



**Regular Meeting of the Milton Public Library Board  
January 21, 2026 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)

**Guests:** Janine Gallagher, Director, Human Resources, Town of Milton

**1. Land Acknowledgement** All

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

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

**2. Convene and Confirm Agenda** All

**3. Declaration of Interest** All

**4. Chair/Vice Chair Election** All

**5. Confidential Session**

Confidential Session to discuss:

- sensitive personal matters about an identifiable individual, including Board members;
  - labour relations or employee negotiations
- Confidential Reports Circulated under Separate Cover

5.1. Confidential Item – CEO 2026 Goals JG/SDM

5.2. HR Update Report JG

**6. Consent Agenda**

- 6.1. Approval of the Minutes of November 19, 2025
- 6.2. 2025 Preliminary Year-end Operating and Capital Variance Report
- 6.3. 2026 Approved Operating and Capital Budget
- 6.4. 2026 Cost of Living Increases
- 6.5. Departmental Quarterly Report – Q4 and 2025 Year-end
- 6.6. 2025 Annual Partnership and Stakeholder Report
- 6.7. Annual Health and Safety and Harassment Policy Review
- 6.8. ILS Database Account Management 2026
- 6.9. CEO & Chief Librarian Report

**7. Discussion Items**

- 7.1. 2026 HR Activities JG/SDM
- 7.2. Beaty Renovations Update CD
- 7.3. 2026 Fees and Fines Report KK
- 7.4. Diversity Audit – Physical Collection KK
- 7.5. Development Charges Background Study Update SDM
- 7.6. MPL Strategic Goals and Work Plan SDM

**8. Reports and Updates**

- 8.1. Committee Updates
- 8.2. Council Updates

**9. Other Business**

**10. Future Meeting and Events**

- Next Board Meeting: Wednesday February 18, 2026
- OLA Super Conference – January 28 – 31<sup>st</sup>, 2026
- OLA Board Member Bootcamp – Saturday January 31<sup>st</sup>, 2026
- MPL Partnership Appreciation Afternoon – Monday February 9, 2026

**11. Adjournment**

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas-Murray, CEO  
**Date:** January 21, 2026  
**Subject:** 2026 Chair and Vice Chair Elections

**Recommendation:**

That the Milton Public Library Board Elects \_\_\_\_\_ Chair of the MPL Board for 2026; and

That the Milton Public Library Board Elects \_\_\_\_\_ Chair of the MPL Board for 2026; and

**Background:**

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

*3.1 The officers of the Board shall be the Chair, Vice Chair, and the CEO as Secretary /Treasurer,*

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

**Report:**

Elections are therefor required at the first regular Board Meeting of the year, for 2026 elections will take place at the January 21, 2026 Board Meeting.

Sana Malik has been Chair of the MPL Board February 2023 – January 2026 and has indicated that she is interested in remaining in the Chair Position.

Sibyl Shen has been Vice-Chair of the MPL Board February 2023 – January 2026 and has indicated that she is interested in remaining in the Chair Position.

Other Board members are also able to put their names forward at the meeting if they wish to stand for election for either position.

As such, this fulfils the following 2026 MPL Goal and Objective:



Pillar: Creating a Robust & Resilient Organization  
Objective: Provide a framework for strong governance.

**Recommendation:**

That the Milton Public Library Board Elects \_\_\_\_\_ Chair of the MPL Board for 2026; and

That the Milton Public Library Board Elects \_\_\_\_\_ Chair of the MPL Board for 2026; and





**Consent Agenda Item 6.1**

**Regular Meeting of the Milton Public Library Board  
November 19, 2025 at 7:00 PM  
Main Boardroom**

**Mission Statement**

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

**Minutes**

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

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

**Guest:** Janine Gallagher, Director, Human Resources, Town of Milton  
Carrie Sharpin, Practice Manager, Ward & Uptigrove Human Resources Solutions (Virtual)

**Regrets:** Sibyl Shen

Meeting Commenced at 7:00pm

**1. Approval of Agenda**

**Motion #25-2006**

**That the Milton Public Library Board approve the Agenda of the November 19, 2025 Meeting.**

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

**2. Declaration of Interest:** none

**3. Confidential Session**

The motion was passed to initiate the Confidential Session.

