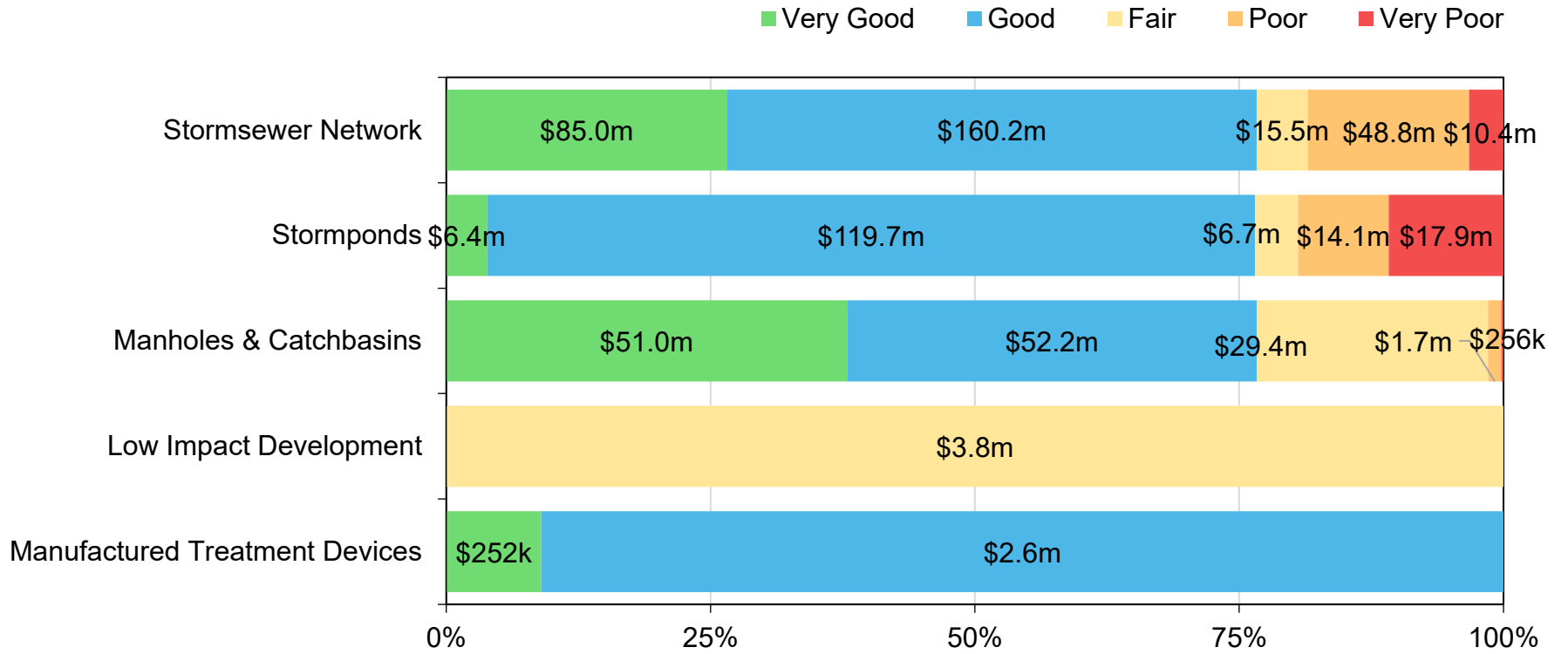


Figure 13 on the next page provides additional detail on Stormwater infrastructure condition by asset type. Approximately 81% of storm pipes are in fair or better condition. Stormwater ponds valued at approximately \$32 million are in poor or worse condition, indicating a potential need for significant rehabilitation or replacement to maintain effective stormwater management and mitigate flooding risks.

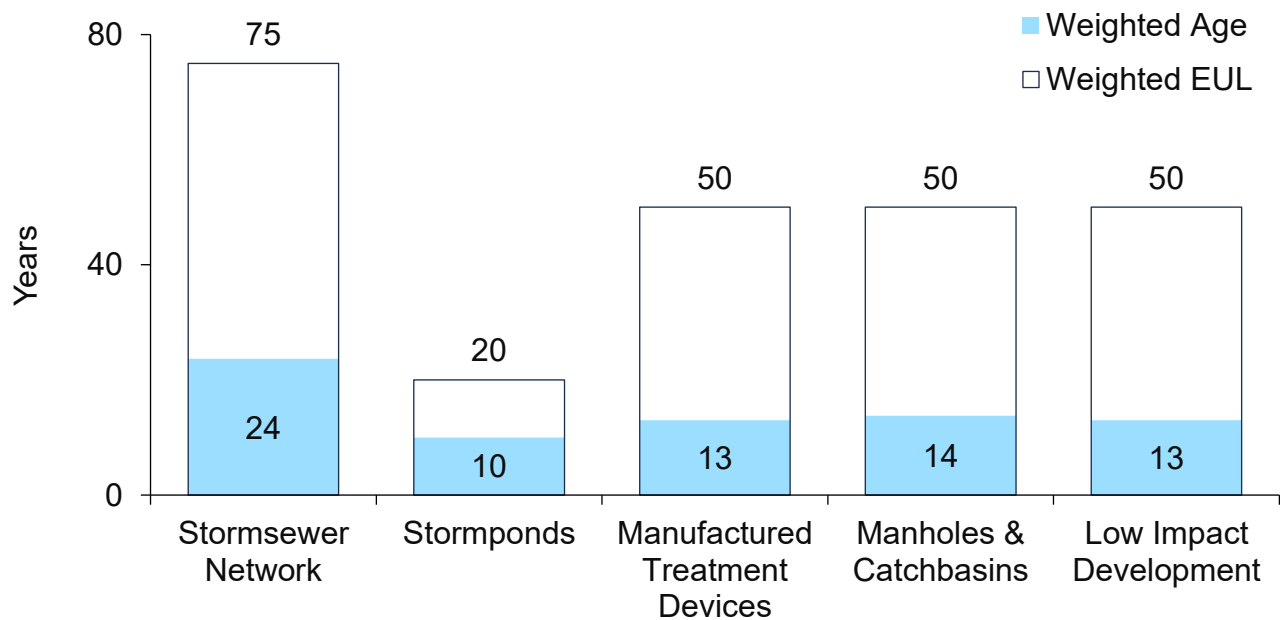
Figure 13: Asset Condition – Stormwater Management Services: By Asset Type



Age Profiles

The following figure compares each asset's weighted average estimated useful life (EUL) to its current weighted, projected average age as of 2024. Replacement cost was used to weight each asset in the analysis. While age alone may not be a perfect indicator, it serves as a useful initial assessment tool when combined with other data points such as asset condition, criticality, planned upgrades, project bundling, and previous failure history.

Figure 14: Estimated Useful Life vs. Asset Age – Stormwater Management Services



On average, Stormwater Management assets are relatively new and should have lower maintenance demands in the near future. However, ongoing monitoring is essential to ensure these assets continue to perform effectively, particularly given the potential impacts of climate change such as increased precipitation and extreme weather events.

These factors could accelerate the aging process and affect the longevity of assets, underscoring the importance of proactive asset management and strategic planning for future upgrades and replacements.

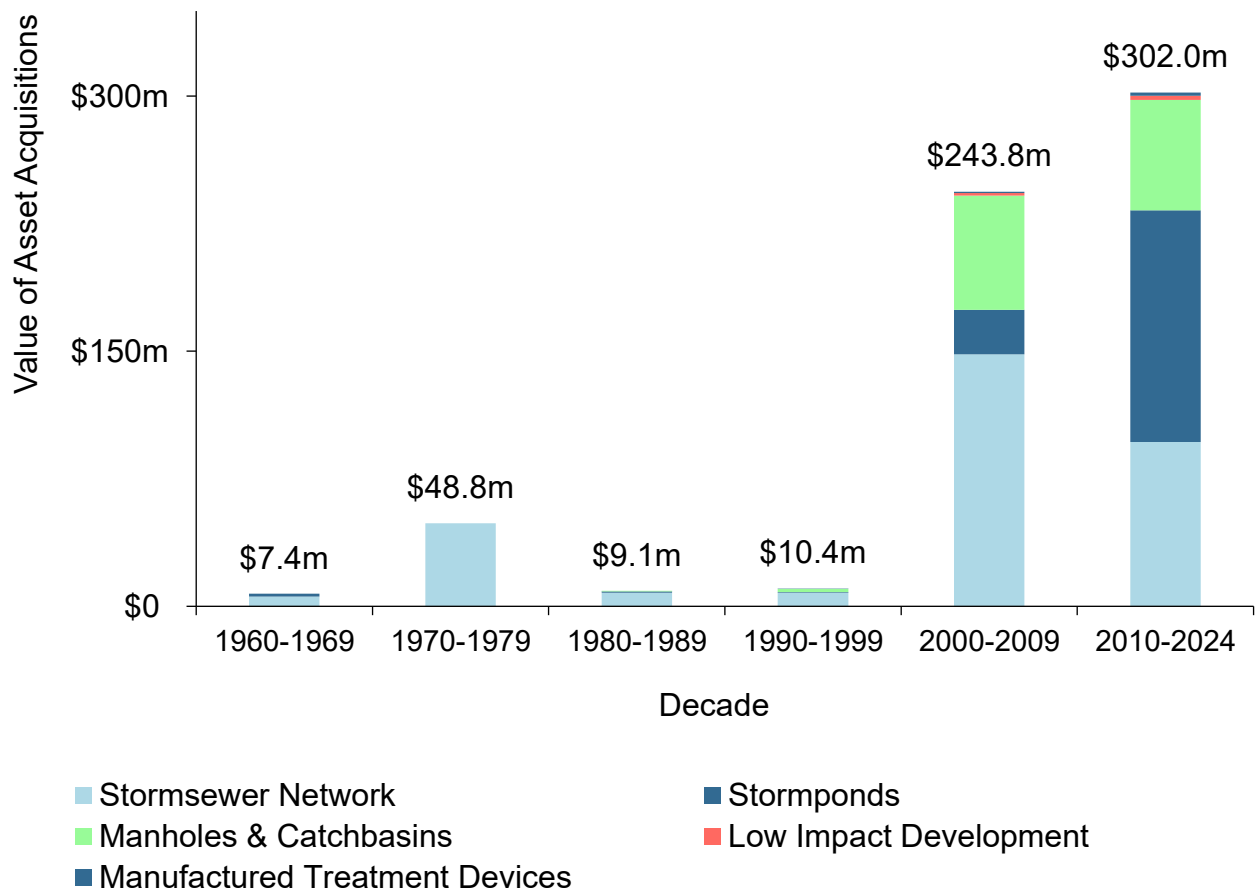
For storm ponds, the estimated EUL of 20 years indicates the duration until the capacity diminishes to a point where it may no longer effectively capture stormwater. This does not entail replacing the pond itself; rather, the pond is dredged to restore it to its intended capacity.

Asset Acquisitions by Decade

Figure 15 illustrates the accumulation of Stormwater infrastructure assets since 1960 based on the in-service date of each asset. The data is presented using 2024 replacement costs, rather than the original or historical cost at the time of acquisition. The data reflects the Town’s current or active inventory only; assets that have been disposed of or decommissioned over time are not included.

Although valid in-service dates were available for the vast majority of assets, a provisional in-service date of 1960 was used for 264 assets, primarily within stormsewers, to make data analysis possible. Combined, these assets are valued at \$7.4 million, making up less than 2% of the overall Stormwater infrastructure portfolio.

Figure 15: Asset Acquisitions by Decade – Stormwater Management Services



In parallel with Transportation Service, the majority of Stormwater Management infrastructure assets were acquired between 2000-2009, and the consolidated period between 2010-2024, peaking at \$302 million. Since 2020, the Town’s Stormwater asset base has grown by an additional \$91.6 million.

Community Services

The Town of Milton offers a wide range of Community Services designed to enhance the quality of life for its residents, including a portfolio of parks, and recreation, civic, and cultural facilities. The Town also has a pooled inventory of its trees. The current replacement cost of Milton’s Community Services infrastructure is estimated at \$463.1 million.

Inventory and Valuation

Table 14 summarizes the quantity and current replacement cost of Milton’s Community Services assets as managed in Citywide. Community Services are supported by a network of assets that ensure a safe and enjoyable use of the Town’s public recreational spaces. These include parking lots, lighting, and utilities, and other assets and their associated components. Land costs are not included in these estimates.

Table 14: Detailed Asset Inventory – Community Services

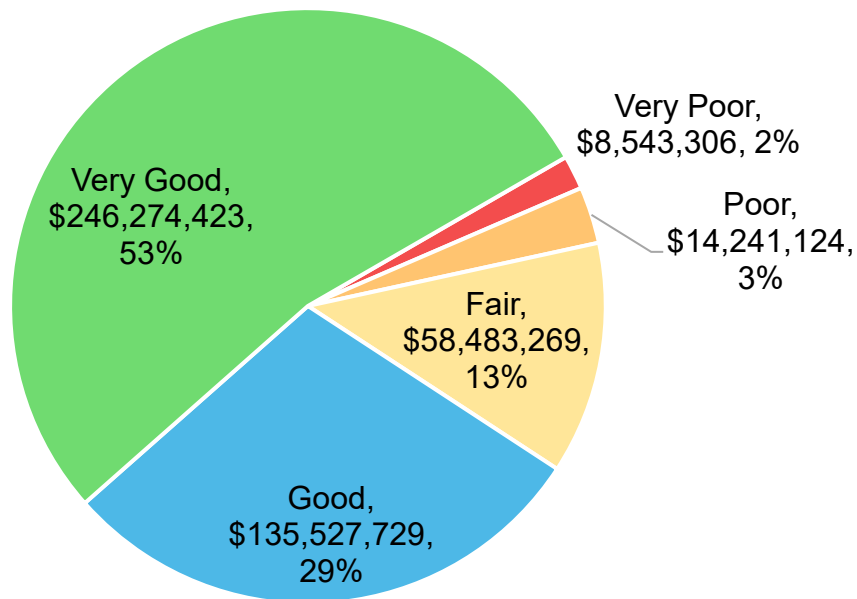
Asset Type	Quantity	Unit of Measure	Replacement Cost	Percentage
Recreation Facilities			\$335,360,698	72%
Community Centres & Arenas	9	Facilities	\$282,704,676	61%
Cultural Facilities	2	Facilities	\$32,838,976	7%
Library Facilities	3	Facilities	\$19,817,046	4%
Parks			\$95,218,524	21%
Park Amenities	2,613	Assets/ Components	\$79,834,141	17%
Park Facilities	39	Facilities	\$15,384,383	3%
Forestry and Other Services			\$32,490,630	7%
Urban Forestry	44,320	Trees	\$30,709,328	7%
Municipal Parking Lots	9	Lots	\$1,781,302	<1%
Total			\$463,069,851	100%

Asset Condition

Figure 16 provides an overview of the replacement cost-weighted condition of the Community Services asset portfolio. In-field condition data was available for most park amenities and facilities, community and recreation centres, and library facilities.

Based on a combination of assessed condition and age analysis, 95% of assets were rated as fair or better, while the remaining 5%, valued at approximately \$22.8 million are classified as being in poor to very poor condition, pointing to potential issues with delivering adequate performance levels.

Figure 16: Asset Condition – Community Services: Overall



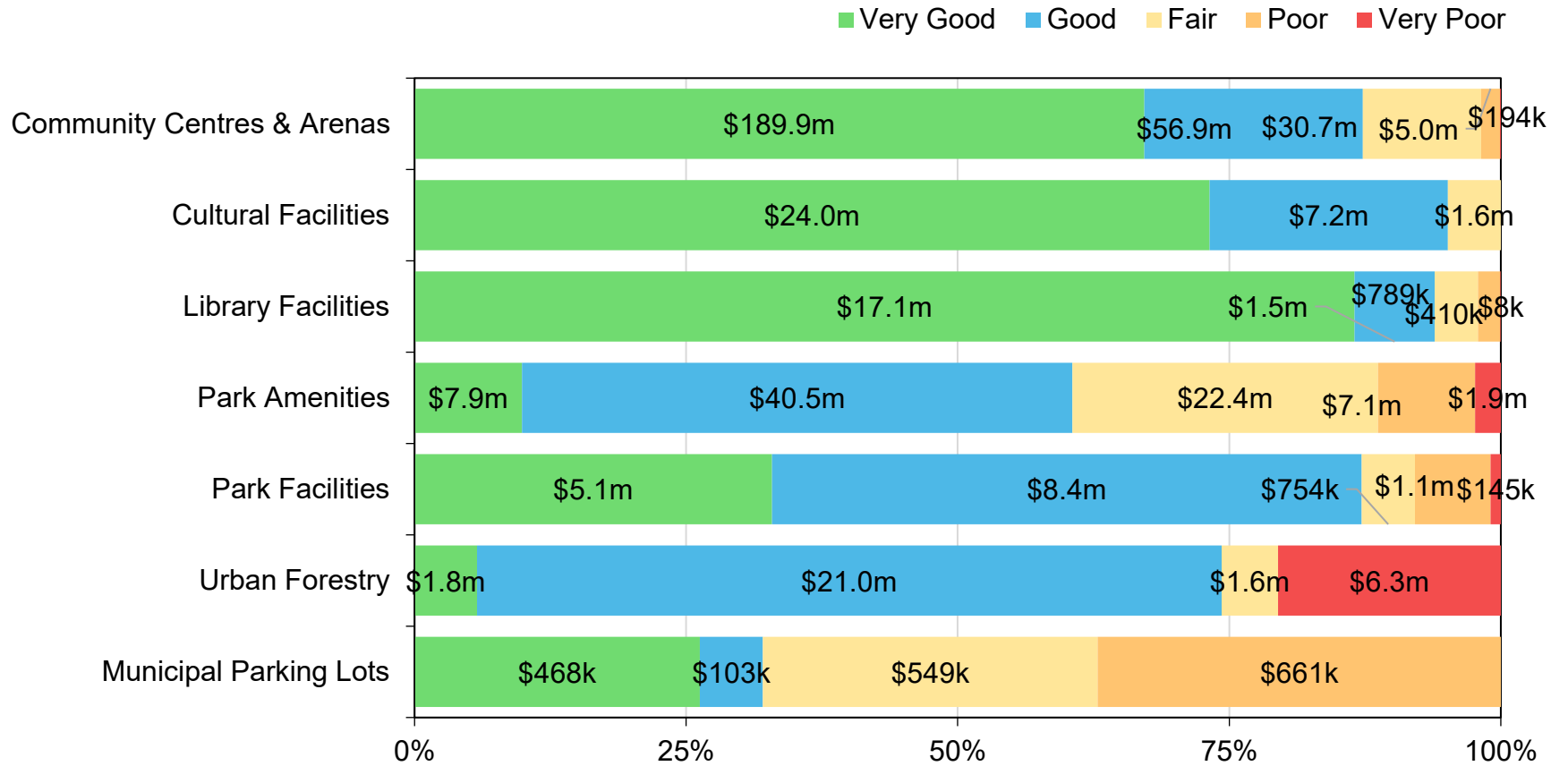
Due to incomplete tree age data, the condition estimates for Urban Forestry assets are based on age alone and may not accurately represent their true condition.

Figure 17 provides a more detailed look at the condition of Community Services assets. The largest asset group—Community Centres & Arenas—is in strong overall condition, with 98% of assets rated as fair or better. Cultural and Library Facilities also show predominantly high condition ratings, with only minimal values falling below fair.

By contrast, Park Amenities stand out with the highest dollar value of assets in poor or very poor condition—approximately \$9.0 million, or 11% of the replacement cost.

Due to incomplete tree age data, the condition estimates for Urban Forestry assets are based on age alone and may not accurately represent their true condition.

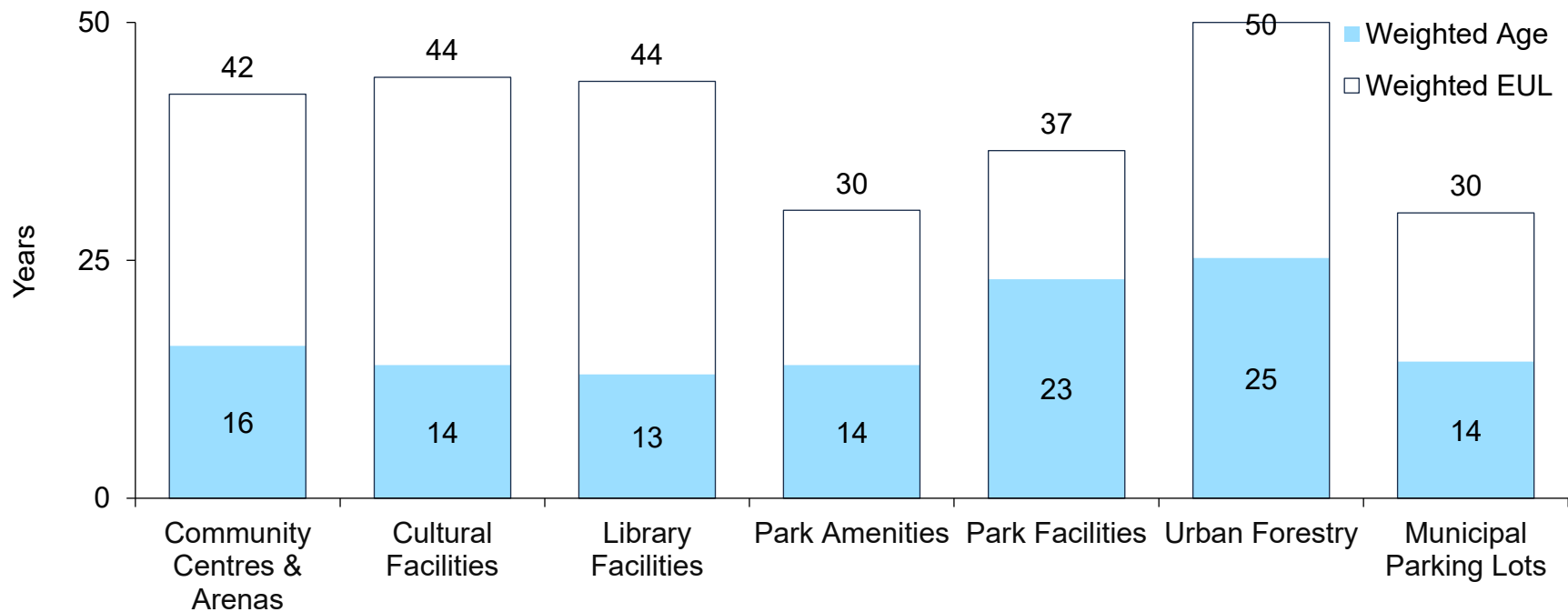
Figure 17: Asset Condition – Community Services: By Asset Type



Age Profiles

The following figure compares each asset’s weighted average estimated useful life (EUL) to its current weighted, projected average age as of 2024. Replacement cost was used to weight each asset in the analysis. Though age on its own may not provide a complete picture, it is a helpful starting point to prioritize projects when evaluated alongside other factors such as asset condition, criticality, planned improvements, project grouping, and past failure records.

Figure 18: Estimated Useful Life vs. Asset Age – Community Services

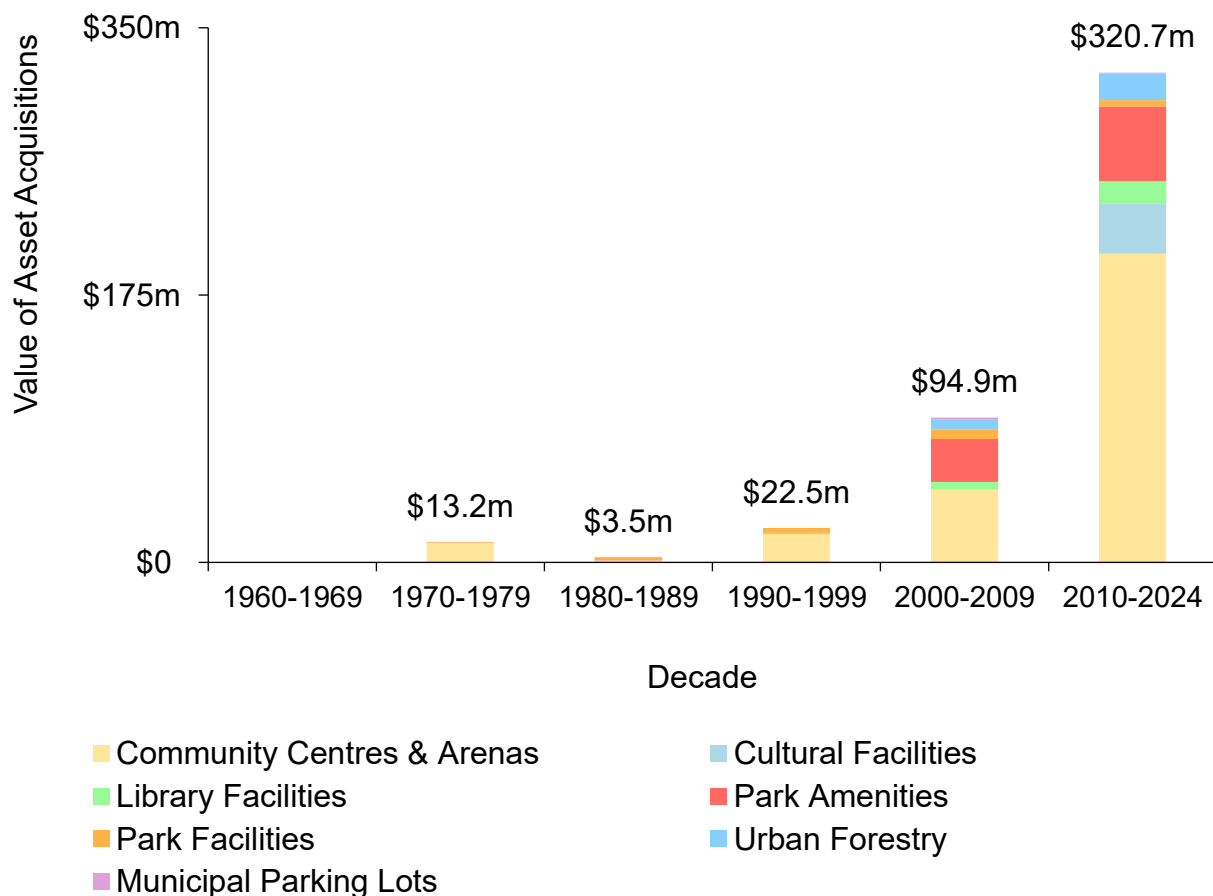


On average, Community Services assets have consumed less than 50% of their estimated design life. Exceptions are found primarily within Park Facilities assets, which include major buildings, and their individual elements and components.

Asset Acquisitions by Decade

Figure 19 illustrates the accumulation of capital assets in the Town’s Community Services portfolio since 1960. The data is illustrated using 2024 replacement costs rather than the original or historical cost, and asset in-service dates. The data reflects the Town’s current or active inventory only; assets that have been disposed of or decommissioned over time are not included.

Figure 19: Asset Acquisitions by Decade – Community Services



Alongside Transportation Services and Stormwater Management infrastructure, most capital asset acquisitions occurred in the last two decades, rising sharply and peaking in the consolidate period between 2010-2024, totaling nearly \$320.7 million. The last two decades were marked by substantial population growth for Milton, which continues to expand quickly.

Since 2020, the Community Services asset base has grown by an additional \$9.4 million, with most acquisitions concentrated in Park Amenities, followed by Community Centers & Arenas as well as Cultural Facilities.

Corporate and Operational Services

Milton’s Corporate and Operational Services assets support the effective delivery of the Town’s municipal operations. These assets, including facilities, furniture, information technology equipment, and vehicles, ensure essential services are delivered with minimal disruption to Milton residents. The current replacement cost of Corporate and Operational Services assets and infrastructure is estimated at \$128.8 million.

Inventory and Valuation

Table 15 summarizes the quantity and current replacement cost of Corporate and Operational Services assets as managed in Citywide. Given the low relative value and criticality of most furniture assets, they are pooled to reduce data management.

Table 15: Detailed Asset Inventory – Corporate and Operational Services

Asset Type	Quantity	Unit of Measure	Replacement Cost	Percentage
Corporate			\$75,607,896	59%
Civic Facilities	6	Facilities	\$57,774,723	45%
Office Furniture	15	Pooled Assets	\$10,866,144	8%
Information Technology	74	Pooled Assets	\$6,967,029	5%
Operational			\$53,162,224	41%
Vehicles & Equipment	270	Assets	\$27,227,288	21%
Operations Yard Facilities	4	Facilities	\$25,934,936	20%
Total			\$128,770,120	100%

Asset Condition

Figure 20 provides an overview of the replacement cost-weighted condition of the Corporate and Operational Services asset portfolio. In-field condition data was available for all Corporate and Operations Yard Facilities, as well as Vehicles & Equipment. Given their nature, corporate IT assets often rely on an age-based replacement strategy to ensure currency with evolving technology.

Based primarily on in-field condition data, 88% of assets were rated as fair or better, while the remaining 12% of assets, valued at approximately \$15.4 million are classified as being in poor to very poor condition.

Figure 20: Asset Condition – Corporate and Operational Services: Overall

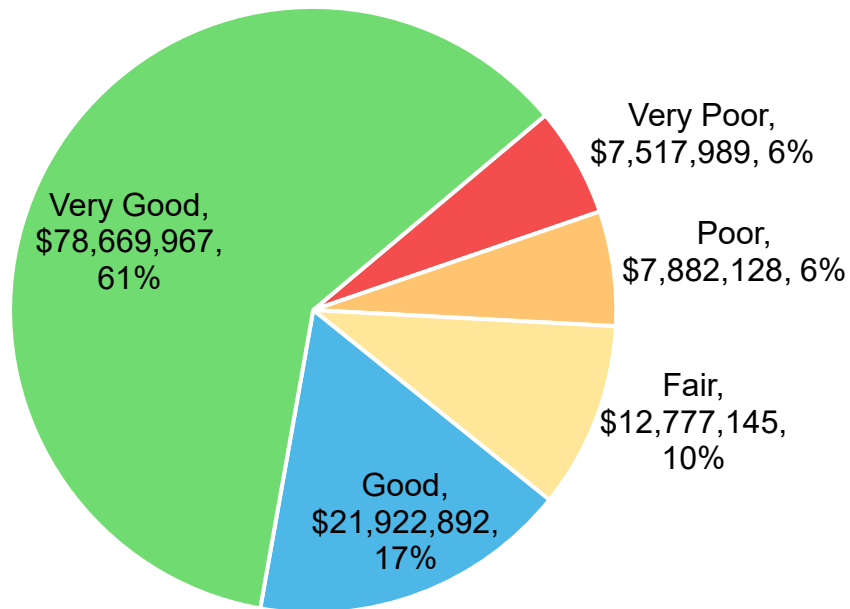
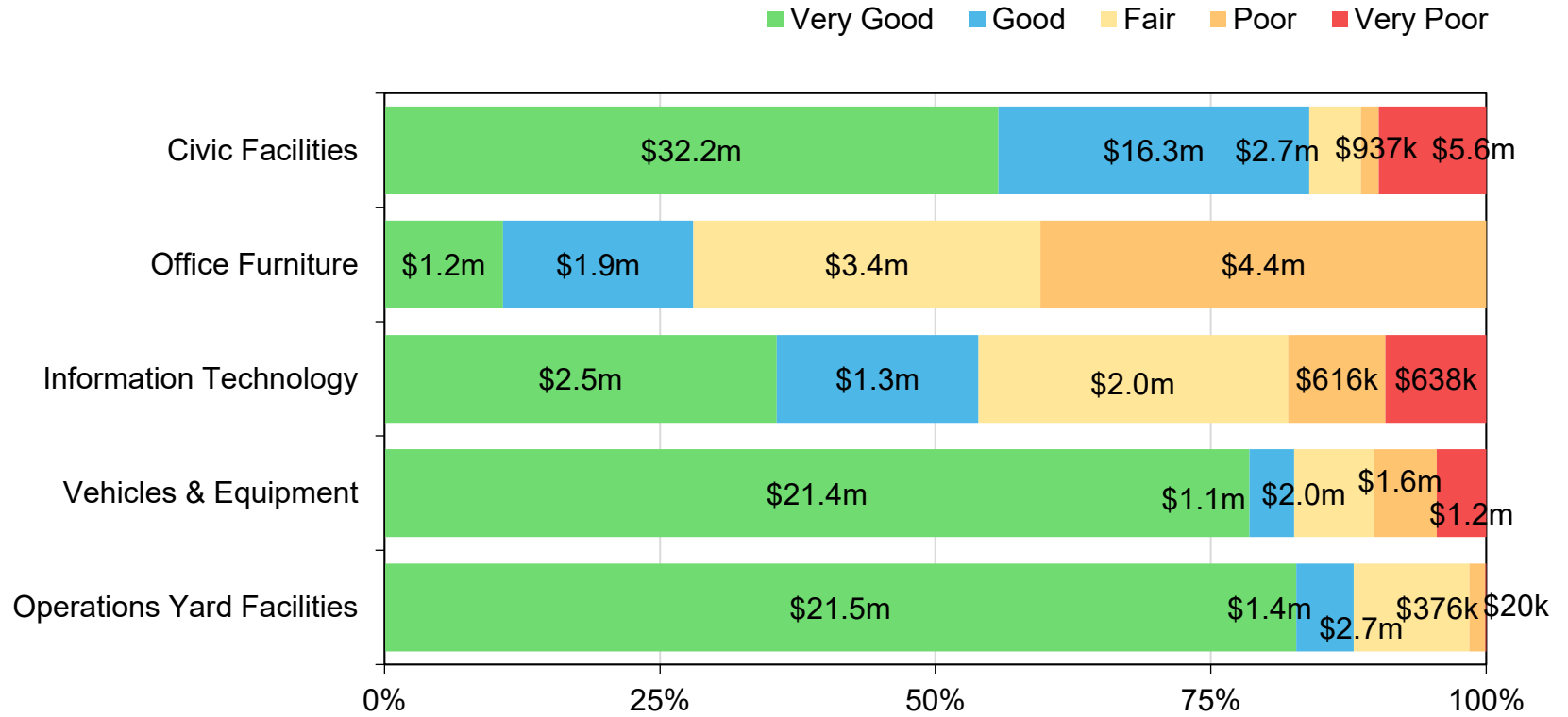


Figure 21 illustrates that, with a current replacement cost of \$6.6 million, Civic Facilities has the highest value of assets in poor or worse condition. Office furniture assets have the largest portion of assets in this condition state. However, these assets are not critical and do not impact service delivery.

Within Operations, approximately 10% of vehicles & equipment, with a current replacement cost of \$2.8 million were considered poor or worse. IT assets, including laptops and mobile phones, may warrant typical upgrades due to obsolescence, inadequate functionality, lack of ongoing manufacturer support, and security issues.

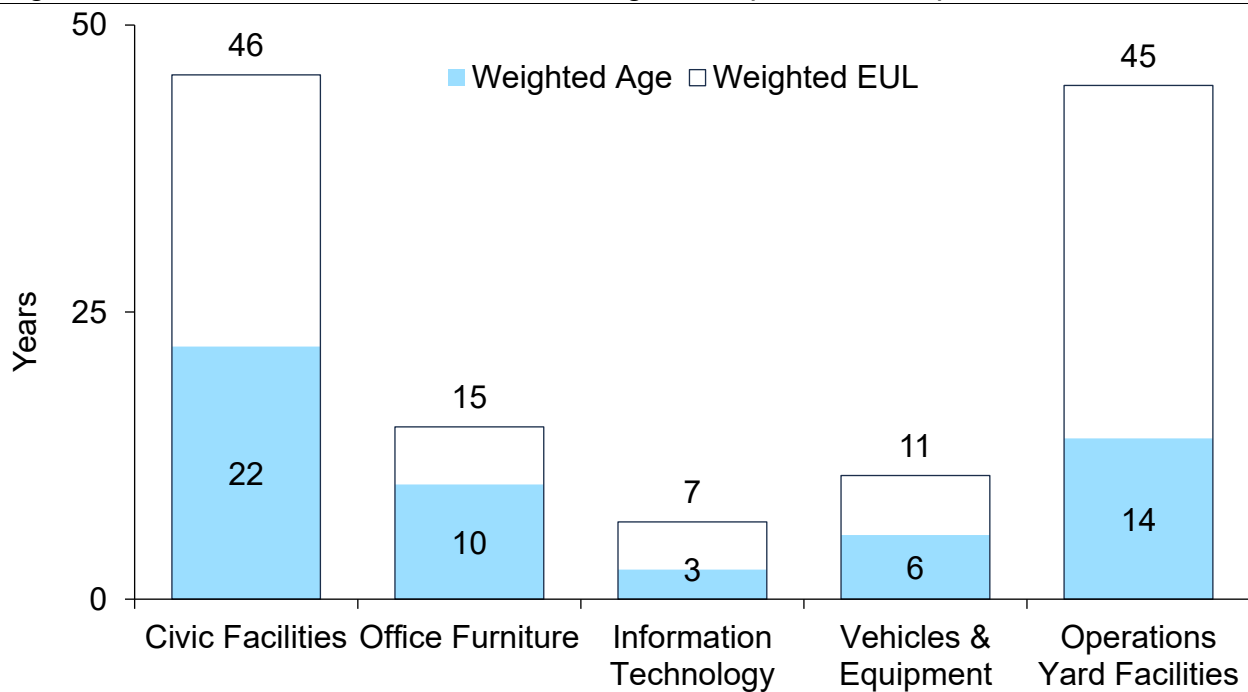
Figure 21: Asset Condition – Corporate and Operational Services: By Asset Type



Age Profiles

The figure below contrasts each asset's weighted average estimated useful life (EUL) with its current weighted average age as of 2024. Replacement cost is used to weight each asset. Although age alone may not capture the full picture, it serves as a useful initial assessment for prioritizing projects when considered with other factors such as asset condition, importance, and planned enhancements, particularly IT upgrade strategies.

Figure 22: Estimated Useful Life vs. Asset Age – Corporate and Operational Services

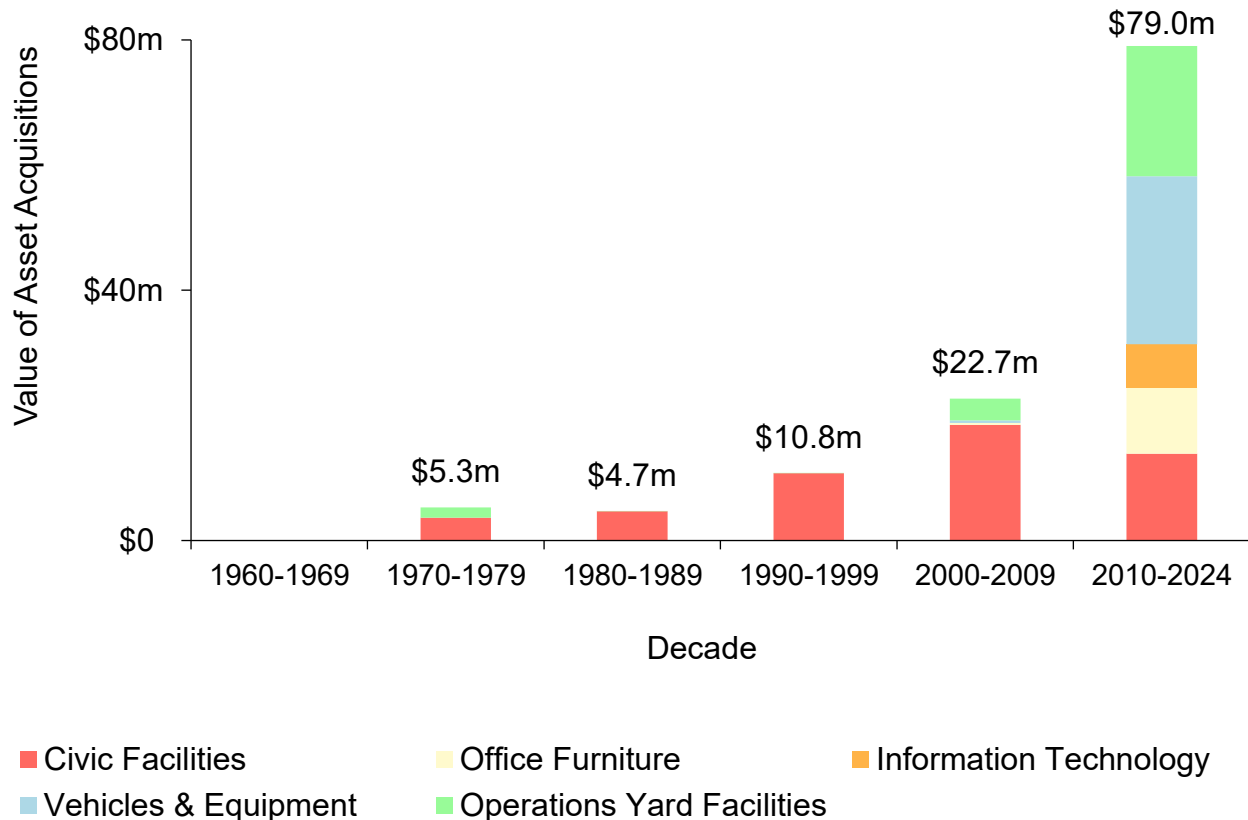


On average, major Corporate and Operational Services assets, including Civic Facilities and Operations Yard Facilities are in the earlier stages of their estimated design-life.

Asset Acquisitions by Decade

Figure 23 illustrates the growth and accumulation of Milton’s Corporate and Operational Services asset base since 1960. The data is illustrated using 2024 replacement costs rather than the original or historical cost, and asset in-service dates. The data reflects the Town’s current or active inventory only; assets that have been disposed of or decommissioned over time are not included.

Figure 23: Asset Acquisitions by Decade – Corporate and Operational Services



Consistent with the trend, most acquisition in Corporate and Operational Services assets occurred in the last two decades, particularly in the consolidated period between 2010-2024, when the asset base grew by \$79.0 million. Facilities, both Corporate and Operations, and various Vehicles assets accounted for the vast majority of these acquisitions.

Since 2020, assets totaling \$18.1 million have been added to the Town’s asset register, with IT and Vehicles & Equipment accounting for the largest portion of acquisitions. Unlike roads, storms, facilities, and other major engineered assets, these particular assets typically have short lifespans, requiring more frequent cycles of replacements and acquisitions.

Protective Services

The Town’s Protective Services assets play a vital role in responding quickly to emergencies, enforcing local regulations, and ensuring public safety across all areas of the municipality. Milton’s public safety infrastructure and asset portfolio includes fire vehicles, stations, and equipment, as well as bylaw enforcement vehicles. The current replacement cost of these assets and infrastructure is estimated at \$67.9 million.

Inventory and Valuation

Table 16 summarizes the quantity and current replacement cost of Milton’s Protective Services assets as managed in Citywide. Overall, fire assets comprise 99% of all Protective Services assets.

Table 16: Detailed Asset Inventory – Protective Services

Asset Type	Quantity	Unit of Measure	Replacement Cost	Percentage
Fire			\$67,504,021	99%
Stations and Facilities	5	Stations	\$32,694,987	48%
Emergency Vehicles	40	Vehicles	\$26,496,297	39%
Firefighting & Communication Equipment	3,296	Assets	\$8,312,737	12%
Bylaw Enforcement & Animal Services			\$384,171	<1%
Enforcement & Animal Services Vehicles	8	Vehicles	\$384,171	<1%
Total			\$67,888,192	100%

Asset Condition

Figure 24 provides an overview of the replacement cost-weighted condition of the Protective Services asset portfolio. In-field condition data was available for most assets. The Town also maintains strict standards for its fire vehicles and equipment assets, and has established a 'Fair' condition rating as a minimally acceptable performance level. As assets begin to degrade beyond this threshold, they are disposed, sold, and scheduled for replacement.

Based primarily on in-field condition data, nearly 100% of assets were rated as fair or better, while less than 1% of assets, valued at \$181.4k are classified as being in poor condition.

Figure 24: Asset Condition – Protective Services: Overall

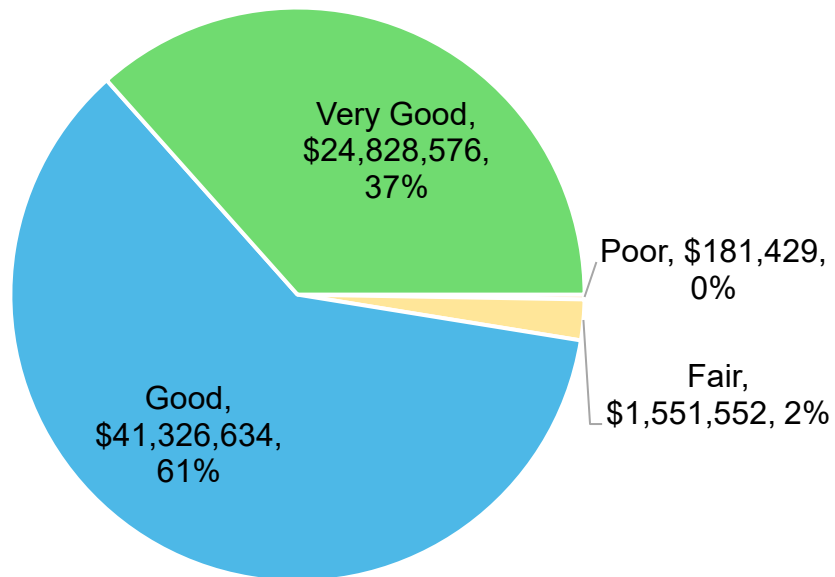
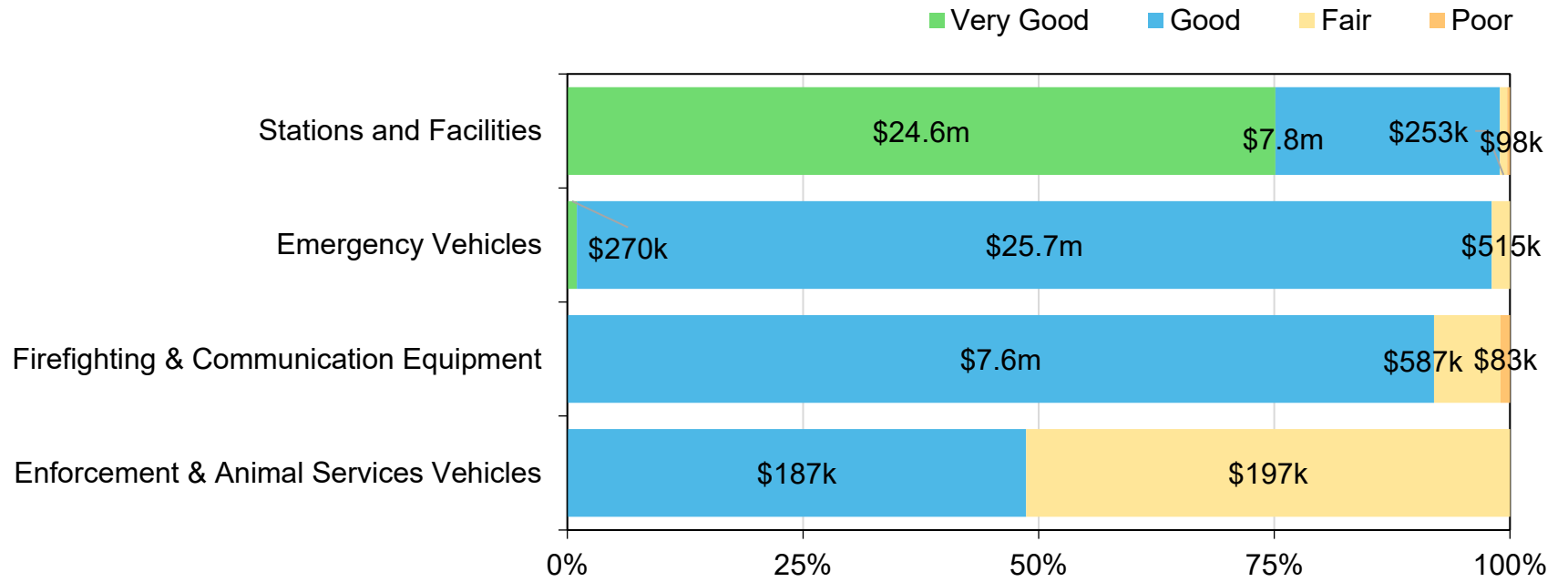


Figure 25 shows that all Emergency Vehicles assets were assigned a fair or higher condition rating. In addition, virtually all critical firefighting and communication equipment were assigned a good condition rating.