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

- Personal matters about an identifiable individual;
- Labour Relations or Employee Negotiations

**Motion #25-2007**

**It was Moved by Councillor Sarah Marshall, Seconded by Councillor Colin Best to move into the Confidential Session at 7:02pm, held by the Director of Human Resources, Town of Milton. Carried**

**It was Moved by Councillor Sarah Marshall, Seconded by Councillor Rick Malboeuf to move out of the Confidential Session at 7: 32pm. Carried**

3.1. Confidential Item – CEO Evaluation

**Motion #25-2008**

**That Milton Public Library Board approve the CEO Performance Review report.**

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

3.2. Confidential Item – Non-Union Compensation Review and related HR Policy Updates

**Motion #25-2009**

**That Milton Public Library Board approve the recommendations outlined in the Non-Union Compensation Review report.**

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

**4. Consent Agenda**

4.1. Approval of the Minutes of October 15, 2025

4.2. 2025 October YTD Operating and Capital Variance Report

4.3. Annual Patron Survey Results 2025

4.4. CEO & Chief Librarian Report

**Motion #25-2010**

**That the Milton Public Library Board approve the Consent Agenda of the November 19, 2025 Meeting.**

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

## 5. Discussion Items

### 5.1. 2026 Budget Update

**Motion #25-2011**

**That the Milton Public Library Board receives the 2026 Budget Update report.**

**Moved by** *Councillor Sarah Marshall* **Seconded by** *Councillor Rick Malboeuf* **Carried**

### 5.2. 2024 Ontario Public Library Statistics – Comparator Libraries Comparison

**Motion #25-2012**

**That the Milton Public Library Board receives 2024 Ontario Library Statistics – Comparator Libraries report.**

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

### 5.3. Digital Strategy and Technology Roadmap 2025-2029

**Motion #25-2013**

**That the Milton Public Library Board receive the Digital Strategy and Technology Roadmap report; and**

**That the Milton Public Library Digital Strategy and Technology Roadmap 2025–2029 be approved.**

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

### 5.4. Circulation Policy (OP-11)

**Motion #25-2014**

**That Milton Public Library approve the revised “Circulation Policy (OP-11)” as presented.**

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

### 5.5. 2026 Work Plan Draft

**Motion #25-2015**

**That the Milton Public Library Board receives the 2026 Work Plan Draft.**

**Moved by** *Councillor Rick Malboeuf*, **Seconded by** *Councillor Sarah Marshall* **Carried**

**6. Reports and Updates**

6.1 Committee Updates: None

6.2 Council Updates: None

**7. Other Business: none**

**8. Future Meeting and Events**

Next Board Meeting: Wednesday January 21, 2026

Council Budget Workshop – Monday November 24

Council Budget Committee – Monday December 1 & Tuesday December 2

OLA Super Conference – January 28 – 31<sup>st</sup>, 2026

OLA Board Member Bootcamp – Saturday January 31<sup>st</sup>, 2026

**9. Adjournment**

Meeting Adjourned: 8:24pm

**Motion #25-2016**

**That Milton Public Library Board approve the adjournment of the November 19, 2025 meeting.**

**Moved by Councillor Rick Malboeuf, Seconded by Councillor Sarah Marshall Carried**

**Signed:** \_\_\_\_\_

*Sana Malik*, Chair  
Milton Public Library Board

**Signed:** \_\_\_\_\_

*Sarah Douglas Murray*, CEO  
Milton Public Library Board

## Consent Agenda Item 6.2

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas Murray, CEO & Chief Librarian  
Sonia Li, Supervisor, Finance & Administration  
**Date:** January 21, 2026  
**Subject:** 2025 Preliminary Year-end Operating and Capital Variance Report

### Recommendation:

That the Milton Public Library Board receives the 2025 Preliminary Year-end 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 December 31<sup>st</sup> 2025, total Library Financial Balance is projected to show a surplus of \$448,318. It should be noted that some December expenditures remain outstanding due to the timing of purchasing card reconciliation and year-end accrual process. The infrastructure reallocation of facilities expense is also not booked yet. The attached reports provide a preliminary number based on the best available estimates.

Total Library Operating Expenses amount to \$6,201,479 or \$401,924 below the 2025 Approved budget. The saving is largely driven by lower Staffing cost of \$243,082, resulting from delays in filling vacant positions and unfilled part-time call out hours.