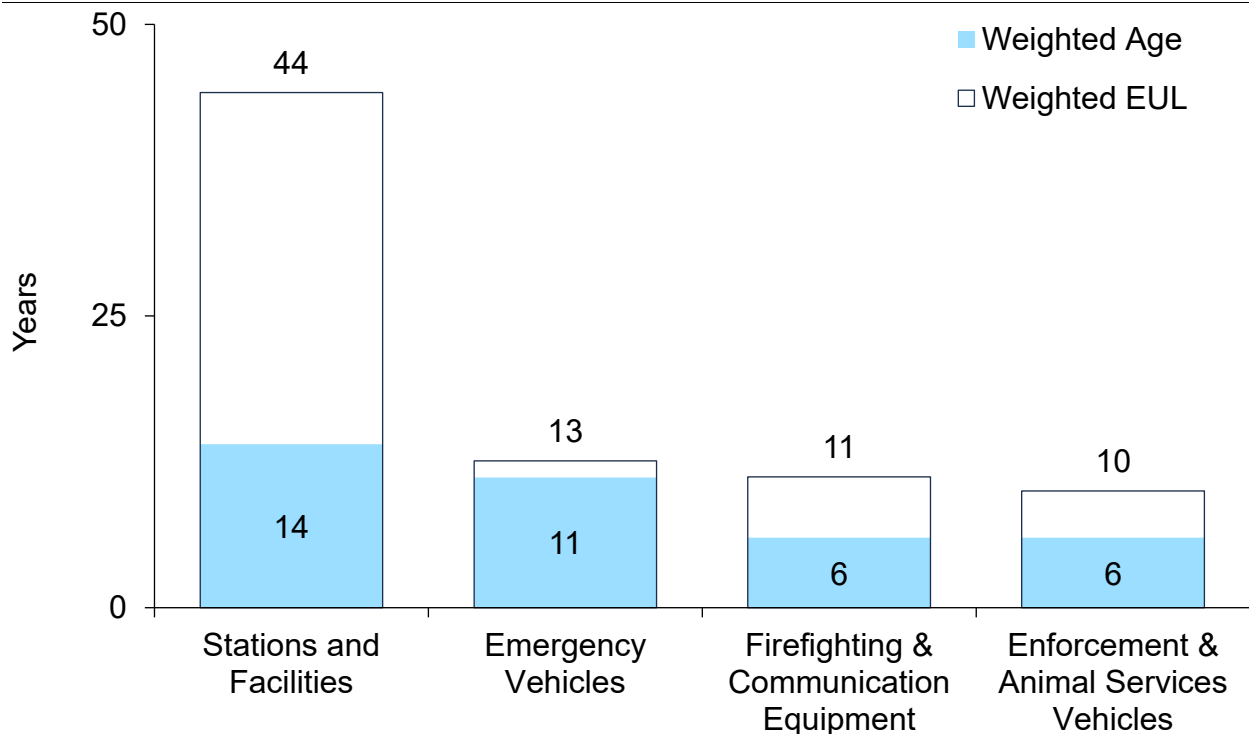
Figure 25: Asset Condition – Protective Services: By Asset Type



Age Profiles

The figure below compares each asset's weighted average estimated useful life (EUL) with its current weighted average age as of 2024, using replacement cost as a weighting factor. While age on its own may not provide a complete view, it offers a helpful starting point for prioritizing projects when combined with other considerations such as asset condition, importance, and planned improvements, especially considering the Town's minimum condition threshold for its Fire vehicles and equipment portfolio.

Figure 26: Estimated Useful Life vs. Asset Age – Protective Services

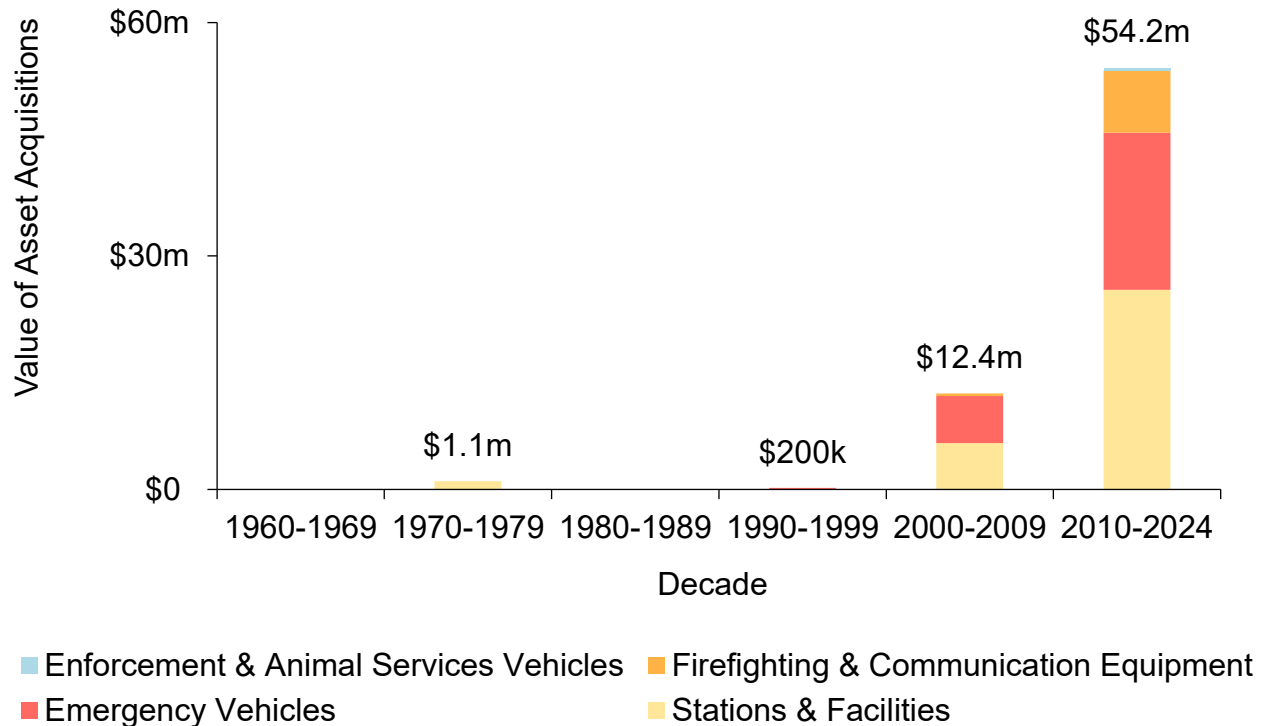


On average, most stations and facilities assets are in the first half of their life, while other assets, such as vehicles and equipment have now entered the latter stages of their established lifespans. Although some fire station assets date back to the 1970s, recent condition assessments suggest that their condition remains generally high due to strong maintenance efforts, leading to low overall effective ages.

Asset Acquisitions by Decade

Figure 27 illustrates the accumulation of assets in the Town’s Protective Services portfolio since 1960, illustrated using 2024 replacement costs rather than original or historical costs, and asset in-service dates. The data reflects the Town’s current or active inventory only; assets that have been disposed of or decommissioned over time are not included.

Figure 27: Asset Acquisitions by Decade – Protective Services



In line with the prevailing trend, most asset acquisitions occurred between 2000 and the current decade, a time of significant population growth for Milton. The bulk of the growth in the Protective Services asset base was concentrated in Stations & Facilities, followed by Emergency Vehicles.

Acquisitions reached their highest point in the consolidated period between 2010-2024, totaling \$54.2 million. Since 2020, the Town has added \$11.4 million in assets to its Protective Service portfolio, with the majority comprising Emergency Vehicles.

Transit Services

Milton Transit plays a vital role in enhancing mobility and connectivity for the residents and visitors of the Town of Milton. The Town provides conventional and access+ or specialized service on weekdays and Saturdays, and connects with GO Transit services at the Milton GO Station. The current replacement cost of the associated vehicles, equipment, and facilities totals \$26.6 million.

Inventory and Valuation

Table 17 summarizes the quantity and current replacement cost of Milton’s Transit Services assets as managed in Citywide. Vehicles make up 90% of the Transit asset portfolio.

Table 17: Detailed Asset Inventory – Transit Services

Asset Type	Quantity	Unit of Measure	Replacement Cost	Percentage
Conventional and Specialized Transit				100%
Transit Vehicles	39	Vehicles	\$23,812,244	90%
Transit Equipment	200	Assets/Components	\$1,799,325	7%
Stops & Shelters	538	Assets/Components	\$976,851	4%
Total			\$26,588,420	100%

Condition

Figure 28 provides an overview of the replacement cost-weighted condition of the Transit Services asset portfolio. In-field condition data was not available for this asset group. As such, only age was used to approximate asset condition. This analysis suggests that while 83% of assets are in fair or better condition, the remaining 17%, with a current replacement cost of \$4.6 million, were rated as poor or worse.

In the absence of in-field condition data, and given their relatively short life-spans, transit assets can appear to deteriorate rapidly year-over-year.

Figure 28: Asset Condition – Transit Services: Overall

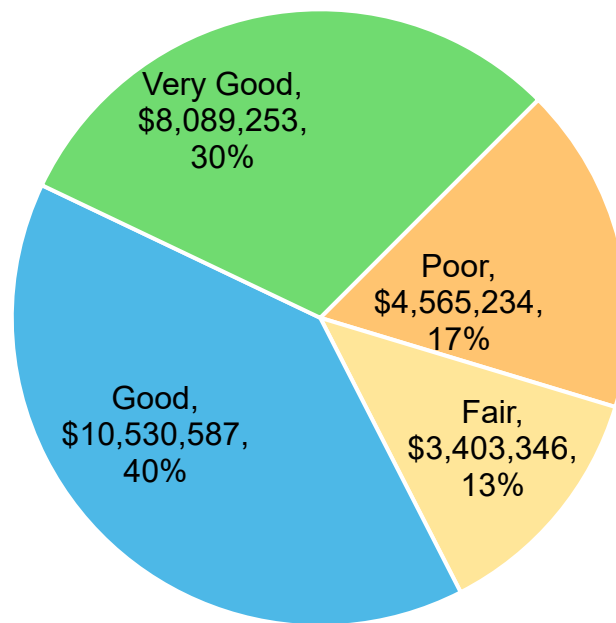
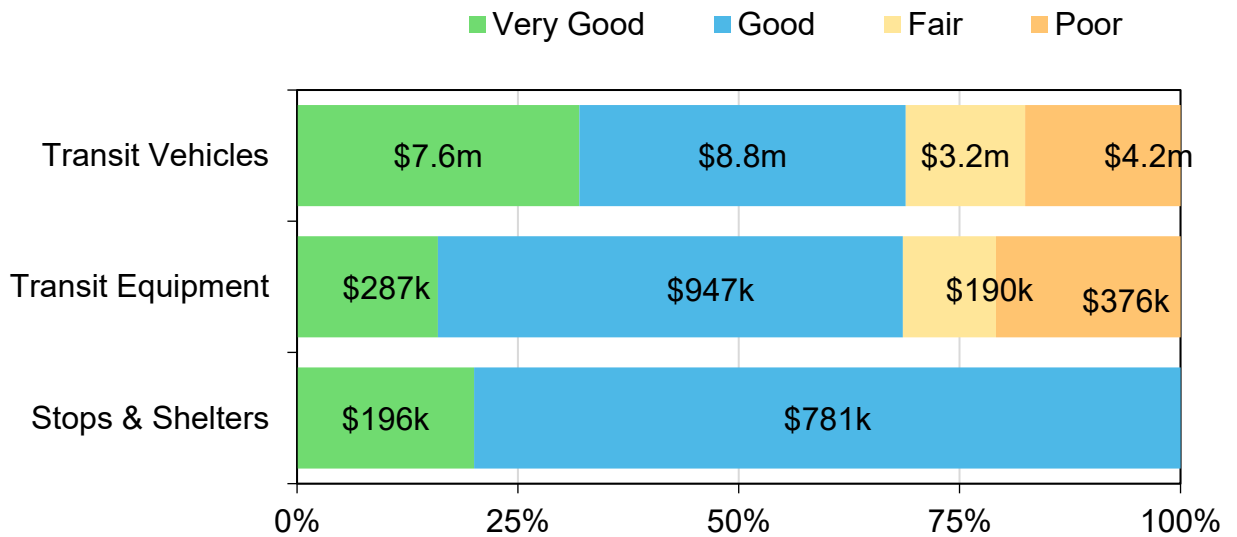


Figure 29 illustrates that the majority of assets classified as poor were concentrated within Equipment and Vehicles asset groups. However, these are age-based estimates; actual condition of these assets may be sufficient to provide services safely and effectively.

Some units remain in service beyond their useful life due to supply chain challenges that have delayed their planned replacements. Vehicles identified as very poor based on age are considered inoperable and made stationary; currently, no vehicles were assigned this rating.

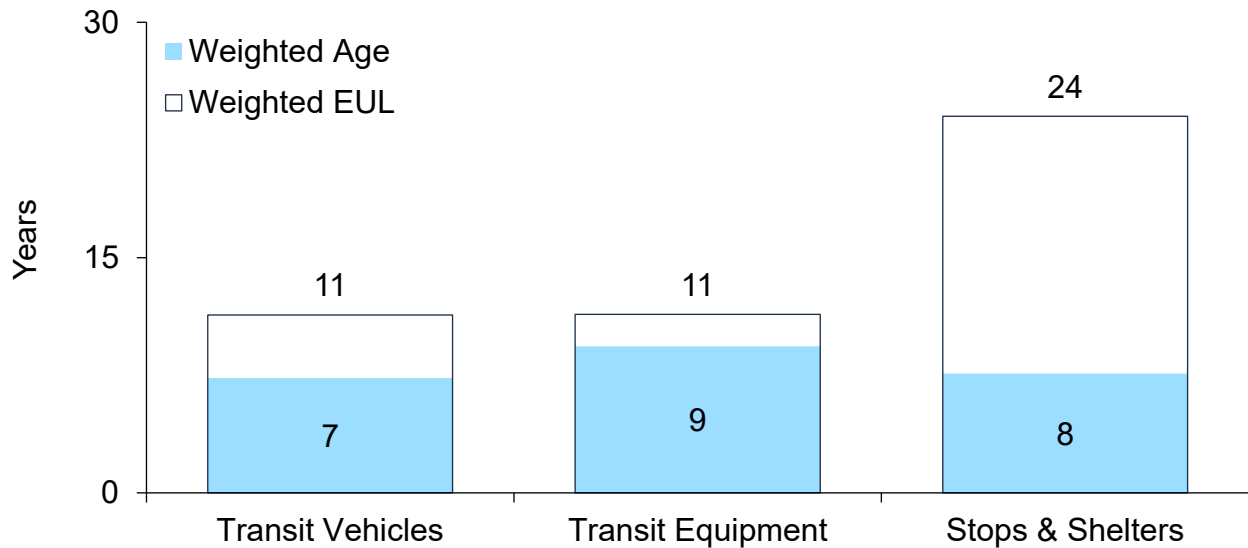
Figure 29: Asset Condition – Transit Services: By Asset Type



Age Profiles

The figure below compares each asset's weighted average estimated useful life (EUL) with its current weighted average age as of 2024, using replacement cost as a weighting factor. As no in-field condition data was available, this graph provides a complementary perspective by presenting the same age data in an alternative format.

Figure 30: Estimated Useful Life vs. Asset Age – Transit Services



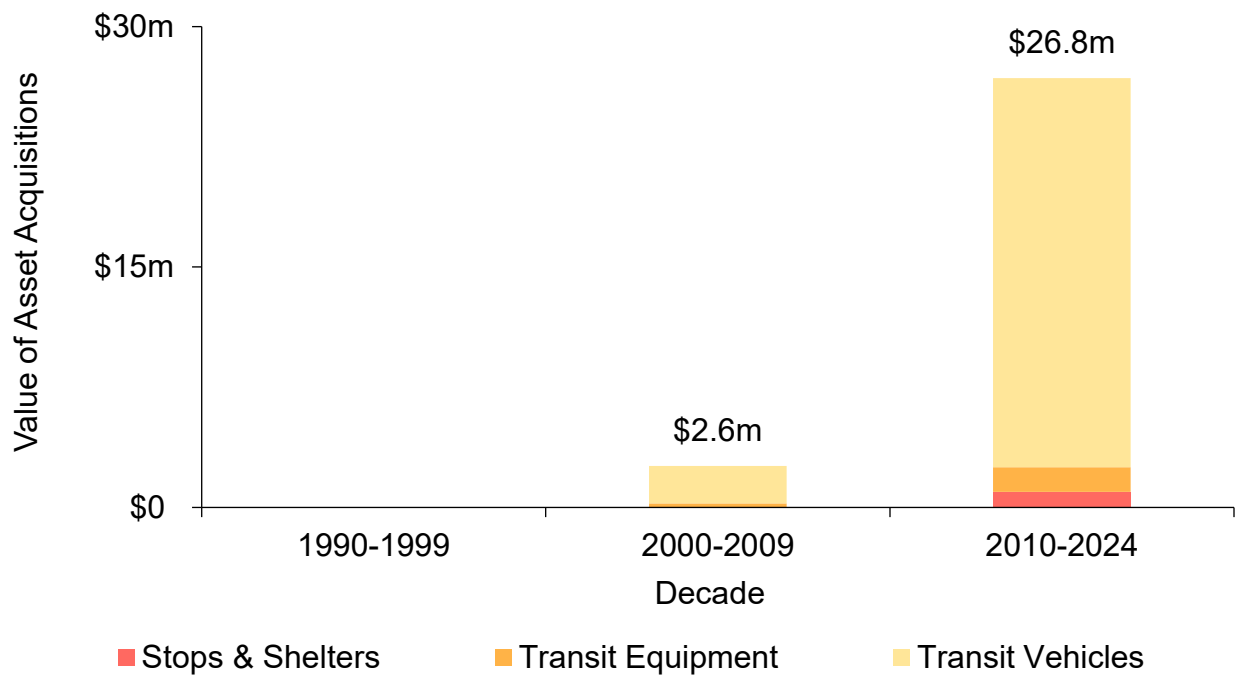
On average, Transit Equipment and Vehicles assets are in the latter stages of their lifecycle, while Stops and Shelters remain relatively new. Field condition assessments are used to help reveal actual asset needs and condition states.

Asset Acquisitions by Decade

Figure 31 illustrates the accumulation of assets in the Town's Transit Services portfolio since 1990, illustrated using 2024 replacement costs rather than historical or original costs, and asset in-service dates. Unlike other asset classes, the overwhelming majority of Transit assets have shorter lifespans, requiring more frequent cycles of disposals and replacements. Hence, the analysis is presented on a condensed time horizon.

The data reflects the Town's current or active inventory only; assets that have been disposed of or decommissioned over time are not included.

Figure 31: Asset Acquisitions by Decade – Transit Services



The Town's Transit Services asset base increased substantially between 2000-2009 and 2010-2024, coinciding with a rapid growth in Town population and the assets required to support service demand and delivery. In the current consolidate period, Milton has acquired nearly \$27 million in Transit Services assets, dominated by vehicles.

Milton Public Library Board Services

The Milton Public Library Board Services (MPL) offer a comprehensive range of resources and programs designed to enrich the community. In addition to its collection, the library's three branches provide access to computers, internet, and study spaces, making it a hub for information and connection. The current replacement cost of library assets totaled \$9.2 million. The 2025 AMP update now includes MPL's Collections assets.

Inventory and Valuation

Table 18 summarizes the quantity and current replacement cost of MPL's assets as managed in Citywide. Collections comprise 48% of the asset base.

Table 18: Detailed Asset Inventory – Milton Public Library Board Services

Asset Type	Quantity	Unit of Measure	Replacement Cost	Percentage
Library			\$12,378,368	100%
Collections	1	Pooled Asset	\$4,426,630	48%
Fixtures & Furniture	1,412	Assets	\$3,587,338	39%
Information Technology	433	Assets	\$1,152,798	13%
Total			\$9,166,766	100%

Asset Condition

Figure 32 provides an overview of the replacement cost-weighted condition of the Milton Public Library Board Services asset portfolio. As no assessed condition data was available, only age was used to approximate asset condition. This analysis suggests that nearly 60% of asset are in poor or worse condition.

However, 48% of the total replacement value is tied to books and other collections materials. While these assets do have a useful life for planning purposes, they do not deteriorate in the same way as physical infrastructure. As such, condition estimates based on age may not accurately reflect their functional state, and should be interpreted with this context in mind.

Figure 32: Asset Condition – Milton Public Library Board Services: Overall

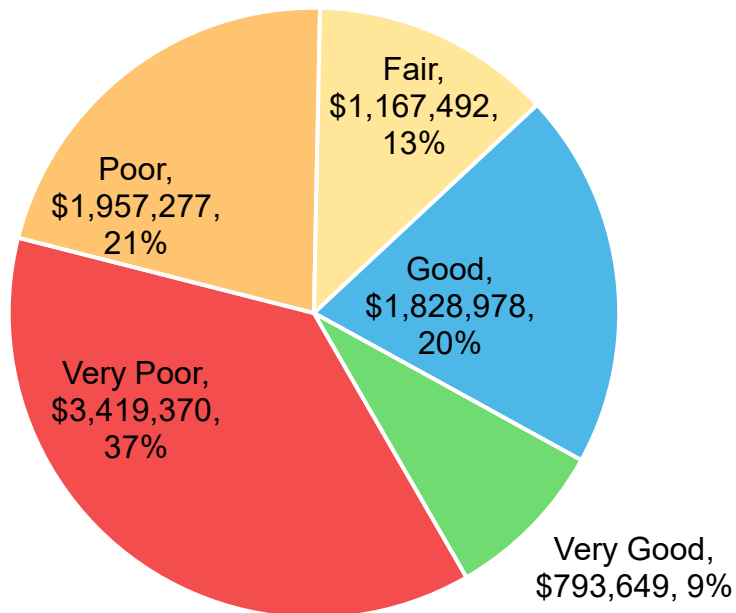
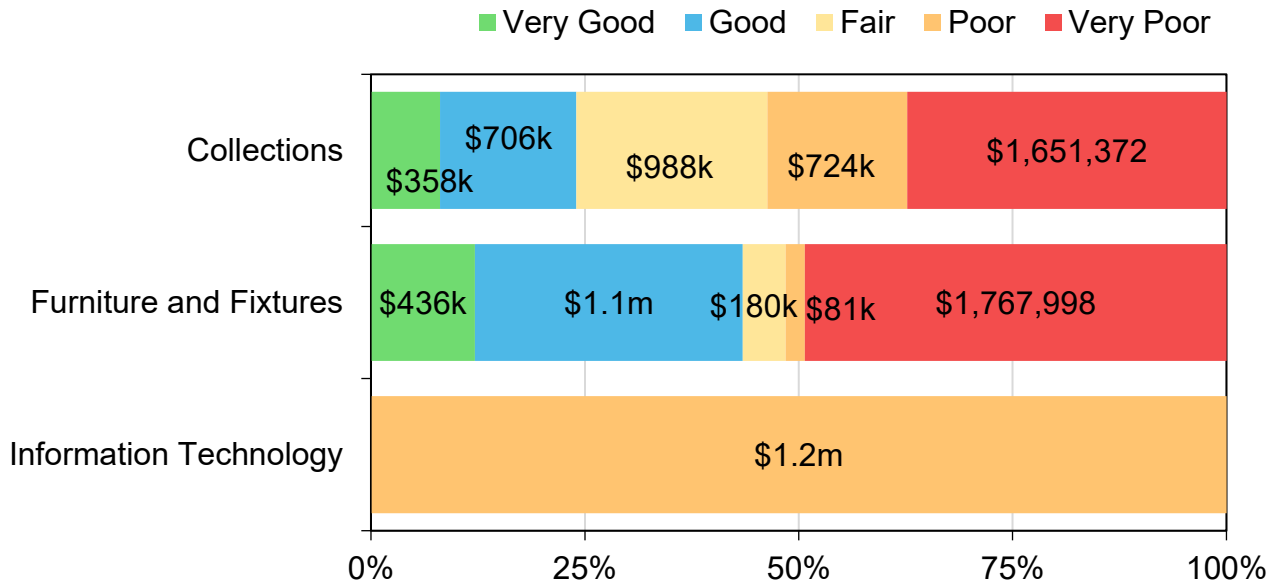


Figure 33 illustrates that significant portions of all Library assets are in poor or worse condition. However, these estimates are based only on age analysis. Further, most assets are not critical. As stated previously, many of the assets in this category are books and library materials which, although assigned a useful life for planning purposes, do not deteriorate in a traditional sense—meaning older items may remain fully functional and useful despite being classified as poor based on age alone.

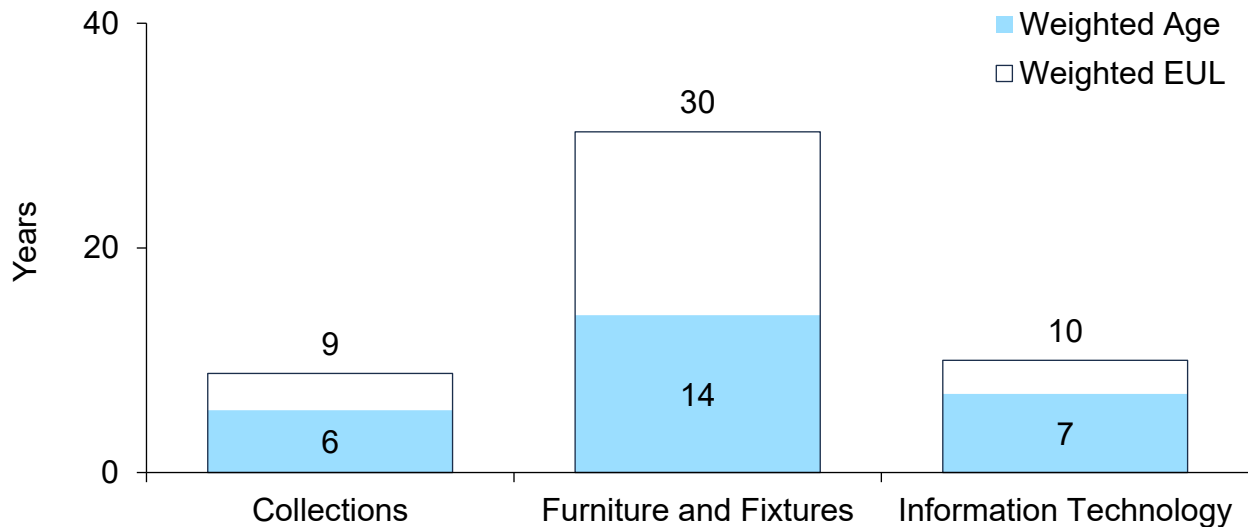
Figure 33: Asset Condition – Milton Public Library Board Services: By Asset Type



Age Profiles

The figure below compares each asset's weighted average estimated useful life (EUL) with its current weighted average age as of 2024, using replacement cost as a weighting factor. As no in-field condition data was available, this graph relies again on age to offer an alternative perspective on the state of Library assets.

Figure 34: Estimated Useful Life vs. Asset Age – Milton Public Library Board Services



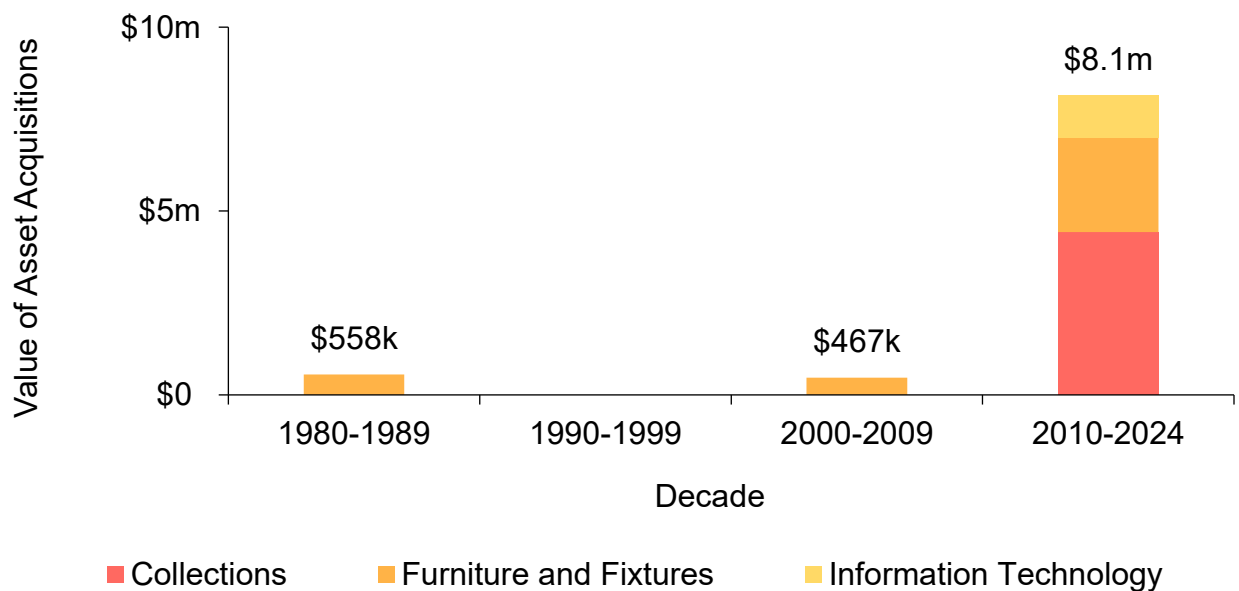
As the diagram illustrates, most Fixtures and Furniture assets are, on average, approaching the latter stages of their lifecycle. In addition, IT assets have consumed, on average, more than 50% of their estimated design life. IT upgrades and replacements are typically part of a broader, organization-wide replacement strategy. Others are replaced on an as-needed basis.

Asset Acquisitions by Decade

Figure 35 illustrates the growth and accumulation of the Town of Milton’s Public Library Board Services assets since 1980, illustrated using 2024 replacement costs rather than the original or historical cost, and asset in-service dates. Most Library Services assets have short lifespans and may undergo many replacement cycles during a 50-year period. As a result, the analysis is presented on a more condensed time horizon.

The data reflects the Town’s current or active inventory only; assets that have been disposed of or decommissioned over time are not included.

Figure 35: Asset Acquisitions by Decade - Milton Public Library Board Services



Acquisitions of Library assets coincide with Milton’s overall growth period, which saw a sharp increase in the 2000s. Library assets grew rapidly between 2010 and 2024, with acquisitions totaling \$8.1 million in the consolidated period. Since 2020, the Town’s Library asset base has expanded by a further \$1.9 million.

Lifecycle Management

The Town of Milton's approach to asset lifecycle management is comprehensive. Maintenance, repair, and replacement activities are guided by technical external condition assessment surveys, asset age, and staff judgment through routine inspections and monitoring. Risk assessments and other contextual information is used to select the right lifecycle activity at the right time.

Lifecycle Framework

Consistent with industry standards, Milton’s lifecycle framework includes direct intervention activities as well as non-infrastructure activities or strategies. Direct lifecycle activities are those that improve an asset’s condition or extend its useful life. Non-infrastructure activities are necessary to identify asset needs, and inform decision-making, and can include condition and risk assessments. Table 19 provides an overview of the various lifecycle activities and their roles in managing infrastructure.

Table 19: Typical Lifecycle Framework

Activity Type	Description
Non-Infrastructure Activities	Activities such as studies, condition inspections, planning, and monitoring that support decision-making but do not directly impact the asset’s physical state.
Maintenance	Routine and preventive actions that preserve the asset’s current condition and functionality, such as cleaning, minor repairs, and regular upkeep.
Renewal, Rehabilitation, and Replacement	Major interventions aimed at restoring, improving, or replacing infrastructure to extend its useful life, including significant repairs, overhauls, and complete asset replacement.
Growth	Activities related to the expansion of infrastructure capacity to meet increased demand, such as constructing new facilities or extending existing ones.
Disposal	The process of decommissioning, removing, or repurposing infrastructure that is no longer needed or has reached the end of its useful life.

The table that follows outlines Milton’s current lifecycle framework for its major infrastructure and other tangible capital assets.

Table 20: Current Lifecycle Framework

Asset	Lifecycle Activities
Roads	<ul style="list-style-type: none"> • Pavement condition assessment, with most recent conducted in 2023 • Crack sealing, micro-surfacing, pothole repairs, street sweeping, winter maintenance, line repainting • More invasive, surface- and roadside environment-specific activities, including single and double lifts; expanded asphalt; full reconstruction
Sidewalks, Walkways and Trails	<ul style="list-style-type: none"> • Leveling uneven pathways; vegetation management; litter cleanup • Patching or regrading of pathways, based on surface type • Sidewalk leveling; salting and winter maintenance; patching of cracked sidewalks; as-needed sidewalks repairs and rehabilitation; • Replacement of sidewalk panels and curbs • Vegetation management and collision related repairs for guardrails
Roadside Appurtenances	<ul style="list-style-type: none"> • Roadways shoulder grading • Replacement or sealing of gravel surface • Light bulb replacement, and lamp/fixture cleaning of streetlights • Streetlight pole rehabilitation • LED retrofit programs, and broader electrical component replacement and upgrades • Cleaning of traffic signs • Sign repairs • Routine cleaning of traffic signals • Repair and rehabilitation of signal poles • Replacing, upgrading, and modernization of electrical components

Asset	Lifecycle Activities
Structures	<ul style="list-style-type: none"> • Biennial condition assessments of bridges and structural culverts (3m+) in accordance with OSIM requirements, with most recent was completed in 2023. • Street sweeping; salting, winter maintenance; • Routine cleaning and vegetation management for retaining walls • Deck flushing and drain cleanouts • Repairs and interventions as recommended by OSIM study, and in conjunction with age and service life
Stormwater Management Infrastructure	<ul style="list-style-type: none"> • Zoom Camera™ inspection of storm sewers (Phase 1, Historic Urban Area) • Flushing and cleaning of storm pipes • Spot repairs as required; reactive and proactive sewer replacements • Annual storm pond condition inspections and monitoring • Maintaining vegetation, removing trash, inlet/outlet cleaning; basic channel cleaning; sediment buildup monitoring and control; • Replanting, landscaping, hydroseeding, tree removal; pond dredging; regrading and paving • Minor manhole and catchbasin repairs, e.g., grouting/root treatment; • Alignment of modular manhole/catchbasin components with road surface • Routine cleaning and erosion control • Replacement of catchbasin and manholes coordinated with road work

Asset	Lifecycle Activities
Buildings and Facilities	<ul style="list-style-type: none"> • Standard building condition assessment (BCA) • Facilities components repair, rehabilitation, and replacement program based on BCAs • Playground structures and equipment adhere to regulatory requirements for inspection and repairs, e.g. Canadian Standard Association (CSA) standards <p>Facilities comprise thousands of individual components, each with their unique lifecycle requirements. The Town’s facilities inspections span Civic Facilities, Fire Stations, Operations Yard Facilities, Park Facilities, and Recreation Facilities.</p> <p>Renewal and replacement capital expenditures from 2024 to 2033 are estimated through these inspection efforts, and organized for all facilities according to Uniformat II code standard.</p>
Fleet and Equipment	<ul style="list-style-type: none"> • Equipment and vehicles follow manufacturer recommended inspection and repair protocols. • Protective vehicles, particularly Fire services assets, follow strict Town guidelines for replacements, with a minimum condition rating of fair. • Vehicles below this threshold are repurposed and/or replaced. <p>Relatively minor assets, including IT and various Library assets, typically follow a buy-replace cycle, and do not require complex lifecycle strategies.</p>

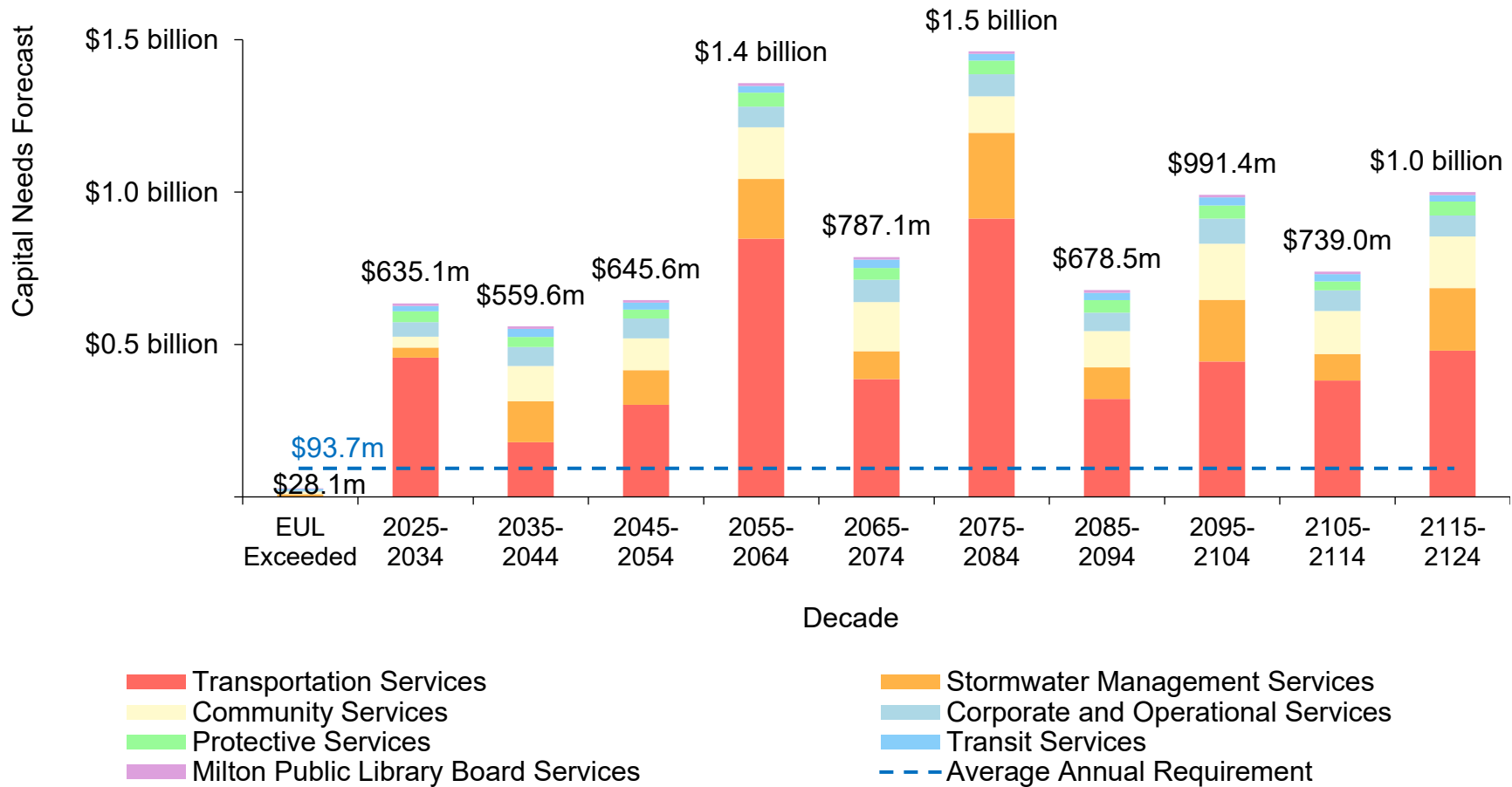
Long-term Forecast

In contrast to historical investments in infrastructure, Figure 36 illustrates the cyclical short-, medium- and long-term replacement requirements for the seven service areas, forecasted for the next 100 years. In addition to replacements, the chart also illustrates the repair and rehabilitation lifecycle needs for the Town's road network. All values presented in the forecast are expressed in 2024 dollars and do not account for inflation.

On average, these seven service areas require \$93.7 million annually to meet capital needs related to the assets held by the Town as of the end of 2024. Although actual spending and replacement needs may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement and rehabilitation needs are met as they arise.

The chart illustrates substantial capital needs through the forecast period. The largest spike, totaling \$1.5 billion, is forecasted in approximately six decades, for 2075-2084. The Town will also face a \$1.4 billion investment spike between 2055 and 2064. In the current decade, capital replacement forecasts total \$635.1 million.

Figure 36: Long-term Forecasted Replacement Needs (2024 dollars, excludes inflation and growth in assets)



The chart also shows that a portion of assets, with a replacement cost of \$28.1 million have reached the end of their useful life—based either on condition ratings, or age-only data. While not all such assets may require immediate replacements, further evaluation may be warranted to identify actual asset needs. The magnitude of capital requirements typically far exceeds what most agencies can afford to fund. A risk-based approach can be used to direct funds where they are needed most.

Risk Management

The level of risk an asset carries determines how closely it is monitored and maintained, including the frequency of various lifecycle activities, and the investments it requires on an ongoing basis.

Some assets are also more important to the community than others, based on their financial and economic significance, their role in delivering essential services, the impact of their failure on public health and safety, and the extent to which they support a high quality of life for community stakeholders.

A risk-based approach to infrastructure spending can help prioritize capital projects to channel funds where they are needed most. Rather than taking the worst-first approach, a risk-based approach ranks assets based on their condition/performance as well as their criticality—providing a more complete rationale for project selection.

Asset-level Risk

Asset-level risk ratings attempt to rank assets based on their criticality and likelihood of failure. This risk rating is a product of two variables: the probability that an asset will fail, and the variety of consequences of that failure event. It can be a qualitative or a quantitative measurement that can be used to rank assets and projects, identify appropriate lifecycle strategies, optimize short- and long-term budgets, minimize service disruptions, and maintain public health and safety.

Approach to Risk

The approach used in this asset management plan produces a quantitative measurement of risk associated for each asset. The probability and consequence of failure are each scored from 1 to 5, producing a minimum risk rating of 1 for the lowest risk assets, and a maximum risk index of 25 for the highest risk assets.

These calculations incorporate available asset attribute data to produce a risk matrix. For assets lacking detailed attribute information, a more general risk model has been created and applied to all such assets, drawing on common practices employed by municipalities to estimate the probability and consequences of failure.

Table 21: Risk Ratings

Risk Rating	Description
Very Low (1-4)	Assets in excellent condition with minimal risk of failure; failure event may have negligible financial, economic, or social impact.
Low (5-7)	Assets in good condition with low risk of failure; failure event may result in minor financial, economic, or social impact.
Moderate (8-9)	Assets showing moderate wear with moderate risk of failure; asset failure may result in noticeable, adverse financial, economic, or social consequences.
High (10-14)	Assets needing significant repairs soon with high risk of failure; failure may result in substantial, critical financial, economic, or social consequences.
Very High (15-25)	Assets in poor condition with the highest risk of failure; failure consequences are severe or catastrophic, causing significant financial, economic, or social disruptions, requiring urgent action.

Probability of Failure

Several factors can help decision-makers estimate the probability or likelihood of an asset's failure. Typically, these can include the asset's condition, age, previous performance history, capacity challenges, and exposure to extreme weather events, such as flooding and ice jams—both a growing concern for municipalities in Canada.

Each of these factors and individual attributes must also be weighted, out of 100%, based on how well it can predict and explain the likelihood of asset failure. For example, recent condition assessments may be more dependable than age in helping predict asset failure, and would be ranked and weighted higher.

Once weightings are assigned, a scale is developed for each attribute so that a probability of failure rating from 1 to 5 can be assigned at each interval, reflecting how likely the asset is to fail at a particular level.

Consequence of Failure

The consequence of failure describes the overall, aggregate effect that an asset's failure will have on an organization's asset management goals. Consequences of failure can range from non-eventful to severe. An uneven sidewalk with some surface distress may pose a minor inconvenience to residents. However, a bridge failure poses critical health and safety risks, and may disconnect areas of the Town.

As with probability of failure, available asset attribute data is used to aid in the calculation of an asset's criticality, or consequence of failure, rating. Common types of adverse consequence of asset failure may include operational, direct financial, and socio-economic impacts.

Similar to measuring the probability of failure, these consequence types are ranked, and assigned a weighting out of 100%, reflecting their relative perceived severity. Available asset attributes are then used to help measure or quantify these consequences so that they can be incorporated into the risk models.

Once weightings are assigned to each consequence of failure type, a unique scale is developed so that a consequence of failure rating from 1 to 5 can be assigned at each interval, reflecting the relative severity of asset failure. Similar scales are developed for each attribute that is used to help approximate a particular consequence of failure.

Risk Models

The models used in this AMP have been developed in Citywide Assets, the Town's asset register application, and applied to the existing asset base. These models are provisional and intended as a foundational framework. They are expected to evolve over time as new information regarding asset attributes becomes available and is integrated into the analytical process.

For some assets, such as roads, contextual attributes such as AADT values were available. This data was used to further develop consequence of failure ratings and help distinguish one asset from another based on its criticality.

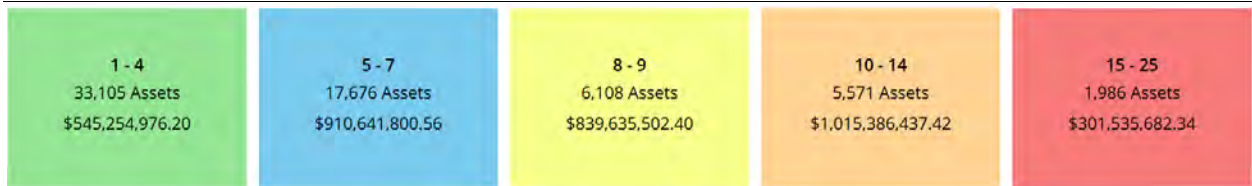
For assets without such additional, contextual information, a more general risk model was developed and applied. For these assets, replacement cost, service area, and asset type were used as the only data fields to approximate the consequence of their failure.

It is important to note that these models are not designed to guide annual capital expenditures at this time. Rather, they serve as an initial step in understanding and managing asset-level risk, providing a basis upon which further refinements and enhancements can be built.

Risk Matrix

The risk matrix below classifies the Town’s assets based on their respective risk ratings, as determined by the risk models. The analysis shows that 1,986 assets, with a combined replacement cost of approximately \$301.5 million, carried a very high risk rating, based on both their probability and consequence of failure. An additional 5,571 assets, with a total current replacement cost of \$1.0 billion, carried a high risk rating.

Figure 37: Risk Matrix



Assets in the left-most box, with the lowest risk rating ranging from 1-4, require minimal immediate attention, allowing for routine maintenance and monitoring. Conversely, assets in the right-most box, with the highest risk rating ranging from 15-25, should be prioritized for intervention, including preventive measures, repairs, or replacements to mitigate potential impacts.

By systematically addressing assets according to their risk ratings, infrastructure and asset management activities can be effectively prioritized, ensuring resources are allocated to maintain safety, reliability, and performance.

General and Corporate Risks

In addition to asset-level risk, the Town may also face risk associated with not executing key lifecycle activities, including repairs, rehabilitation, and replacement of critical assets. These are summarized in Table 22 below.

Table 22: General Corporate Risks

Asset Category	Risks of not completing lifecycle activities
Roads, Bridges, and Culverts	<p>Infrastructure Failure: Increased risk of road surface degradation, bridge collapses, safety hazards, and traffic disruptions, leading to potential injuries and fatalities.</p> <p>Cost Implications: Higher repair costs due to delayed maintenance, reduced asset lifespan, and emergency repairs.</p> <p>Legal and Regulatory: Potential legal liabilities and fines for non-compliance with MMS, safety standards, and regulations.</p>
Stormwater (Linear and Appurtenances)	<p>Flooding and Property Damage: Increased risk of flooding, property damage, erosion, and loss of infrastructure functionality during storm events.</p> <p>Environmental Impact: Water quality degradation, habitat disruption, and public health risks from untreated stormwater runoff.</p> <p>Costs: Higher maintenance costs, emergency response expenses, and potential fines for non-compliance with environmental regulations.</p>
Facilities	<p>Safety and Operational Risks: Deterioration of building structures leading to safety hazards for occupants and visitors.</p> <p>Operational Efficiency: Decreased efficiency due to equipment failures, energy inefficiencies, and operational disruptions.</p> <p>Compliance Issues: Potential violations of building codes, accessibility standards, and workplace safety regulations, resulting in fines and legal liabilities.</p>
Fleet (Including Protective Services Vehicles/Equipment)	<p>Vehicle Breakdowns: Increased risk of breakdowns, downtime, and service disruptions affecting public safety and emergency response capabilities.</p>

Asset Category	Risks of not completing lifecycle activities
	<p>Costs: Higher repair expenses, reduced vehicle lifespan, and increased operational costs due to inefficient fleet management.</p> <p>Safety Concerns: Potential safety risks for emergency responders and the public from poorly maintained vehicles and equipment.</p> <p>Operational Disruptions: Reduced readiness and response effectiveness during emergencies due to equipment failures.</p> <p>Regulatory Compliance: Potential violations of safety standards and regulations, impacting the ability to provide timely and effective emergency services.</p>
Equipment	<p>Operational Disruptions: Equipment breakdowns causing service interruptions, and reduced operational capacity.</p> <p>Costs: Increased repair and replacement costs, inefficient use of resources, and decreased asset lifespan.</p> <p>Safety and Compliance: Safety hazards, regulatory non-compliance, and potential fines for failing to meet operational and safety standards.</p>
IT Assets	<p>Cybersecurity Risks: Vulnerabilities leading to data breaches, unauthorized access, and compromised sensitive information.</p> <p>Operational Disruptions: Downtime and system failures affecting municipal services and operations.</p> <p>Compliance Issues: Non-compliance with data protection regulations, leading to fines and legal liabilities.</p>

Key Considerations

- Since risk ratings rely on many factors beyond an asset's physical condition or age, assets in a state of disrepair can sometimes be classified as low risk, despite their poor condition rating. In such cases, although the probability of failure for these assets may be high, their consequence of failure ratings was determined to be low based on the attributes used and the data available.
- Similarly, assets in very good condition can receive a moderate to high risk rating despite a low probability of failure. These assets may be deemed as highly critical to the Town based on their costs, economic importance, social significance, and other factors.
- Continued calibration of an asset's criticality and regular data updates are needed to ensure these models more accurately reflect an asset's actual risk profile. As these models are further calibrated with additional contextual data, their alignment with capital planning will improve, allowing for a risk-based approach to prioritizing maintenance and capital expenditures.
- Asset-level risk assessments and documented awareness of corporate and strategic risk provide essential information to help staff prioritize annual maintenance workplans and capital projects. Both approaches supplement the more detailed studies and processes undertaken by all program areas to ensure assets can continue to provide safe and effective service levels to Milton residents.

Levels of Service

Levels of service (LOS) measure the quality and quantity of service provided, and offer direction for infrastructure investments. They are necessary for performance tracking and reporting. Many agencies attempt to deliver levels of service that cannot be sustainably funded by the existing tax base. This can lead to an eventual drop in quality of service, or increases to tax and utility rates to fund higher service levels.

LOS should be affordable and aligned with the community’s long-term vision for itself, and the service attributes it most values for different infrastructure programs.

This section provides a summary of current and anticipated levels of service for each major service area within the Town of Milton, developed through departmental workshops and documentation review as part of the Town’s 2025 asset management plan. In addition to the metrics required under O. Reg. 588/17, the Town has developed its own performance measures to better reflect local service expectations and operational realities.

The summaries outline how service levels are currently being delivered, identify potential adjustments in response to growth, climate, or community expectations, and highlight key infrastructure or resource pressures that may affect future performance. Together, they establish a clear baseline for service delivery and inform ongoing asset management planning.

Transportation Services

Current Performance and Service Level Commitment

Transportation Services in Milton are currently delivered at a generally high level, with the Town maintaining a road condition rating of “Good” across the network. At present, no major, programmatic, or wide-scale changes to service levels are planned, including those tied to O. Reg 588/17. Core programs like the asphalt overlay (AOL) and expanded asphalt program (EAP) are essential to sustaining these outcomes. Maintenance and capital investment strategies are in place to preserve surface quality, respond to winter conditions, and support traffic safety objectives.

Emerging Trends and Future Considerations

Over the next 10 to 15 years, changes in road classifications are anticipated as a result of continued population growth, shifting commuter patterns, and development. Rural areas in the south are experiencing a surge in traffic volumes—partly due to overflow from congested regional corridors like the 401, 407, and QEW.

Milton is experiencing significant population growth, supported by ongoing residential and commercial developments across the Town. While most future Town-built roads will be arterial, a substantial number of local and collector roads will transition to Town ownership as development areas are completed and handed over. This growing inventory will increase ongoing maintenance needs and long-term capital renewal requirements, adding sustained pressure to annual infrastructure funding.

The Town is also shifting from surface-treated roads to micro-paving as part of its modernization strategy. While this supports longer-term durability, it may also require adjustments to lifecycle assumptions and funding models.

For bridges and culverts, increasing stormwater runoff—driven by growth and intensifying weather events—has led to new hydraulic capacity requirements. These regulatory and environmental pressures will raise the baseline expectations for asset performance and service delivery.

Table 23: Community Levels of Service – Roads

Service Attribute	Qualitative Description	Current Level of Service
Scope	Description, which may include maps, of the road network in the Town and its level of connectivity.	<p>The Town’s road network comprises urban, rural, and semi-urban roads. These roads support a variety of traffic volumes, ranging from several hundred vehicles to over 20,000.</p> <p>See Figure 38</p>
Quality	Description or images that illustrate the different levels of road class pavement condition.	<p>The majority of roadways are rated as good or very good.</p> <p>These condition ratings suggest high performance levels, with road surfaces offering a smooth, safe, and comfortable driving experience. Some road sections may exhibit minor surface imperfections, with no impact on safety or rideability.</p> <p>Road surfaces in fair condition may offer a less smooth ride, exhibit more signs of disrepair including pot holes and cracking, but remain generally safe.</p> <p>A minority of the Town’s road segments are in poor or very poor condition. These sections may show noticeable deterioration and damage, including potholes, cracks, rough patches, with reduced comfort and may pose safety risks.</p> <p>See Table 25</p>

Figure 38: Road Network

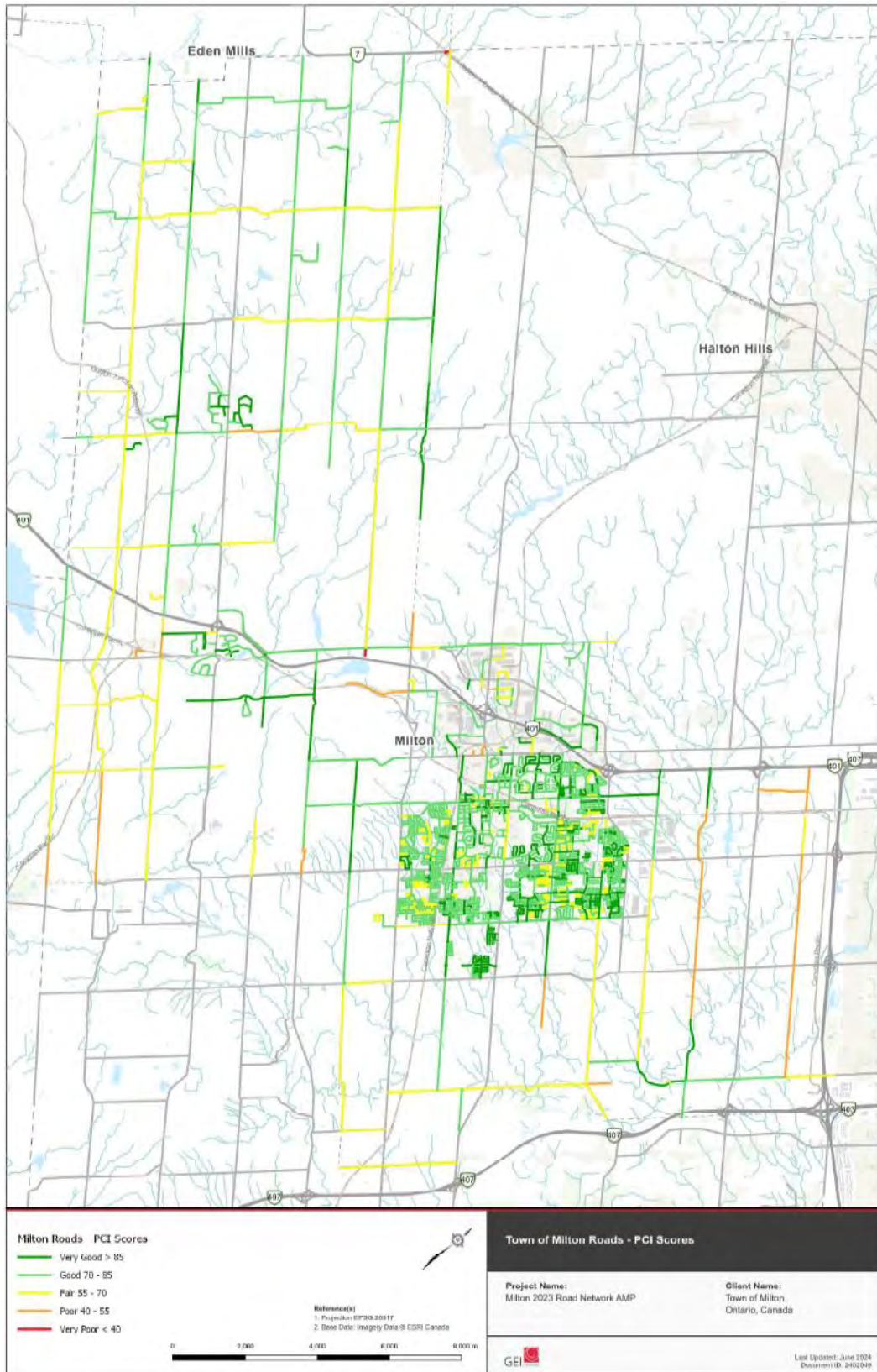


Table 24: Technical Levels of Service – Roads

Service Attribute	Qualitative Description	Current Level of Service	Proposed Levels of Service
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km ²)	0.12	Increase ¹
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km ²)	1.89	Increase ¹
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km ²)	1.43	Increase ¹
Quality	Average pavement condition for paved roads in the Town weighted by replacement cost	77.2 (Good)	Maintain
Fiscal Sustainability	Annual road maintenance costs per lane kilometer	\$6,551	Maintain
Quality	Percentage of roads in good to very good condition (PCI>70)	77% by replacement cost (71.3% by length)	Maintain
Quality	Percentage of sidewalks in fair or very better condition	100%	Maintain
Energy Efficiency	Percentage of streetlights that are energy efficient	35%	Increase ²
Quality	Percentage of walkways and trails in fair or better condition	94%	Maintain
Quality	Percentage of traffic signs in fair or very better condition	99%	Maintain

¹Although most new roads built by the Town will be arterials, growth in the local and collector network will occur as developers transfer completed assets. The proposed increase reflects the natural growth of the entire road network through roads built for new development and greenfield areas, rather than an increase in the levels of service within existing developed areas.

²The Town, when technically feasible, strives to replace streetlights as required with LEDs. However, conversions of most non-LED streetlights will require more than a bulb change. Through future budget processes, staff will explore a capital program to achieve full LED conversion within the next 10 years.

Table 25: Visual Examples of Pavement Condition Index Scores






PCI Score	Visual Examples
<p>Very Good PCI >85</p>	
<p>Good PCI 70 – 85</p>	
<p>Fair PCI 55 – 70</p>	
<p>Poor PCI 40 – 55</p>	
<p>Very Poor PCI <40</p>	

Table 26: Community Levels of Service – Bridges and Culverts











Service Attribute	Qualitative Description	Current Level of Service
Scope	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	Together, the Town’s bridges support all traffic types, including heavy transport.
Quality	1. Description or images of the condition of bridges and how this would affect use of the bridges.	Weighted by replacement cost, more than 98% of the Town’s structural culverts and bridges are in fair or better condition, with a BCI of at least 65. These structures are safe and fully operational. See Table 28
	2. Description or images of the condition of culverts and how this would affect use of the culverts.	

Table 27: Technical Levels of Service – Bridges and Culverts

Service Attribute	Qualitative Description	Current Level of Service	Proposed Levels of Service
Scope	Percentage of bridges in the Town with loading or dimensional restrictions.	0% ¹	Maintain
Quality	1. For bridges in the Town, the average bridge condition index value.	69	Maintain
	2. For structural culverts in the Town, the average bridge condition index value.	67	Maintain

¹With the exception of one pedestrian bridge, no dimensional or load restrictions are imposed on any other Town-owned structure.

Table 28: Visual Examples of Bridges and Culverts Condition

Bridge Condition Index Score (BCI)		Bridges		Culverts
Very Good BCI Range: 90 – 100				
Good BCI Range: 65 – 89				
Fair BCI Range: 50 – 64				
Poor BCI Range: 40 – 49				
Very Poor BCI Range: <40				

Operational Challenges and Underlying Pressures

Several systemic factors will put pressure on the Town's ability to maintain existing service levels:

- **Traffic and Pedestrian Safety:** Both remain high priorities, especially in school zones. Council is focused on expanding pedestrian infrastructure, including the number and quality of crosswalks. As the Town grows, safety expectations will continue to shape investment priorities and public service perceptions.
- **Climate and Winter Maintenance:** More frequent freezing rain and snow events are anticipated to place additional strain on transportation and public works operations, requiring more frequent and intensive snow clearing, salting, and sanding activities. This may impact levels of service by increasing response times, reducing road surface conditions between maintenance cycles, elevating operating costs, and potentially necessitating adjustments to service standards or resource allocations to maintain existing service levels.
- **Sidewalk Accessibility:** Sidewalks without tactile walking surface indicators (TWSIs) may require retrofits to meet evolving AODA compliance standards, while new sidewalk installations must incorporate accessible design features by default. This could impact levels of service by increasing the scope and cost of sidewalk renewal programs, as municipalities work to ensure consistent accessibility across both existing and new infrastructure.

Summary and Outlook

The Town of Milton's transportation services are performing well, but future pressures—growth, climate, infrastructure aging—are likely to challenge this stability. Strategic coordination between transportation, stormwater, and development engineering, as well as enhanced monitoring, will be essential to adapt LOS effectively over time.

Stormwater Management Services

Current Performance and Service Level Commitment

Stormwater management infrastructure in the Town of Milton is generally performing well, with no major or wide-scale changes to levels of service currently planned. For new developments, the Town's current KPI framework is seen as appropriate. New development benefit from modern design standards, including stormwater management ponds (SWMPs) and capacity-based infrastructure, and are generally not experiencing service issues.

Emerging Trends and Future Considerations

Looking forward, the ongoing development of a Stormwater Master Plan—the Town's first full-scale, Town-wide plan—will play a central role in informing future LOS targets and long-term infrastructure upgrades. For now, like-for-like replacements are expected, but this may evolve following more comprehensive system-wide analysis.

Urban versus rural distinctions in stormwater service levels are becoming increasingly relevant. Rural areas are typically serviced by ditches rather than sewers, and do not have stormwater management ponds. Flooding has occurred in rural zones, and further refinement of LOS targets may require geographic segmentation in KPI reporting.

There is also growing recognition of variation between newer and older urban areas. Older parts of Milton, such as the downtown core, were not built with modern SWMPs and are more vulnerable to localized flooding, though no catastrophic events have been recorded. Newer subdivisions with enhanced design features may be skewing Town-wide KPI values upwards, potentially obscuring localized service needs.

Current stormwater management design best practice is a dual drainage approach which comprises both a minor and a major stormwater system. The minor system is designed to accommodate more frequent rainfall events and consists of sewers and ditches. The major system accommodates the flow that exceeds the minor system capacity and includes features such as stormwater management ponds.

The dual drainage concept was not always applied to subdivision design. In general, subdivisions designed prior to the 1980s will not include a major system, and the minor system may have been designed to accommodate a smaller storm event.

As a result, excess runoff in the pre-1980 neighborhoods may spill at undesirable locations such as between homes or pond to a depth where they may cause inconvenience or damage before continuing along the right-of-way.

Table 29: Community Levels of Service – Stormwater Network

Service Attribute	Qualitative Description	Current Level of Service
Scope	Description, which may include maps, of the user groups or areas of the Town that are protected from flooding, including the extent of the protection provided by the municipal stormwater management system.	See Figure 39

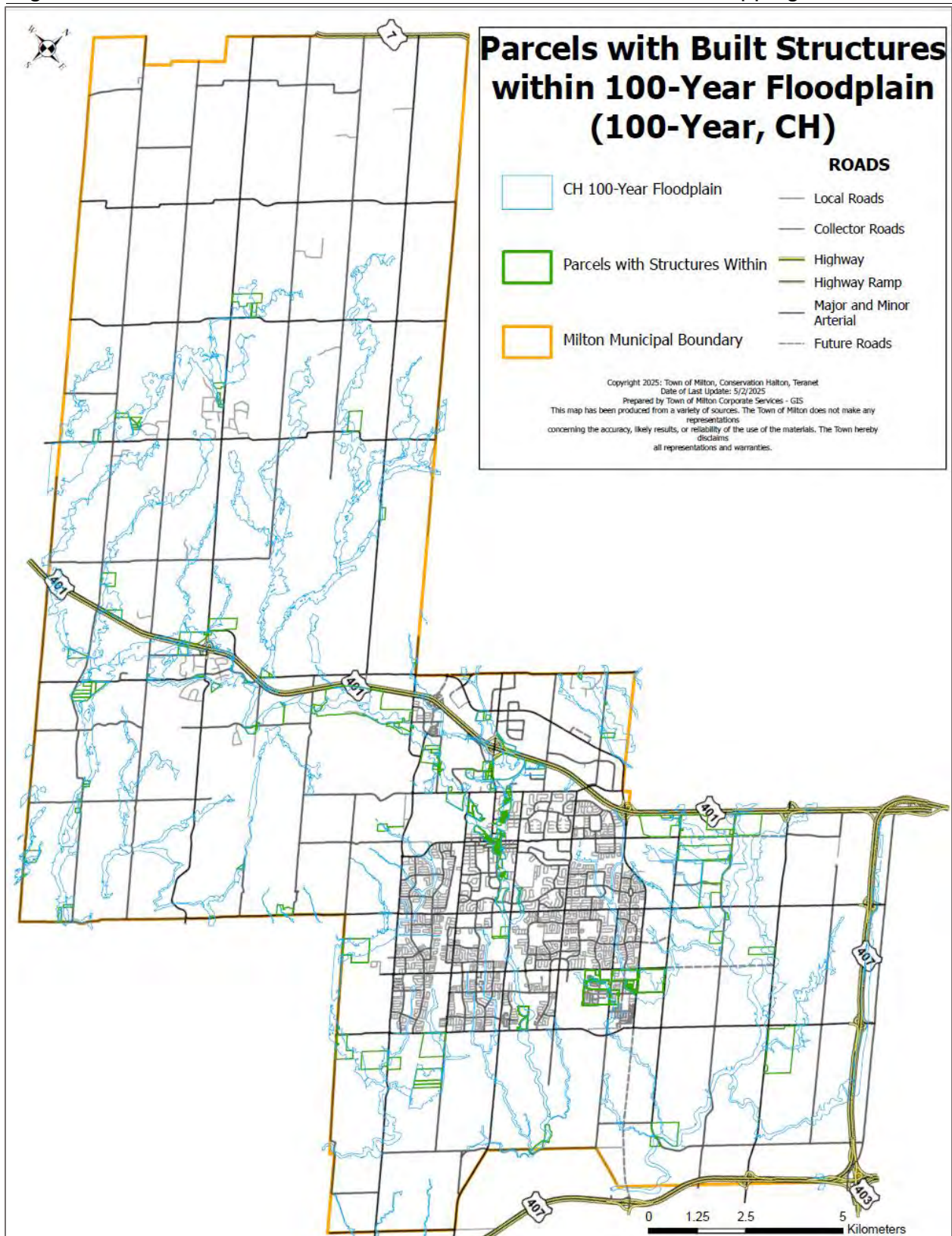
Table 30: Technical Levels of Service – Stormwater Network

Service Attribute	Metric	Current Level of Service	Proposed Levels of Service
Scope	1. Percentage of properties in municipality resilient to a 100-year storm.	98.07% ¹	Maintain
	2. Percentage of the municipal stormwater management system resilient to a 5-year storm. (See LOS Discovery Session notes for refinements and qualifiers)	98.13% ²	Maintain
Quality	Percentage of stormsewers by replacement value in fair or better condition	81%	Maintain
Quality	Percentage of storm ponds in fair or better condition	81%	Maintain
Quality	Percentage of storm ponds inspected annually	100%	Maintain
Quality	Percentage of LIDs inspected annually	100%	Maintain
Quality	Percentage of MTDs cleaned out biennially	50%	Increase to 100%

¹ Represents the percentage of properties that will experience riverine flooding in a 100-year storm event based on Conservation Halton floodplain mapping.

² Only storm sewers within Downtown Milton (i.e., pre-1980s) have been modelled. All other storm sewers are assumed to sufficiently contain the 5-year event until further modelling is conducted.

Figure 39: Conservation Halton Urban Milton Flood Hazard Draft Mapping



Operational Challenges and Underlying Pressures

- **Geographic and Historical Variation:** The stormwater system reflects a diverse mix of design standards—older areas lack SWMPs and rely on historical infrastructure, while newer areas incorporate current design expectations including containment and overland flow routes.
- **KPI Differentiation:** There is a growing need to distinguish between areas based on characteristics such as development age (pre- and post-Ontario design standards), type of infrastructure (e.g., SWMPs vs. storm sewers, or open drainage systems such as ditches), and land designation (Urban, Old Urban, Rural). The Town is exploring how to structure KPI reporting around these distinctions to ensure assets needs are met appropriately.
- **Upgrading Older Infrastructure:** Through recent storm sewer assessments, sections of the older network have already been flagged for renewal and potential upgrades. These targeted interventions will improve long-term system performance and reduce localized vulnerabilities.
- **Climate Resilience Standards:** The Town is adopting CSA standards for flood-resilient communities, including overland flow route design. These may be incorporated into new LOS metrics where performance can be assessed against established design benchmarks.
- **Maintaining Inspection Cycles:** As the Town continues to grow and assume new infrastructure, maintaining inspections and maintenance cycles may become increasingly challenging without corresponding increases in staff resources.
- **Cross-Cutting Issues and Council Priorities:** Stormwater management intersects with broader planning and public safety goals, particularly around growth areas such as the Highway 401 Business Area. This large drainage zone feeds into the urban core, necessitating careful consideration of cumulative stormwater impacts. As climate change increases the intensity and frequency of storm events, community expectations and Council priorities are likely to evolve accordingly, placing pressure on historically underserved areas.

Summary and Outlook

While stormwater services in Milton are currently stable, future challenges related to growth, historical design limitations, and climate resilience are emerging. The Town's forthcoming Stormwater Master Plan and evolving design standards will be key tools in shaping LOS targets and infrastructure priorities. Differentiated KPIs based on geography, age of infrastructure, and system type will be critical to ensure transparency and equity in future service delivery.

Community Services and Corporate and Operational Services

This section summarizes levels of service findings for Corporate and Operational Services and Community Services, with a focus on shared infrastructure that supports multiple service areas across the Town of Milton. These include civic and recreation facilities, operations yards, fleet, equipment, and parks. Unlike assets confined to a single service (e.g., fire trucks or storm sewers), these assets are used by multiple departments and require cross-departmental coordination. Service levels for these asset classes are closely tied to population growth, changing community expectations, maintenance practices, and capital renewal cycles.

Current Performance and Service Level Commitment

Overall, no wide-scale changes to levels of service are currently planned for corporate facilities, fleet, or parks and recreation infrastructure. Civic and recreation facilities are in good condition, supported by a 2021 condition audit that continues to inform capital planning. Energy and GHG data are tracked in accordance with legislative requirements, though COVID disrupted trend analysis. Recreation programs and space rentals have begun soliciting user feedback via surveys, supplementing existing email and in-person channels.

Fleet and equipment maintenance practices are largely in line with regulatory requirements (e.g., MTO and manufacturer standards), and the fleet budget is presently adequate.

Parks infrastructure is under pressure, particularly in high-density areas. Overuse of outdoor fields and amenities is leading to accelerated wear and tear, requiring more frequent maintenance. Vandalism is also on the rise requiring more frequent maintenance. A Parks Master Plan is currently in development and will guide long-term investment and service levels in response to changing demographics and community needs.

Emerging Trends and Future Considerations

As facilities begin to age, the Town anticipates reaching a tipping point in the next few years that will require significant lifecycle investment. Although capital forecasts include new recreation centres, fire stations, and libraries (driven by population growth), the operating budget for facilities has only been indexed year-over-year and may not be sufficient to sustain current LOS once major renewals are needed.

Demographic shifts are also influencing the types of amenities in demand. There is growing interest in sports such as cricket, pickleball, and tennis, with increased requests

for lighting on outdoor courts. As more residents seek outdoor recreation, lifecycle and maintenance programs for fields, parks, and courts will need to expand accordingly. The 10-year capital forecast includes a planned expansion of the Operations Centre to support future needs.

Table 31: Levels of Service – Community Services, and Corporate and Operational Services

Service Attribute	Metric	Current Level of Service	Proposed Levels of Service
Scope	Number of ice arenas per capita	1: 16,800	Maintain
	Number of pools per capita	1: 33,600	Maintain
	Number of gymnasiums per capita	1: 26,900	Maintain
	Number of community centres per capita	1: 33,600	Maintain
Quality	Recreation Facilities: Average Facility Condition Index	5.68% (Good)	Maintain
Quality	Civic Facilities: Average Facility Condition Index	3.99% (Very Good)	Maintain
Quality	Operations Yard Facilities: Average Facility Condition Index	5.93% (Good)	Maintain
Quality	Percentage of IT assets in fair or better condition	82%	Maintain
Quality	Percentage of vehicles & equipment in fair or better condition	90%	Maintain
Availability	Annual fleet usage hours	161,229	Maintain

Operational Challenges and Underlying Pressures

- **Facilities Lifecycle Risk:** While current facilities are in good shape, a wave of aging infrastructure is expected. Delays in expanding the operating budget could undermine the Town's ability to sustain service levels.
- **Extreme Weather Impact:** HVAC equipment is undergoing more frequent maintenance cycles, in part due to extreme temperature events. These contracts represent one of the largest expenditures in facility maintenance.
- **High Use and Feedback Channels:** Facility use is increasing, but formal user feedback is still emerging. Recent program surveys are a positive development and could help inform service improvements.
- **Overuse of Outdoor Assets:** Outdoor fields and parks are being heavily used, especially in denser areas. This is increasing maintenance demand and advancing lifecycle timelines. The pending Parks Master Plan will be important for addressing this issue.
- **Fleet and Equipment Operations:** Grass equipment maintenance is trending upward due to both physical damage and varied operator practices. A dedicated equipment trainer could help extend asset life and reduce avoidable costs.
- **Workforce and Facility Limitations:** As the fleet inventory increases with growth in the Town, additional pressure will be placed on both space requirements and maintenance resources. Despite being able to track vehicle costs, the Town currently lacks downtime data—a key input for managing performance and availability.

The expansion of facilities and fleet, alongside the rising demand for outdoor amenities, will require coordinated capital and operational planning. Council's support for lifecycle renewal, resource expansion, and shop modernization will be critical to sustaining asset performance town-wide.

Summary and Outlook

Milton's shared infrastructure portfolio is holding steady, but signals of future strain are emerging—aging facilities, increased parks usage, and a fast-growing fleet are converging with resource demands.

With population and service expectations rising, proactive investment and coordinated asset strategies will be essential. The Town's evolving Parks Master Plan and anticipated upgrades to the Operations Centre will serve as foundational steps in maintaining service quality across departments.

Protective Services

Current Performance and Service Level Commitment

Milton Fire Services currently delivers a broad range of protective services. As with other service areas, the Town is actively responding to rapid population growth and increasing service demand with a focus on maintaining core response capabilities. Apparatus replacement follows a 15-year maximum service life (with 12 years as frontline service and final three as reserve), and trained Emergency Vehicle Technicians (EVTs) provide rehabilitation assessments.

Fire prevention and public education—mandated under the Fire Protection and Prevention Act (FPPA)—remain key components of the Town’s strategy to reduce call volumes and improve community safety outcomes. Additional divisions, such as communications and apparatus maintenance, are under growing pressure as overall service demands increase.

Emerging Trends and Future Considerations

Over the next 10 years, Milton Fire will face triple pressures: catching up from deferred investment, accommodating rapid growth, and responding to complex urban developments. Residential intensification, particularly in high-rise developments and Additional Residential Units (ARUs), is changing the nature of emergency response. Vertical responses take longer, require more personnel, and demand more specialized apparatus. ARUs also pose new challenges, as a single-family dwelling may house multiple families with different rescue needs.

Population forecasts indicate that the Town will need to add a 6th fire station, with a 7th likely to follow shortly after. With each of these stations, additional apparatus will be required along with staffing levels as recommended in the Town’s Fire Master Plan.

The apparatus procurement landscape is also evolving. Build times have increased significantly since the pandemic—e.g., aerial platforms now require five years, compared to two previously. These longer timelines introduce procurement risk, requiring earlier budgeting and planning to avoid service gaps.

Table 32: Levels of Service – Protective Services

Service Attribute	Metric	Current Level of Service	Proposed Levels of Service
Quality	Fire Stations: Average Facility Condition Index	1.29% (Very Good)	Maintain
Quality	Percentage of emergency vehicles in good to very good condition	98%	Maintain
Quality	Percentage of firefighting and communication equipment in good to very good condition	92%	Maintain

Operational Challenges and Underlying Pressures

- Additional Resources to Maintain High Condition:** Although the Town’s stations have a very high condition rating, maintaining this rating as new stations are built will require additional resources.
- Supporting Divisions Under Strain:** Communications staff are managing rising call volumes, particularly medical dispatches, with limited operator capacity. Fire Prevention and Public Education divisions are under similar pressure, needing more resources to maintain mandated services.
- Service Variety and Specialized Equipment:** Fire Services supports high-risk activities including rope rescue, hazardous materials response, and confined space entry. These activities necessitate specialized equipment and personnel, impacting both capital and operating budgets.
- Cost Escalation, and Procurement Delays:** Equipment costs have escalated dramatically, while build times for vehicles are significantly extended. This introduces both budget uncertainty and service risk, especially as replacement planning becomes more complex. The unpredictable threat of tariffs further compounds financial pressures and replacement planning.
- Asset Lifecycle Management:** While major apparatus follow a strict age-based replacement schedule, smaller fleet vehicles are assessed based on condition. Software to track performance data such as mileage and engine hours is newly implemented, and asset data continues to be reviewed as part of initiatives like the Fire Underwriter Survey.
- Cross-Cutting Issues and Council Priorities:** The alignment between growth, safety, and sustainability is becoming more critical. Fire Services will require

Council support to plan and fund new stations, address increasing call complexity, and manage risk associated with aging infrastructure and extended procurement timelines. Community expectations for reliable and timely emergency response—particularly in newly urbanized or densifying areas—are also rising.

Summary and Outlook

Fire Services in Milton are entering a high-demand growth phase, with evolving building types, community risks, and service expectations. Strategic planning for infrastructure, apparatus, staffing, and supporting divisions will be essential to maintain and enhance service levels. Capital planning must now account for longer lead times, while operational planning must anticipate continued demographic shifts and urban form complexity. A proactive, risk-informed approach will position the Town to meet its public safety obligations in a sustainable and responsive manner.

Transit Services

Current Performance and Service Level Commitment

Transit services in the Town of Milton are currently stable, operating with a well-composed fleet and age-based asset management approach that is efficient and resource-conscious. Condition assessments are not regularly performed beyond age thresholds, which aligns with practices in other municipalities and simplifies lifecycle tracking. The current fleet consists of 35 vehicles, with a strategic mix of 12-metre, 8-metre, and 6-metre buses, including specialized and on-demand services tailored to varying mobility needs.

The system supports both conventional and on-demand models and accommodates an increasing share of non-discretionary trips (e.g., education, medical, and essential errands). While overall service levels have been maintained, growing demand—especially from post-secondary institutions—continues to put pressure on available resources and will require an expansion of service levels over time.

Emerging Trends and Future Considerations

A 5-year transit service plan (2025–2029) has been completed and outlines significant growth in the asset base and service delivery to support both development and evolving community needs. Forecasted changes include more buses, additional bus stops, increased service hours, and accessibility improvements. Service frequency is also expanding from six to seven days per week, with extended geographic reach.

The Town is preparing for a transition to electric propulsion for its transit fleet through a measured and adaptive approach. An electrification study has already been completed. A new transit facility will be designed to complement the electrification strategy. The move to electric vehicles (EVs) has financial implications, and proactive reserve contributions will be required to manage increased lifecycle costs. Notably, the EV transition will eliminate mid-life refurbishment needs, assuming full battery warranties hold over a 12-year lifecycle.

Table 33: Levels of Service – Transit Services

Service Attribute	Metric	Current Level of Service	Proposed Levels of Service
Scope	Number of transit vehicles per capita	.020 per capita (.026 per capita within service area)	Increase to .04 by 2030
	% of urban areas served by transit	90+%	Maintain
	Number of boardings (2024) Conventional & On Demand Services	1,211,510	Increase to 2,566,230 by 2030
	Revenue Passenger Trips (2024) Specialized Services	27,253	Demand-based
	Service hours per capita	0.48	Increase to 1.0 by 2041
Quality	Percentage of transit vehicles in fair or better condition	82%	Maintain

Operational Challenges and Underlying Pressures

- **KPI Gaps and Data Limitations:** While some KPIs are tracked (e.g., per capita service hours, kilometers of service), key maintenance metrics such as Mean Distance Between Failure (MDBF), Mean Time Between Repair (MTBR), and vehicle availability are not currently reported by the contractor. Maintenance data is managed externally and tracked monthly through work orders but may require further integration into Town systems to support future KPI development.
- **Accessibility and Equity:** While the fleet and route planning consider diverse user needs, the service plan has identified gaps in accessible infrastructure, particularly at bus stops. Retrofit projects are planned to address these gaps over the 5-year planning horizon.
- **Budget Alignment:** While the current budget appears sufficient to sustain existing service levels, there is a recognized challenge in aligning available funding with the elevated LOS targets in the service plan. The rising influence of educational institutions and demographic shifts are also contributing to increased operational demands.
- **Growth-Driven vs. Equity-Driven Expansion:** Some service expansions are tied to new communities, while others reflect efforts to improve service coverage in existing but previously underserved areas. Differentiating between these drivers is important for both planning and equity considerations.
- **Lifecycle Planning:** The Town budgets for mid-life refurbishment on 12-metre buses to extend their useful life to 12 years, at a cost estimate of \$113,000. For smaller buses with 7-year life cycles, no major refurbishment is planned. The upcoming transition to EVs will reshape lifecycle planning and budgeting frameworks.
- **Cross-Cutting Issues and Council Priorities:** Transit service enhancements are aligned with Council's broader goals around sustainability, growth management, and equity in service delivery. Electrification and accessibility improvements in particular reflect an emphasis on future-proofing and inclusion. As non-discretionary transit use continues to rise, Council's support will be critical to securing the infrastructure and operational funding required to implement the 5-year plan.

Summary and Outlook

Transit services in Milton are positioned for significant transformation over the next five years. The Town is balancing immediate needs with forward-looking investments in electrification, accessibility, and expanded service coverage. While data gaps and budget pressures remain, the adoption of a structured service plan, coupled with a flexible and responsive asset management approach, provides a strong foundation for meeting evolving mobility demands.

Milton Public Library Board Services

Current Performance and Service Level Commitment

Milton Public Library (MPL) is experiencing significant and sustained growth in demand, with year-over-year increases in in-person visits and online usage. Library services remain deeply integrated with social, educational, and technological functions in the community. Foot traffic has increased from 505,000 in 2023 to 537,000 in 2024, reflecting Milton's younger demographic, high post-secondary education levels, and increased reliance on libraries as safe, accessible spaces.

The library provides a wide array of services—from physical collections and eResources to Wi-Fi access and community programming. Demand for digital materials (e.g., e-books, audiobooks, streaming content) has grown by 20%. However, eResources are considerably more expensive than physical items, and current budget caps lead to approximately 4,000 clients per month (2024) being turned away on digital content platforms like Hoopla.

Library KPIs are tracked in alignment with provincial reporting and Community Services, focusing on usage statistics, circulation, collection value, space, and Wi-Fi access. Facilities are maintained by the Town and operate under Community Services.

Emerging Trends and Future Considerations

A new Library Strategic Master Plan was approved by the Library Board earlier this year. The Plan outlines expected expansion in both physical infrastructure and service delivery. Demand continues to rise not only for books and digital media, but also for spaces to support working from home, job interviews, quiet study, and group collaboration—functions that are increasingly difficult to accommodate under current spatial and budgetary constraints.

The Town is considering the addition of new branches in Boyne and Britannia, with lifecycle improvements already planned for existing branches like Beaty. The Main Library, located near the GO station in a dense urban area, is under review in the Master Plan.

The growth in non-traditional asset use and lending (e.g., 3D printers, gardening tools, laptops, museum passes) reflects the library's evolving role. MPL is also becoming a digital access hub, with increasing pressure on Wi-Fi infrastructure and hotspot lending.

Space, accessibility, and equity continue to influence service delivery. Older branches lack dedicated A/V rooms and flexible meeting spaces. Beaty Branch which is now located in a high-growth area is only open 5 of 7 days due to staffing limitations. As the Town grows, maintaining equitable access across all neighborhoods will be critical.

Table 34: Levels of Service – Milton Public Library Board Services

Service Attribute	Metric	Current Level of Service	Proposed Levels of Service
Scope	Facility space per capita (sqft)	0.40	Increase to 0.45
Scope	Circulation per capita	5.4	Maintain
Scope	Public Access Workstations per 1,000	2.27	Maintain
Quality	Resident satisfaction of Library Services	87%	Maintain
Quality	Library Facility Condition Index	2.5% (Very Good)	Maintain

Operational Challenges and Underlying Pressures

- **Digital Service Limitations:** eResources are approximately four times more expensive than physical collections. Usage caps restrict access, resulting in monthly caps in use despite high demand, due to budget limitations.
- **Technology Access and Literacy:** Demand for digital access—including Wi-Fi, printing, laptops, and 3D printing—has risen sharply. Patrons increasingly require support in navigating technology, which places additional strain on staffing and infrastructure.
- **Staffing and Service Complexity:** New technologies, self-checkouts, and increased social service interactions (e.g., parole meetings, job coaching) require a broader skill set among library staff. One branch remains closed two days a week due to staffing limitations despite being located in a high-growth area.
- **Space Constraints:** MPL facilities often cannot meet the demand for workspaces or quiet areas. Evolving use patterns—especially among students and remote workers—highlight the need for upgraded or repurposed space.
- **Accessibility and Inclusion:** There is increasing demand for accessible content (e.g., read-aloud books) and inclusive programming. Libraries are being used as social infrastructure to support low-income residents, recent immigrants, and others in need of community support and connection.
- **Facility Design Guidelines:** Current space per capita is 0.40sqft/1,000 residents. The Strategic Master Plan aims for 0.45, still short of the guideline from the Association of Rural and Urban Public Libraries (0.6). This space shortfall is significant given rapid population growth.
- **Expanding Collection to Keep up With Growth:** While the Town will aim to maintain circulation per capita of 5.4, this will require an increase in the Library's collections portfolio to keep up with population growth.
- **Cross-Cutting Issues and Council Priorities:** Libraries are now positioned at the intersection of education, digital equity, economic resilience, and social infrastructure. As the community grows, the Town faces rising expectations to deliver accessible and modern library services. Council's support will be essential in addressing staffing challenges, space constraints, and digital inclusion through capital and operational funding. Cybersecurity, capital renewal, and expanded service access are also emerging as priorities.

Summary and Outlook

Library services in Milton are evolving rapidly in response to demographic trends, technological change, and rising demand. While MPL continues to serve as a vital community hub, gaps in funding, staffing, and space must be addressed to keep pace with resident needs. The upcoming Library Master Plan, alongside enhanced KPIs and strategic investments, will guide future levels of service and ensure MPL remains responsive, inclusive, and resilient in the years ahead.

Sustaining Service Delivery Through Growth

Across all service areas, the Town of Milton has demonstrated a thoughtful and measured approach to managing levels of service—balancing growth-driven pressures, infrastructure renewal needs, and evolving community expectations. While current service levels are largely being maintained, most departments recognize that continued population growth, changing urban form, and climate variability will require both operational adjustments and sustained capital investment. Service delivery is increasingly shaped by the need to integrate technical standards, regulatory obligations, and resident experience into a coherent planning framework.

The Town's approach is grounded in practical, data-informed decision-making, supported by departmental expertise and interdepartmental coordination. In addition to tracking metrics required under O. Reg. 588/17, the Town has developed tailored performance measures that more accurately reflect Milton's unique service context.

This alignment of provincial requirements with local realities enables the Town to monitor service performance more effectively, identify early indicators of pressure, and plan proactively for future service demands. Through this framework, Milton is well-positioned to sustain high-quality, responsive service delivery as the community continues to grow and evolve.

Integrating Climate Change

Milton integrates a sustainability perspective across all departments. This embedded sustainability lens, and holistic approach ensures that every aspect of the Town’s operations and planning incorporates climate action and sustainability principles.

The Town of Milton's *Climate Change Work Plans* emphasize a comprehensive approach to integrating sustainability into municipal operations and community development. In 2022, key initiatives included starting the transition to an electrified fleet, investigating renewable energy systems for town facilities, updating energy management plans, implementing the Urban Forestry Management Strategy, expanding community gardens, eliminating single-use plastics from Town programs, and developing sustainability policies within the *Official Plan*. These efforts laid the groundwork for substantial environmental improvements and community involvement in climate action.

Building on these foundations, the plan now focuses on developing policies to promote sustainable community development, continuing the electrification of the Town's fleet, refining strategies for the Community and Corporate Energy Plans, and enhancing urban forestry management. Additionally, the Town aims to increase community engagement through partnerships and educational initiatives, fostering a culture of sustainability.

Table 35: Climate Change Initiatives and Accomplishments

Timeline	Initiative	Accomplishments
2022	Fleet Electrification	Initiated planning for electrifying town fleet vehicles
2022	Renewable Energy	Installed solar panels at Sherwood Community Centre
2022	Energy Management	Updated Community and Corporate Energy Plans; energy retrofits
2022	Urban Forestry	Implemented Urban Forestry Management Strategy; expanded community gardens
2023+	Official Plan Policy Update	Developing policies for sustainable community development
2023+	Fleet Strategy	Continued planning for 15-year fleet electrification
2023+	Battery Electric Bus Project	Converted a diesel bus to electric (first in Canada)

Timeline	Initiative	Accomplishments
2023+	Energy Plans Refresh	Further development of strategies for energy plan emission reductions
2023+	Urban Forestry Management	Continued implementation of Urban Forestry Management Strategy
2023+	Zero-Emission Bus Feasibility Strategy Fleet Transition Plan	Assesses the viability of implementing battery-electric technology for transit fleet (Report to Council April 2024)

Milton’s approach is characterized by innovative projects, integrated planning across departments, and a strong emphasis on public participation, setting a unique precedent in municipal climate action.

Some of these initiatives may change the type of assets the Town owns, necessitating adjustments in asset management strategies and funding allocations. For example, as the Town begins to convert its fleet to electric vehicles, there will be impacts on replacement and lifecycle costs that need to be considered in the annual funding of the Town's reserves, which may require incremental increases.

Financial Strategy

Milton is one of Ontario’s fastest-growing and most attractive communities, drawing new residents, businesses, and development each year. To support this momentum, the Town continues to invest in its infrastructure to ensure assets remain safe, reliable, and capable of meeting growing service demands.

Due to the scale of infrastructure needs, it is not uncommon for municipalities—including Milton—to face annual funding shortfalls relative to what should ideally be set aside for future asset replacement. These gaps can lead to the deferral of capital projects or increased pressure on future tax rates.

Annual deficits can accumulate over time and create asset needs that can become unmanageable. Achieving full-funding for infrastructure programs is a substantial challenge for municipalities across Canada. Closing annual funding deficits can take many years.

This financial strategy provides an updated, consolidated analysis of the Town’s seven core service areas. It reflects revised replacement costs and lifecycle needs since the 2024 iteration of the Town’s AMP, and is designed to guide the implementation of this asset management plan while progressively reducing the Town’s annual funding gap over time.

Approach and Methodology

The assets included in the Town of Milton’s seven areas have a combined 2024 replacement cost of \$3.6 billion, as illustrated in Table 36 below. The table also summarizes the average annual requirement (AAR) for each service area, and the equivalent target reinvestment rate (TRIR). The AAR reflects asset replacement costs, estimated useful lives, and capital lifecycle needs.

The Town’s updated AAR totals \$93.7 million, generating an equivalent reinvestment rate of 2.6%. To put this differently, the Town should invest, on average, 2.6% of the overall current replacement costs of its infrastructure portfolio back into these assets to remain current with replacement needs. Although there is no industry or scientific consensus on optimal reinvestment levels, they typically range from 1%-3.5% of asset replacement costs. Short-lived assets, such as vehicles, fleet, and other equipment often have higher reinvestment rate targets, given high replacement costs.

Table 36: Service Area Replacement Costs and Target Reinvestment Rates

Service Area	Replacement Cost	Average Annual Requirements (AAR)	Target Reinvestment Rate (TRIR)
Transportation Services	\$2,294,881,843	\$50,011,872	2.2%
Stormwater Management Services	\$626,112,384	\$15,334,972	2.4%
Community Services	\$463,069,851	\$14,162,559	3.1%
Corporate and Operational Services	\$128,770,120	\$6,926,893	5.4%
Protective Services	\$67,888,192	\$4,021,519	5.9%
Transit Services	\$26,588,420	\$2,386,573	9.0%
Milton Public Library Board Services	\$9,166,766	\$880,659	9.6%
Total	\$3,616,477,576	\$93,725,047	2.6%

The purpose of the financial strategy is to position the Town of Milton to fully fund the above annual requirements, and continue to deliver affordable service levels to the community. This is done by examining the Town’s current funding framework, quantifying annual funding deficits, and identifying a roadmap to close any identified funding gaps. To ensure fiscal prudence, only those funding sources considered sustainable are integrated with the strategy.

Current Funding Framework

Table 37 shows that the Town currently allocates \$34.8 million annually as of 2024 from property taxation revenues towards non-growth capital for assets included in the seven service areas. This figure is net of budgeted capital-works-in-progress (CWIP) interest allocation of \$2.7 million, and \$1.2 million in investment earnings. Both amounts are illustrated in Table 38.

Table 37: Annual Tax-funded Allocations to Non-growth Capital

Service Area/Asset Category	Annual Transfers to Non-Growth Infrastructure Reserves
Infrastructure Renewal – Roads & Structures, Traffic	\$15,693,708
Infrastructure Renewal – Stormwater	\$2,799,343
Studies and Other Non-Growth Capital	\$1,377,050
Infrastructure Renewal – Recreation, Facilities, Misc.	\$5,439,327
Information Technology	\$3,619,370
Fleet	\$5,163,556
Library Capital Works	\$710,139
Total	\$34,802,493

Table 38 shows other revenue streams that staff consider sustainable, and that can be used to meet annual infrastructure requirements.

The table also captures future retirement of existing debt, and the principal and interest payments associated with these debentures, totaling \$4.1 million. Rather than reducing taxes as the debt is fully amortized, these payments will be reallocated to non-growth infrastructure investments. This is a proactive strategy that can help minimize fluctuations in tax rates, and add more stability and predictability in planning.

Table 38: Other Sustainable Revenue Streams

Revenue Stream	Amount
Existing Tax Funded Debt Principal and Interest Payments	\$4,059,719
Excess Investment Earnings Reinvested in Infrastructure Replacement Reserves	\$1,150,000
Interest on CWIP Reinvested in Infrastructure Replacement Reserves	\$2,700,000
Canada Community-Building Fund (CCBF)	\$3,600,000
Ontario Lottery Corporation Proceeds	\$5,500,000
Total	\$17,009,719

Combined, these streams provide an additional \$17.0 million annually towards non-growth capital, increasing the Town's combined annual contributions to \$51.8 million. However, when contrasted with \$93.7 million in annual requirements, this creates an annual funding deficit of \$41.9 million. To put this differently, the Town is currently funding 56% of its annual needs.

Table 39: Annual Funding Deficit

Measure	Amount
Average Annual Requirements	\$93,725,047
Total Current Annual Contributions	\$51,812,212
Annual Funding Deficit	\$41,912,835

Closing Annual Deficits

Eliminating annual infrastructure funding shortfalls is a difficult and long-term endeavour for municipalities. It can require many years to reach full funding for existing assets. This section outlines how the Town of Milton can close annual funding deficits using sustainable revenue streams.

General Approach

To close its infrastructure funding deficits over time, the Town of Milton will rely on a combination of existing revenue streams, planned increases to annual contributions for non-growth-related capital needs, and new government funding programs. All other funding levels for infrastructure are assumed to remain constant for the purposes of this analysis. Inflation has also been excluded from the analysis below, as has growth in the Town's asset base. The Town currently implements a policy wherein inflation and the lifecycle costs that are associated with asset growth are also funded through the annual budget process. As such, they would not be expected to have an impact on the general findings of the funding gap analysis below.

To evaluate the pace at which the funding gap can be closed, four scenarios have been developed. Each scenario assumes a different level of annual increase to the Town's capital contributions beginning in 2026, with the added assumption that these increases are sustained as recurring contributions rather than treated as one-time transfers.

1. **Scenario 1:** \$750,000 annual incremental contribution
2. **Scenario 2:** \$1.0 million annual incremental contribution
3. **Scenario 3:** \$1.5 million annual incremental contribution
4. **Scenario 4:** \$2.0 million annual incremental contribution

Integrating New Government Funding

Beginning in 2026, the Town of Milton will supplement its existing revenue streams with funding from the Canada Public Transit Fund, contributing an additional \$723,253 annually. This new source will support the Town's efforts to gradually close infrastructure funding deficits, particularly in transit-related services, while maintaining a balanced and sustainable financial approach.

The Canada Public Transit Fund is a federal funding program designed to support the development and renewal of public transit infrastructure across the country. It provides municipalities with dedicated, long-term funding to help improve transit systems, enhance service delivery, and promote sustainable transportation options.

Scenario 1: Increasing Annual Contributions by \$750,000

The Town is already implementing a prudent and forward-looking strategy to close infrastructure deficits. For 2025, a net new incremental transfer of \$750,000 was included in the budget for non-growth capital reserves. These funds would be available for capital investment either immediately or in future periods. For modeling and comparative analysis, this will serve as the baseline scenario (Scenario 1).

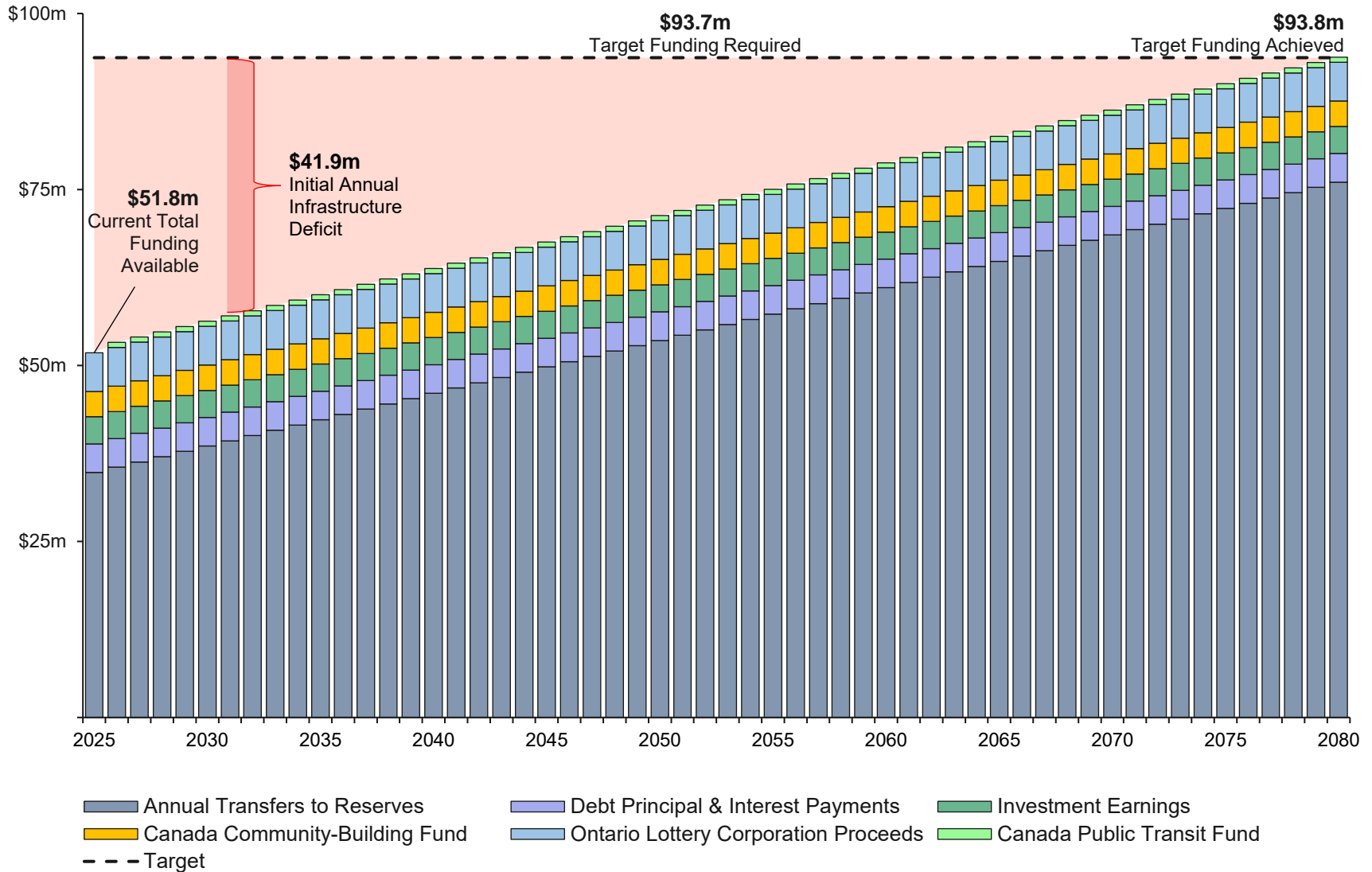
The modeling assumes that this transfer is sustained as a recurring, ongoing annual contribution through the forecast period. Using this strategy, the Town can close its infrastructure deficit and fully-fund annual requirements of \$93.7 million by 2080, reaching total annual funding levels for the existing asset base in approximately 54 years.

While this is a long-term horizon, it may align with the Town's fiscal capacity and avoids placing further pressure on current taxpayers. Gradually increasing contributions over time allows Milton to make steady progress toward full funding while continuing to invest in growth and service delivery. The ability to sustain this pace of investment over such an extended period of time would be subject to the Town's capital investment needs in the decades ahead, relative to the funding levels and reserve balances that a \$750,000 incremental contribution provides for.

As the Town's asset base remains relatively new during the initial periods, a direct impact to service delivery may not materialize. This may not be the case as the Town proceeds into the latter decades within the forecast period, and the Town would have to re-assess the impacts over the course of time.

These results are presented in the following graph, noting again that the amounts presented exclude both inflation and future acquisitions of additional assets.

Figure 40: Scenario 1 - Impact of Net New Annual Transfers of \$750,000 on Closing Annual Deficits



With the implementation of these net new, dedicated annual infrastructure transfers, the Town would position itself to develop more sustainable infrastructure programs in a systematic manner.

Striking a balance between funding timelines and tax burdens is a complex challenge. Extended timelines for full infrastructure funding might reduce immediate tax hikes for residents but risk unmet annual needs and ongoing project deferrals. Conversely, shorter funding periods can reduce deferred infrastructure needs but impose a higher yearly financial burden.

There is no singular solution, or optimal strategy. Rather, levels of service goals, transparent communication with residents on opportunities and constraints, and ongoing dialogue among key stakeholders and decision-makers are necessary in developing flexible short- and long-term strategies. The size of the anticipated \$750,000 incremental funding increase may need to be revisited and potentially adjusted during this time period.

It is also important to acknowledge that during this 54-year period, the Town's asset base will continue to grow through assets constructed by the Town or assumed from the development community. Should the Town continue its existing practice of adding sustainable funding sources for the future lifecycle costs of those new assets at the time of acquisition, this will also further contribute to the growth of the annual funding sources that are available during the period.

These future assets, along with their related funding sources and lifecycle requirements, have been excluded from Figure 40 as the Town's current financial policies ensure that they have no impact on the current annual funding deficit. The additional funding added in the Town's budget for these new assets, however, may provide a source of cash flow for rehabilitation during this period. These details will continue to be assessed each year as part of the Town's budget process and periodic fiscal impact studies.

Additional Funding Scenarios

Table 40 shows additional funding scenarios and their impact on taxpayers and full-funding timelines. These are presented only for illustrative purposes and additional consideration by senior leadership.

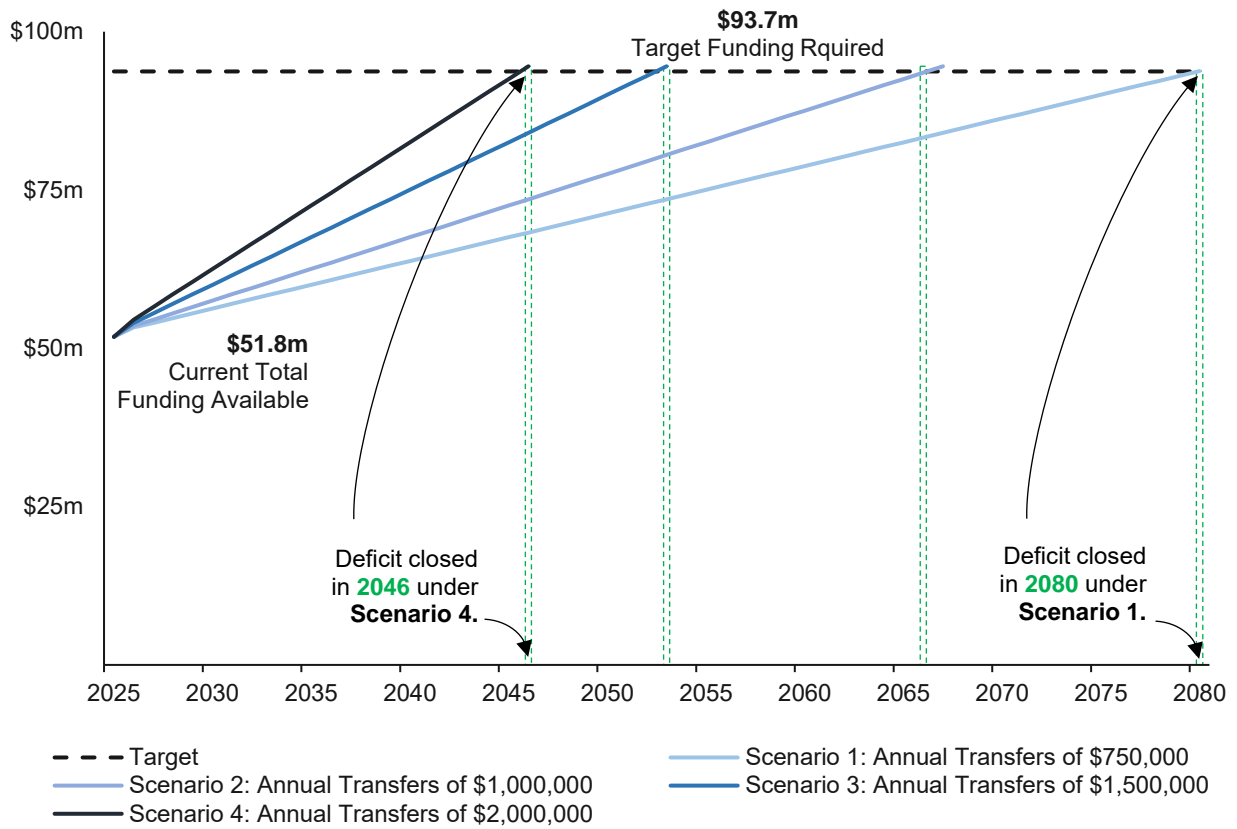
Scenario 1 reflects the strategy to implement net new, recurring annual transfers of \$750,000 beginning in 2026. Under this approach, the Town would achieve full funding by 2080, or approximately 54 years from now.

Further scenario analysis shows that increasing annual transfers by \$0.5 million (to \$1 million) would shorten the timeline by 13 years, achieving full funding by 2067. An increase to \$1.5 million annually would close the gap by 2053—28 years from now—while a \$2 million increase would accelerate full funding to 2046, within just 21 years. These scenarios highlight the trade-off between affordability and the pace at which long-term infrastructure deficits can be addressed.

Table 40: Funding Scenarios

Scenario	Infrastructure Deficit Closed by:	Time Needed to Close Deficit
Scenario 1 (Current) Maintain planned net new annual transfers of \$750,000 beginning 2026	2080	~54 years
Scenario 2 Increase net new annual transfers to \$1.0 million	2066	~41 years
Scenario 3 Increase net new annual transfers to \$1.5 million	2053	~28 years
Scenario 4 Increase net new annual transfers to \$2.0 million	2046	~21 years

Figure 41: Comparing Various Funding Scenarios and Their Impact on Annual Deficits



Each model has risks and benefits, as outlined below. The right model balances the burden placed between generations of residents while realizing the highest value from infrastructure assets.

Table 41: Risks and Benefits of Funding Phase-in Periods

Aspect	Longer Phase-in Periods	Shorter Phase-in Periods
Annual Financial Burden	– Lower annual burden on taxpayers	– Higher annual burden on taxpayers
Infrastructure Condition	– Risk of unmet annual needs and potential difficulties in maintaining acceptable condition	– More like to ensure infrastructure remains in good repair
Project Deferrals	– Increased likelihood of project deferrals	– Reduces project deferrals
Long-term Costs	– Potential for higher long-term costs due to delays	– Timely maintenance may reduce long-term expenses
Economic Impact	– Possible negative impact on economy due to poor infrastructure	– Supports economic development and local commerce through reliable infrastructure
Flexibility	– More flexible, allowing adjustments over time between, and among, programs (trade-offs)	– Less flexible, may impede ability to fund other programs and services

By carefully weighing these factors, Council can make informed decisions that best balance the needs of infrastructure maintenance and taxpayer burden, ensuring sustainable and efficient long-term development.

As illustrated in Figure 36, the Town is expected to undergo major investment spikes related to its existing asset base over a 100-year forecast period, two of which will be in excess of \$1 billion. Although further evaluations of actual asset needs will be needed, increasing annual reserve transfers today will better position the Town to meet

anticipated investment needs as they arise, and avoid project deferrals that can lead to infrastructure backlogs, which can increase financial needs dramatically and reduce service quality.

These higher reserve balances will also occur in relation to the growth in the Town's asset base should the Town's existing financing strategy/policy be continued as new infrastructure is constructed/assumed.

Impact of Growth

The Town of Milton undertakes comprehensive fiscal impact studies to support its strategic approach to growth management and long-term financial planning. The studies analyze how anticipated residential and employment growth will affect infrastructure needs, service delivery, and the Town's financial position over the coming decades.

The studies provide a detailed roadmap for balancing growth-related costs with available funding tools, such as development charges and property taxes. The findings reinforce Milton's commitment to responsible planning by ensuring that new development is financially sustainable and that infrastructure investments are timed to support both current and future residents without placing undue pressure on existing taxpayers.

Between 2021 and 2051, Milton's population is projected to grow by approximately 263,100 people, to approximately 400,400. That will translate to an increase in residential dwelling units of approximately 87,900, to 127,900. During this same period, employment is expected to increase by about 108,500 jobs, to a total of 156,300 by 2051.

This growth will result in additional assessment value, upon which the Town's property tax revenue is based. It will also result in the investment in a significant amount of infrastructure in order to extend the Town's services to the new residents and businesses.

The most recent *Fiscal Impact Study*, completed in 2021, projected an investment by the Town of approximately \$2.7 billion for the 20-year period 2021 to 2041. Given the significant degree to which non-residential capital costs have escalated with inflation since the study, as well as the need to extend the forecasted investment timeframe to 2051, that figure can be expected to be notably larger today. These investments will be funded by the Town through a combination of property taxes, user fees, development charges, grants, and other revenue opportunities that are identified during this timeframe.

In addition to the capital investments that the Town will make directly, there will also be a significant amount of infrastructure that is constructed by the development community and transferred to the Town during this period of growth. This would include local roads and stormwater assets, amongst other investments.

Until such time as the Town's overall revenue sources, particularly the property tax rate, provide the sustainable level of funding that is required to support the Town's service level standard, the continued growth of the community and extension of existing service levels will continue to put pressure on the Town's annual budget process. The gradual

reduction of the Town's annual infrastructure deficit will reduce the degree of annual pressure over time. Further, and as noted above, so long as the Town continues to implement its policy of introducing lifecycle funding contributions as new infrastructure is constructed or assumed, additional cash flow for capital investment will become available for asset renewal during this period of growth.

Significant Operating Expenditures

Retrieved from the 2025 budget, the table below presents the Town of Milton’s significant annual operating costs across its service areas. These costs reflect utilities, hydro, fuel, materials and supplies, contractual services associated with asset maintenance, and staffing expenses where directly tied to the maintenance and operation of the Town’s assets. These figures illustrate the ongoing financial commitments necessary to support service level goals and inform future planning efforts as the Town continues to grow and its infrastructure portfolio evolves.

Table 42: Significant Operating Expenditures

Service Area	Annual Operating Expenditures
Transportation and Stormwater Management Services	\$10,132,735
Community Services	\$10,213,681
Corporate and Operational Services	\$2,700,307
Protective Services	\$1,093,618
Transit Services	\$2,344,580
Milton Public Library Board Services	\$243,785
Grand Total	\$26,728,706

In addition to the average annual requirement of \$93.7 million—representing a reinvestment rate of 2.6%—the Town also incurs approximately \$26.7 million in significant annual operating expenditures directly tied to the maintenance and operation of infrastructure assets.

When considered alongside the average annual requirements, these operating costs represent an additional reinvestment rate of approximately 0.74% relative to the Town’s \$3.6 billion asset portfolio. Together, the capital and operating investments reflect the full financial commitment required to sustain levels of service and ensure the long-term performance of the Town’s infrastructure.

Financing Long-Term Service Delivery

The Town of Milton’s financial strategy provides a strong foundation for sustaining and enhancing infrastructure services over the long term. It outlines a structured, scenario-based approach to building fiscal capacity through sustainable, recurring contributions. This approach supports not only the maintenance of current service levels but also the flexibility to respond to changing demands as the Town grows.

By aligning infrastructure investment with asset lifecycle needs and projected service demands, the strategy enables informed, long-range planning. As operating and capital pressures evolve—whether through expansion of the transit network, increased maintenance of outdoor spaces, or renewal of aging facilities—the financial framework in place ensures that the Town is well-positioned to support reliable, high-quality service delivery. This integrated approach reflects Milton’s commitment to proactive planning, responsible growth, and continued service excellence.

Continuous Improvement and Monitoring

Continuous improvement and monitoring are essential components of effective asset management. This asset management plan ensures the Town is in full compliance with the 2025 requirements of O. Reg 588/17. Key next steps and strategic considerations include:

- Ongoing enhancement of the Town’s infrastructure datasets, which underpin all financial analysis and capital planning;
- Regular refinement of risk models as new data becomes available, supporting more strategic project prioritization and alignment with corporate objectives;
- Periodic review of service level goals to ensure they remain achievable within the Town’s financial capacity and evolving infrastructure conditions;
- Continued exploration of diverse and sustainable funding sources—including grants, partnerships, and revenue reinvestment strategies—to strengthen long-term capital planning.

Report to: Milton Public Library Board
From: Sarah Douglas-Murray, CEO
Date: September 17, 2025
Subject: CEO Monthly Report

Recommendation:

That Milton Public Library Board receives the CEO & Chief Librarian Monthly Report for September 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 provided to the Board in May, September, October and January. The reports are organized into sections that align with the Service Areas as outlined in Milton Public Library Strategic Master Plan.

Report:

Advocacy, Governance and Funding

Canada Post Grant

MPL has been awarded a Canada Post grant in the amount of \$4,900. The grant will provide funding to support the purchase of Inclusive and Sensory Programming Kits for all three branches as well as associated programming.

Public Libraries Operating Grant and Pay Equity Grant

In August the Ministry of Tourism, Culture and Gaming opened applications for the 2025-26 Public Library Operating (PLOG) and Pay Equity (PE) Grants Program. MPL has completed our submission. Grants are typically processed in December and MPL expects to receive \$52,429 in PLOG funding and \$3,275 in PE funding.

Town of Milton 2026 Development Charges (DC) Study and Community Benefits Charge (CBC) Strategy

The Town of Milton has initiated an update to the Development Charges study and Community Benefits Charge Strategy that will be completed in 2026. Over the summer of 2025 MPL staff have been working with the Town's project coordinator to provide updates to all inputs and planning documents, and to ensure DC Study inputs are aligned with the 10 year Capital Forecast.

Communications & Marketing

Media Coverage Highlight and Tracking Document

A new media tracking document has been developed and will be shared with the Board as part of the Monthly CEO & Chief Librarian Report. The Year to Date media coverage tracking document through August 30 is attached.

Photography Updates

Photoshoots were conducted in July of all branches and staff. Patrons were invited to participate and Marketing now has a large inventory of branch, staff and interactive stock photos to utilize in marketing materials and social media.

Truth and Reconciliation

A video series in recognition of National Day for Truth and Reconciliation called “5 days of learning” is in development.

Website Audit

A website audit to identify gaps from user experience standpoint with a focus on homepage and menu has been launched. The management team will be reviewing the results later this fall.

Fall/Winter 2025 Newsletter

The printed newsletters for Fall/Winter2025 are in production and will be available in branches by mid-September.

Staffing & Training

Staff Training and Development Day

The third Staff Training and Development day of 2025 was held on Monday September 8, 2025. The half-day session will include Food Handling Training, Readers Advisory Training and a Quarterly Update. The final Staff Training and Development Day of 2025 is scheduled for Monday November 17, 2025.

Strategic Workforce Plan and Competency Framework Project (SWP) Update

The Strategic Workforce Plan and Competency Framework Project, launched last year, continues to progress steadily. To date, the project team has completed:

- Current State Assessment
- Analysis of multiple surveys sent to leadership and 1:1 interviews with leaders
- Review of numerous internal documents and analysis of existing workforce data
- Review and analysis of external benchmarking data
- Critical role analysis (nearing completion)
- Draft competency framework developed (currently under stakeholder review)



The large scope of work (Town and Library) and volume of information provided to the consultant, J. Macpherson & Associates, has required additional time for review and analysis, and therefore a formal report is not expected to be presented to the Board until January 2026 at the latest.

Compensation Review (non-union)

The compensation review project for non-union positions is underway, including initial engagement with a consulting agency that has extensive experience working with Libraries to support external benchmarking and job evaluations. The scope of work includes a market review (external benchmarking), job evaluations (internal equity) and a pay equity analysis to ensure continued compliance, in addition to a review of compensation related policies. Results of this project are expected to be presented to the Board before the end of the year.

The consultant is working on the final report, but given the amount of back and forth that has been required for the competency framework, it is our expectation that there will be a lot back and forth required with the final report. Our hope is that this is finalized in October, but by the time all necessary staff (including yourself and your Directors) have had an opportunity to review and ask questions, we will likely miss the November Board meeting for presentation.

Security Awareness Training

Security Awareness training was delivered through KnowBe4 and included two modules: Using the Phish Alert Button – Report Suspicious Emails using Microsoft 365 and 2025 KnowBe4 Security Awareness Training – 15 Minutes. To date, 88% of staff have completed the training. Follow-up with the remaining staff and their managers is currently underway to ensure full compliance with the requirement.

Technology

Hold Lockers Launch

Hold Lockers have been successfully installed at: Milton Sports Centre. Mattamy National Cycling Centre. These lockers enhance accessibility and convenience for patrons picking up holds outside regular library hours. This initiative supports community engagement through non-traditional lending items that promote wellness and recreation.

Gaming Computers

A new gaming computer area has been installed in the Teen section on the second floor of Main Branch and eight new gaming computers are now ready for use. These systems offer teens access to high-performance technology for recreational gaming, digital creativity, and social engagement in a safe and welcoming space. Signage will also be installed on the computers located on the second floor adjacent to the Customer Service Desk indicating that those computers are to be utilized for internet access, work and other purposes and should not be used for gaming.

Customer Experience

Summer Reading

MPL launched all of its summer reading clubs on June 14th. This year's event saw 761 attendees to the festivities, a 282 person increase from 2024. This year TD SRC StoryWalk was Let's go! haw êkwa! by Julie Flett which was displayed Main.

David A Robertson

MPL is pleased to present award-winning Cree author David A. Robertson on November 10, 2025 for a day of conversation about the power of stories, how they help us heal, tell the truth, and understand one another. Three events are offered: two daytime school programs and an evening talk for the public. Each session includes 45 minutes of talk/discussion and 15 minutes for audience Questions and Answers session. The event will be held at the FirstOntario Arts Centre Milton, MinMaxx Hall and tickets are available for \$10 each for students and \$15 each for Adults.

Beaty Branch Indigenous Reading Nook

In September we launched our Indigenous Reading Nook at Beaty Branch. This will include a seating area with the Garden of Relatives carpet, some light therapy lights, and a dedicated bookshelf to rotate through our Indigenous collection. A display case has been installed with the smudge kit on display and we are working with Woodland Cultural Centre on having some of their items on display.

Collections

Library of Things at Sherwood

In August, Sherwood branch launched its Library of Things collection. This new offering includes: Puzzles and additional board games, personal health kit (blood pressure monitor and blood oxygen monitor), Giant Connect Four game and plastic beach toys for children. This initiative supports community engagement through non-traditional lending items that promote wellness and recreation.

Royal Ontario Museum (ROM) Family Visitor Passes

Staff successfully developed a partnership with the Royal Ontario Museum. As part of this collaboration, the library now offers 30 family visitor passes for patrons to borrow, enhancing access to cultural experiences.

Diversity Audit

As part of our commitment to fostering an inclusive and representative library collection, the staff has initiated a diversity audit of our physical materials. With funding support from Young Canada Works (YCW), we have hired a Diversity Audit Assistant who will conduct a randomized sampling of the Teen, Adult, and Children's collections. This audit will assess the representation of diverse voices across various dimensions, including race, ethnicity, gender identity, sexual orientation, disability, and cultural background. The findings will help inform future acquisitions and collection development strategies to ensure our library reflects the rich diversity of our community.



As of August 31, the team has audited 8,762 items, including 7,287 unique titles. Key findings include: DEI Authors: 2,391 items (27%). DEI Content: 510 items (6%). DEI Characters: 2,408 items (27%). Among unique titles: DEI Authors: 1,857 titles (25%). DEI Characters: 1,881 titles (26%). DEI Content: 416 titles (6%). Overall DEI Representation: Across all audited items: 61%. Across unique titles: 57%. To date, 8% of MPL's print collection has been audited. The current DEI representation across the entire collection is approximately 5%. At the current pace, the team is on track to exceed the goal of auditing 10% of the collection.

Local History Collection – Expansion at Branches

We currently offer a Local History Collection at the Main branch, and will soon expand it to the Beaty and Sherwood branches. This will make local historical resources more accessible across the community and support broader engagement with Milton's heritage.

Martindale Retirement Community, Milton

A new partnership has been established with Martindale Retirement Community. Under this agreement, the library will lend curated items to residents on a quarterly basis, supporting lifelong learning and leisure for seniors.

As such, this fulfils the following 2025 MPL Strategic Pillar & Objective:

Pillar: Telling Our Story

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

Pillar: Creating a Robust & Resilient Organization

Objective: Provide a framework for strong governance.

Recommendation:

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

Press/ Media Hits			
Media/Org/Partner Outlet	Date it appeared/ran	Type of media (online, TV, radio, etc)	Link
Hamilton Spectator	2025-01-05	Online	https://www.thespec.com/news/canada/milton-public-library-to-launch-upgraded-system-in-february/article_1b6d66bc-3b26-5010-8785-4aa434dc730.html
Inside Halton	2025-01-07	Online	https://www.insidehalton.com/news/4-things-to-know-about-milton-public-library-s-170th-anniversary-kickoff-event-jan-25/article_8ff8a4d5-1e34-5cbc-84e2-301340fc0278.html
Your City Within	2025-01-10	Online	https://www.yourcitywithin.com/things-to-do-this-weekend-in-burlington-milton-and-oakville-jan-10-to-jan-12/
Milton Today	2025-01-10	Online	https://www.miltontoday.ca/local-news/new-to-canada-learn-financing-basics-at-milton-library-sessions-10058254
Milton Today	2025-01-11	Online	https://www.miltontoday.ca/local-news/milton-library-invites-you-to-write-a-valentine-letter-to-a-local-senior-10041127
FM 101 Milton	2025-01-10	Online	https://www.miltonnow.ca/2025/01/10/the-history-behind-miltons-burdock-court-and-strawberry-landing/
FM 101 Milton	2025-01-13	Online	https://www.miltonnow.ca/2025/01/13/126324/
Milton Today	2025-01-13	Online	https://www.miltontoday.ca/local-news/stressed-about-exams-milton-students-can-chill-out-with-therapy-dogs-this-week-10067283
Milton Today	2025-01-14	Online	https://www.miltontoday.ca/local-news/explore-miltons-history-through-arts-and-culture-lens-10046248
Milton Today	2025-01-15	Online	https://www.miltontoday.ca/local-news/find-milton-libraries-golden-tickets-and-win-a-prize-at-170th-anniversary-celebration-10073222
FM 101 Milton	2025-01-16	Online	https://www.miltonnow.ca/2025/01/16/126440/
FM 101 Milton	2025-01-15	Online	https://www.miltonnow.ca/2025/01/15/126408/
Milton Today	2025-01-16	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10065266
Hamilton Spectator	2025-01-16	Online	https://www.thespec.com/news/canada/milton-public-library-celebrates-170-years-of-service-to-community/article_343f2e2f-b7d5-5281-8252-cc2ee0dc8f5b.html
Milton Today	2025-01-16	Online	https://www.miltontoday.ca/local-news/major-milestone-milton-library-celebrating-170th-anniversary-10070165
Milton Today	2025-01-17	Online	https://www.miltontoday.ca/local-news/milton-library-hosting-evening-of-indigenous-music-and-storytelling-10090936
Nation Talk	2025-01-17	Online	https://nationtalk.ca/story/milton-library-hosting-evening-of-indigenous-music-and-storytelling-miltontoday.ca
Your City Within	2025-01-17	Online	https://www.yourcitywithin.com/things-to-do-this-weekend-in-burlington-milton-and-oakville-jan-17-to-jan-19/
Milton Today	2025-01-17	Online	https://www.miltontoday.ca/local-news/milton-library-aiding-side-hustles-and-creativity-with-new-tech-hub-10076265
Milton Today	2025-01-17	Online	https://www.miltonnow.ca/2025/01/17/126475/
Milton Today	2025-01-20	Online	https://www.miltontoday.ca/local-news/bollywood-fans-invited-to-milton-library-trivia-night-10078215
FM 101 Milton	2025-01-22	Online	https://www.miltonnow.ca/2025/01/22/125794/
YourTV Halton	2025-01-22	Online/TV	https://www.youtube.com/watch?v=AMy3sLflg5w
Milton Today	2025-01-23	Online	https://www.miltontoday.ca/local-news/grand-celebration-awaits-as-milton-library-marks-170th-anniversary-10112648
Milton Today	2025-01-23	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10098596
FM 101 Milton	2025-01-24	Online	https://www.miltonnow.ca/2025/01/24/124257/
Burlington Today	2025-01-24	Online	https://www.burlingtontoday.com/local-news/woefully-inadequate-halton-calls-for-more-help-on-homelessness-10120626
Milton Today	2025-01-25	Online	https://www.miltontoday.ca/local-news/milton-library-adding-new-features-to-enhance-its-patron-experience-10026674
Milton Today	2025-01-26	Online	https://www.miltontoday.ca/local-news/in-photos-milton-public-library-celebrates-its-170th-anniversary-10132982
FM 101 Milton	2025-01-27	Online	https://www.miltonnow.ca/2025/01/27/126709/
Inside Halton	2025-01-28	Online	https://www.insidehalton.com/things-to-do/heres-10-black-history-month-events-organized-by-the-canadian-caribbean-association-of-halton/article_4f942323-843b-54fe-aa7f-fb9d340d6ab3.html
FM 101 Milton	2025-01-29	Online	https://www.miltonnow.ca/2025/01/29/126761/
Milton Today	2025-01-30	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10124593

Press/ Media Hits			
Media/Org/Partner Outlet	Date it appeared/ran	Type of media (online, TV, radio, etc)	Link
Milton Today	2025-02-04	Online	https://www.miltontoday.ca/local-news/explore-black-history-through-milton-library-events-10176285
YourTV/ Halton News	2025-02-05	Online/TV	https://www.youtube.com/watch?v=M4xq2JxA00
Milton Today	2025-02-06	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10167622
FM 101 Milton	2025-02-06	Online	https://www.miltonnow.ca/2025/02/06/127025/
Your City Within	2025-02-07	Online	https://www.yourcitywithin.com/things-to-do-this-weekend-in-burlington-milton-and-oakville-feb-7-to-feb-9/
Milton Today	2025-02-07	Online	https://www.miltontoday.ca/local-news/explore-award-winning-artists-work-at-milton-library-10148606
Milton Today	2025-02-10	Online	https://www.miltontoday.ca/local-news/hey-kids-get-a-free-tree-to-plant-through-milton-library-project-10210793
YourTV/ Halton News	2025-02-12	Online/TV	https://youtu.be/QzecSiv1IKQ?si=4IP6Oc-PXP8RgIfc
FM 101 Milton	2025-02-13	Online	https://www.miltonnow.ca/2025/02/13/127209/
Milton Today	2025-02-13	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10207308
FM 101 Milton	2025-02-14	Online	https://www.miltonnow.ca/2025/02/14/127235/
FM 101 Milton	2025-02-14	Online	https://www.miltonnow.ca/2025/02/14/127249/
Milton Today	2025-02-16	Online	https://www.miltontoday.ca/good-morning/good-morning-milton-heres-todays-weather-10223226
FM 101 Milton	2025-02-17	Online	https://www.miltonnow.ca/2025/02/17/127294/
Milton Today	2025-02-17	Online	https://www.miltontoday.ca/local-news/learn-about-masquerade-masks-and-make-your-own-at-milton-library-10216573
Milton Today	2025-02-18	Online	https://www.miltontoday.ca/local-news/is-free-speech-really-free-explore-that-complex-question-at-milton-library-discussion-10186395
Milton Today	2025-02-18	Online	https://www.miltontoday.ca/2025-provincial-election-news/milton-advance-polls-open-thursday-for-provincial-election-10245573
Milton Today	2025-02-19	Online	https://www.miltontoday.ca/local-news/heres-5-fun-events-going-on-at-milton-library-this-march-break-10251142
Milton Village	2025-02-20	Online/ Magazine	https://www.miltonvillager.com/canadian-childrens-author-gordon-korman-visits-milton/
Milton Today	2025-02-20	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10241600
FM 101 Milton	2025-02-21	Online	https://www.miltonnow.ca/2025/02/21/127424/
FM 101 Milton	2025-02-21	Online	https://www.miltonnow.ca/2025/02/21/127436/
Milton Today	2025-02-26	Online	https://www.miltontoday.ca/good-morning/good-morning-milton-heres-todays-weather-10277661
Milton Today	2025-02-27	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10274369
FM 101 Milton	2025-02-27	Online	https://www.miltonnow.ca/2025/02/27/127585/
Penticton Herald	2025-02-28	Online	https://www.pentictonherald.ca/spare_news/article_1a0bb563-b7ce-5e9d-bc8a-5d29b449b149.html

Press/ Media Hits			
Media/Org/Partner Outlet	Date it appeared/ran	Type of media (online, TV, radio, etc)	Link
FM 101 Milton	2025-03-06	Online	https://www.miltonnow.ca/2025/03/06/127768/
FM 101 Milton	2025-03-07	Online	https://www.miltonnow.ca/2025/03/07/127797/
FM 101 Milton	2025-03-07	Online	https://www.miltonnow.ca/2025/03/07/127801/
Penticton Herald	2025-03-08	Online	https://www.pentictonherald.ca/spare_news/article_29ae4954-747e-5952-91c8-c7641bc27fee.html
Milton Today	2025-03-10	Online	https://www.miltontoday.ca/local-business/employers-sought-for-milton-spring-job-fair-10282613
Inside Halton	2025-03-10	Online	https://www.insidehalton.com/news/skating-skiing-minecraft-and-more-4-fun-things-to-do-in-milton-this-march-break/article_726bd147-f035-5e32-95f1-f20686ec13e8.html
Hamilton Spectator	2025-03-10	Online	https://www.thespec.com/news/canada/march-break-2025-family-fun-in-milton-and-halton-region/article_23f566f0-579c-5137-854c-d38c6f69c141.html
FM 101 Milton	2025-03-11	Online	https://www.miltonnow.ca/2025/03/11/127876/
FM 101 Milton	2025-03-12	Online	https://www.miltonnow.ca/2025/03/12/127901/
Milton Today	2025-03-12	Online	https://www.miltontoday.ca/local-news/cfuw-milton-set-to-host-50th-annual-used-book-sale-10357184
Milton Today	2025-03-12	Online	https://www.miltontoday.ca/good-morning/good-morning-milton-heres-todays-weather-10359180
Milton Today	2025-03-13	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10348777
FM 101 Milton	2025-03-14	Online	https://www.miltonnow.ca/2025/03/14/heres-what-happened-in-and-around-milton-this-week-mar-7-mar-14/
Milton Today	2025-03-17	Online	https://www.miltontoday.ca/local-news/olympians-talk-and-open-mic-part-of-libraris-womens-fair-celebration-10384474
FM 101 Milton	2025-03-19	Online	https://www.miltonnow.ca/2025/03/19/an-evening-with-perdita-felicien-a-conversation-on-resilience-and-triumph/
Milton Today	2025-03-20	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10373232
Milton Today	2025-03-21	Online	https://www.miltontoday.ca/local-news/childrens-author-to-share-stories-of-hardship-heroism-at-milton-library-10396091
FM 101 Milton	2025-03-21	Online	https://www.miltonnow.ca/2025/03/21/128135/
Milton Today	2025-03-21	Online	https://www.miltontoday.ca/local-news/in-photos-women-led-businesses-organizations-and-resource-services-showcased-at-milton-library-fair-10413460
FM 101 Milton	2025-03-25	Online	https://www.miltonnow.ca/2025/03/25/128219/
Milton Today	2025-03-26	Online	https://www.miltontoday.ca/local-news/now-read-this-library-announces-2025-one-book-one-milton-selection-10425466
FM 101 Milton	2025-03-28	Online	https://www.miltonnow.ca/2025/03/28/128311/
Milton Today	2025-03-31	Online	https://www.miltontoday.ca/local-news/older-adults-invited-to-health-drop-in-sessions-at-milton-public-library-10448221

Press/ Media Hits			
Media/Org/Partner Outlet	Date it appeared/ran	Type of media (online, TV, radio, etc)	Link
FM 101 Milton	2025-04-01	Online	https://www.miltonnow.ca/2025/04/01/128372/
Milton Today	2025-04-03	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10452044
FM 101 Milton	2025-04-04	Online	https://www.miltonnow.ca/2025/04/04/128448/
FM 101 Milton	2025-04-09	Online	https://www.miltonnow.ca/2025/04/09/128539/
Milton Today	2025-04-10	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10484209
Milton Today	2025-04-10	Online	https://www.miltontoday.ca/local-news/milton-teens-invited-to-help-care-for-librarians-medicine-learning-garden-10466687
FM 101 Milton	2025-04-10	Online	https://www.miltonnow.ca/2025/04/10/128580/
FM 101 Milton	2025-04-10	Online	https://www.miltonnow.ca/2025/04/11/128585/
Milton Today	2025-04-13	Online	https://www.miltontoday.ca/local-news/milton-library-to-celebrate-seniors-artistic-expression-with-exhibition-10510964
FM 101 Milton	2025-04-16	Online	https://www.miltonnow.ca/2025/04/16/128708/
Milton Today	2025-04-17	Online	https://www.miltontoday.ca/local-news/seniors-explore-their-artistic-side-through-milton-library-initiative-10532899
Inside Halton	2025-04-17	Online	https://www.insidehalton.com/news/here-s-what-s-open-and-closed-for-the-easter-long-weekend-in-milton/article_b456c938-9ffd-535f-8195-443469c5ad18.html
Milton Today	2025-04-19	Online	https://www.miltontoday.ca/local-news/childrens-author-to-teach-the-art-of-storytelling-during-milton-library-visit-10488215
Milton Today	2025-04-24	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10544939
Milton Today	2025-04-26	Online	https://www.miltontoday.ca/local-news/milton-ready-to-celebrate-canadian-childrens-book-week-10570253
Milton Today	2025-04-26	Online	https://www.miltontoday.ca/good-morning/good-morning-milton-heres-todays-weather-10561345
Milton Today	2025-04-28	Online	https://www.miltontoday.ca/local-news/milton-tea-fest-to-celebrate-the-drinks-history-culture-and-overall-appeal-10572538
FM 101 Milton	2025-04-30	Online	https://www.miltonnow.ca/2025/04/30/129004/

Press/ Media Hits			
Media/Org/Partner Outlet	Date it appeared/ran	Type of media (online, TV, radio, etc)	Link
FM 101 Milton	2025-05-01	Online	https://www.miltonnow.ca/2025/05/01/129020/
Milton Today	2025-05-01	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10575675
Milton Today	2025-05-02	Online	https://www.miltontoday.ca/local-news/grants-to-help-milton-public-library-support-community-initiatives-10604372
FM 101 Milton	2025-05-02	Online	https://www.miltonnow.ca/2025/05/02/129054/
FM 101 Milton	2025-05-02	Online	https://www.miltonnow.ca/2025/05/02/129056/
Milton Today	2025-05-02	Online	https://www.miltontoday.ca/spotlight/exhibition-showcasing-south-asian-artistry-opens-may-23-10536964
Milton Today	2025-05-08	Online	https://www.miltontoday.ca/local-news/milton-library-to-celebrate-opening-of-medicine-learning-garden-with-family-activity-day-10581065
FM 101 Milton	2025-05-08	Online	https://www.miltonnow.ca/2025/05/08/129191/
FM 101 Milton	2025-05-09	Online	https://www.miltonnow.ca/2025/05/09/129222/
FM 101 Milton	2025-05-09	Online	https://www.miltonnow.ca/2025/05/09/129215/
FM 101 Milton	2025-05-12	Online	https://www.miltonnow.ca/2025/05/12/129269/
FM 101 Milton	2025-05-12	Online	https://www.miltonnow.ca/2025/05/12/129267/
FM 101 Milton	2025-05-15	Online	https://www.miltonnow.ca/2025/05/15/129359/
Milton Today	2025-05-15	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10636823
FM 101 Milton	2025-05-15	Online	https://www.miltonnow.ca/2025/05/15/129372/
Inside Halton	2025-05-16	Online	https://www.insidehalton.com/news/what-s-open-closed-in-milton-on-victoria-day/article_08e2d804-b8b8-5335-aca6-5119b9a0d244.html
FM 101 Milton	2025-05-16	Online	https://www.miltonnow.ca/2025/05/16/129384/
FM 101 Milton	2025-05-16	Online	https://www.miltonnow.ca/2025/05/16/129393/
Milton Today	2025-05-17	Online	https://www.miltontoday.ca/local-news/one-book-one-milton-read-a-tale-of-fantasy-hardship-and-resilience-10661185
Milton Today	2025-05-19	Online	https://www.miltontoday.ca/local-news/take-libraries-tech-survey-for-chance-to-win-a-200-arts-centre-gift-card-10647812
FM 101 Milton	2025-05-21	Online	https://www.miltonnow.ca/2025/05/21/129449/
FM 101 Milton	2025-05-22	Online	https://www.miltonnow.ca/2025/05/22/129487/
Milton Today	2025-05-22	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10682819
FM 101 Milton	2025-05-22	Online	https://www.miltonnow.ca/2025/05/22/129491/
FM 101 Milton	2025-05-23	Online	https://www.miltonnow.ca/2025/05/23/129513/
Milton Today	2025-05-24	Online	https://www.miltontoday.ca/local-news/seed-giveaway-underway-at-milton-public-library-10691292
Milton Today	2025-05-24	Online	https://www.miltontoday.ca/local-news/milton-youth-invited-to-help-create-pride-parade-mural-10700427
Milton Today	2025-05-29	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10702109

Press/ Media Hits			
Media/Org/Partner Outlet	Date it appeared/ran	Type of media (online, TV, radio, etc)	Link
Milton Today	2025-06-01	Online	https://www.miltontoday.ca/good-morning/good-morning-milton-heres-todays-weather-10726763
Milton Today	2025-06-02	Online	https://www.miltontoday.ca/local-news/author-to-share-strategy-for-getting-children-off-their-screens-during-milton-library-visit-10746220
FM 101 Milton	2025-06-02	Online	https://www.miltonnow.ca/2025/06/02/129687/
FM 101 Milton	2025-06-03	Online	https://www.miltonnow.ca/2025/06/03/129712/
Inside Halton	2025-06-03	Online	https://www.insidehalton.com/news/a-wonderful-opportunity-free-summer-milton-transit-for-youth-with-a-library-card/article_0a3a44e8-f902-5e63-bb9d-7a2ce1775ddf.html
Milton Today	2025-06-03	Online	https://www.miltontoday.ca/local-news/milton-youth-can-ride-bus-for-free-this-summer-10746934
Milton Today	2025-06-04	Online	https://www.miltontoday.ca/local-news/milton-public-library-launching-summer-initiatives-on-june-14-10753659
FM 101 Milton	2025-06-06	Online	https://www.miltonnow.ca/2025/06/06/129816/
FM 101 Milton	2025-06-09	Online	https://www.miltonnow.ca/2025/06/09/129862/
FM 101 Milton	2025-06-11	Online	https://www.miltonnow.ca/2025/06/11/129924/
Hamilton Spectator	2025-06-11	Online	https://www.thespec.com/news/canada/milton-public-libraries-see-shift-in-use-as-e-book-readership-grows/article_4f17589c-6334-5de7-b0e0-8af07709aaf2.html
Milton Today	2025-06-11	Online	https://www.miltontoday.ca/local-news/milton-library-to-host-indigenous-story-time-with-childrens-author-10770987
FM 101 Milton	2025-06-11	Online	https://www.miltonnow.ca/2025/06/11/129917/
Milton Today	2025-06-11	Online	https://www.miltontoday.ca/good-morning/good-morning-milton-heres-todays-weather-10788123
Penticton Herald	2025-06-11	Online	https://www.pentictonherald.ca/spare_news/article_496ee86d-8c6e-5bc8-9fb9-ad3988ec682a.html
Milton Today	2025-06-12	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10779980
FM 101 Milton	2025-06-12	Online	https://www.miltonnow.ca/2025/06/12/129969/
FM 101 Milton	2025-06-13	Online	https://www.miltonnow.ca/2025/06/13/129993/
FM 101 Milton	2025-06-13	Online	https://www.miltonnow.ca/2025/06/13/129998/
Milton Today	2025-06-14	Online	https://www.miltontoday.ca/local-news/libraris-medicine-learning-garden-reopens-with-a-boost-of-inclusivity-10807136
FM 101 Milton	2025-06-18	Online	https://www.miltonnow.ca/2025/06/18/130092/
FM 101 Milton	2025-06-18	Online	https://www.miltonnow.ca/2025/06/18/130090/
Milton Today	2025-06-19	Online	https://www.miltontoday.ca/local-news/special-gathering-for-autistic-youth-and-families-being-held-at-library-10832852
Milton Today	2025-06-19	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10814882
FM 101 Milton	2025-06-20	Online	https://www.miltonnow.ca/2025/06/20/130157/
Milton Today	2025-06-21	Online	https://www.miltontoday.ca/local-news/enjoy-world-cinema-with-milton-public-libraris-film-fest-10839653
FM 101 Milton	2025-06-23	Online	https://www.miltonnow.ca/2025/06/23/130188/
Milton Today	2025-06-25	Online	https://www.miltontoday.ca/local-news/shelves-are-getting-empty-milton-food-bank-in-dire-need-of-replenishment-10854221
Milton Today	2025-06-26	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10846716
FM 101 Milton	2025-06-27	Online	https://www.miltonnow.ca/2025/06/27/130276/
FM 101 Milton	2025-06-27	Online	https://www.miltonnow.ca/2025/06/27/130285/
Inside Halton	2025-06-29	Online	https://www.insidehalton.com/news/what-s-open-and-closed-in-milton-on-canada-day/article_13dc3bf7-11f2-508d-8ea9-d22190a3b20a.html
Milton Today	2025-06-30	Online	https://www.miltontoday.ca/local-news/free-legal-consultations-available-at-milton-public-library-10848524

Press/ Media Hits			
Media/Org/Partner Outlet	Date it appeared/ran	Type of media (online, TV, radio, etc)	Link
Milton Today	2025-07-03	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10881697
FM 101 Milton	2025-07-08	Online	https://www.miltonnow.ca/2025/07/08/130447/
Milton Today	2025-07-09	Online	https://www.miltontoday.ca/local-news/in-photos-milton-teens-flexing-their-artistic-muscles-with-library-float-mural-for-pride-halton-parade-10921119
FM 101 Milton	2025-07-09	Online	https://www.miltonnow.ca/2025/07/09/130470/
FM 101 Milton	2025-07-10	Online	https://www.miltonnow.ca/2025/07/10/130490/
Penticton Herald	2025-07-10	Online	https://www.pentictonherald.ca/spare_news/article_c4e9d3d5-99b5-5390-8ce3-637dad305917.html
Milton Today	2025-07-12	Online	https://www.miltontoday.ca/local-news/learn-your-rights-responsibilities-as-a-first-time-renter-at-milton-event-10908714
Milton Today	2025-07-24	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-10971075
Milton Today	2025-07-27	Online	https://www.miltontoday.ca/local-news/kids-invited-to-learn-sign-language-through-library-storytime-10981357

Press/ Media Hits			
Media/Org/Partner Outlet	Date it appeared/ran	Type of media (online, TV, radio, etc)	Link
Inside Halton	2025-08-01	Online	https://www.insidehalton.com/news/what-s-open-and-closed-in-milton-on-the-2025-civic-holiday/article_eaf2fc09-d6fb-5bc8-9d39-e1e7c199b73f.html
Milton Today	2025-08-03	Online	https://www.miltontoday.ca/local-news/create-your-own-travel-magazine-at-milton-workshop-10986276
FM 101 Milton	2025-08-05	Online	https://www.miltonnow.ca/2025/08/05/130911/
Milton Today	2025-08-05	Online	https://www.miltontoday.ca/local-news/milton-library-to-host-global-gaming-night-11032789
Burlington Today	2025-08-05	Online	https://www.burlingtontoday.com/local-news/reimagine-classic-fairytales-through-library-writing-contest-11034052
Milton Today	2025-08-06	Online	https://www.miltontoday.ca/local-news/milton-public-library-inviting-patrons-to-help-spread-hope-10999017
FM 101 Milton	2025-08-06	Online	https://www.miltonnow.ca/2025/08/06/130939/
Milton Today	2025-08-07	Online	https://www.miltontoday.ca/local-news/locally-harvested-honey-now-available-at-milton-public-library-11041300
Milton Today	2025-08-07	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-11032831
Milton Today	2025-08-11	Online	https://www.miltontoday.ca/local-news/just-got-your-first-job-learn-your-rights-at-this-milton-workshop-11058525
Milton Today	2025-08-11	Online	https://www.miltontoday.ca/spotlight/pride-halton-2025-was-an-incredible-celebration-of-love-identity-and-community-11044041
Milton Today	2025-08-12	Online	https://www.miltontoday.ca/good-morning/good-morning-milton-heres-todays-weather-11060423
Milton Today	2025-08-14	Online	https://www.miltontoday.ca/local-news/whats-happening-in-milton-this-weekend-11057022?utm_source=Villager&utm_campaign=Content&utm_medium=Twitter
FM 101 Milton	2025-08-14	Online	https://www.miltonnow.ca/2025/08/14/131096/
FM 101 Milton	2025-08-15	Online	https://www.miltonnow.ca/2025/08/15/131115/
FM 101 Milton	2025-08-25	Online	https://www.miltonnow.ca/2025/08/25/131232/
FM 101 Milton	2025-08-27	Online	https://www.miltonnow.ca/2025/08/27/131334/
Milton Today	2025-08-28	Online	https://www.miltontoday.ca/local-news/exterior-renovations-planned-for-mpl-beaty-branch-11131759
FM 101 Milton	2025-08-28	Online	https://www.miltonnow.ca/2025/08/28/131360/
FM 101 Milton	2025-08-29	Online	https://www.miltonnow.ca/2025/08/29/131380/