- Two Customer Service Associates were transferred from Part-time to Full-time in March 2025, representing \$23,694 savings in Full-time salaries;
- Supervisor, Finance & Admin position gapping of 5.5 months;
- Adult Librarian and Marketing Associate positions gapping of 3 months for each position.

In addition to staffing, there are also savings of \$158,842 across other expense lines: \$55,400 from Automation Equip Maintenance due to ILS system maintenance being covered under Capital during the 2025 as part of the ILS System Upgrade.



MPL also projects \$29,147 in savings from the Equip Data accounts due to cancelled licenses and improved renewal rates, as well as savings from other areas like Professional Fees and Professional Development.

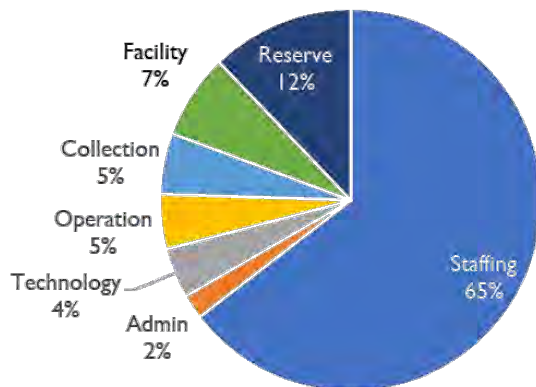
Higher Library Revenue from Grants, Donation and Photocopies also contributed an additional \$46,393 to the overall surplus.

Expense	FY Actual	FY Bud	Var vs Bud (\$)
Staffing	4,004k	4,247k	(243k)
Admin	129k	191k	(63k)
Technology	263k	352k	(90k)
Operation	289k	256k	33k
Collection	319k	351k	(32k)
Facility	445k	452k	(7k)
Reserve	754k	754k	-
<b>Total Expense</b>	<b>6,201k</b>	<b>6,603k</b>	<b>(402k)</b>
Var/Growth %			-6.1%

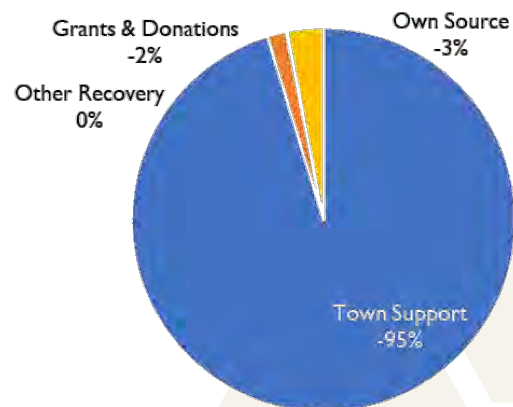
Revenue	FY Actual	FY Bud	Var vs Bud
Town Support	(6,336k)	(6,336k)	-
Grants & Donations	(106k)	(61k)	(46k)
Other Recovery	(7k)	-	(7k)
Own Source	(200k)	(207k)	7k
<b>Total Revenue</b>	<b>(6,650k)</b>	<b>(6,603k)</b>	<b>(46k)</b>
Var/Growth %			0.7%

<b>Total Library</b>	<b>(448k)</b>	<b>-</b>	<b>(448k)</b>
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2025 Full Year Expense



2025 Full Year Revenue





The Library Capital projects are currently progressing under budget, with \$838,086 remaining. Project C80010024 Automation Replacement, C80010317 Collection - New, C80012124 Collection – Replacement, C80131424 Integrated Library System and C80131525 Remote Hold Lockers will be closed after the 2025 Year-end review.

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

**Pillar:** Creating a Robust & Resilient Organization

**Objective:** Provide a framework for strong governance.

**Recommendation:**

That the Milton Public Library Board receives the 2025 Preliminary Year-end Operating and Capital Variance Report.

Library Operating Expense - FY2025

Library P&L	FY24 Actual	FY25 Budget	FY25 YE Estimate	Var vs Bud	Notes
LIBRARY					
LIBRARY					
8025 LIBRARIES					
<b>EXPENDITURES</b>					
Salaries and Benefits					
3005 Salaries Full Time	\$ 1,930,151	\$ 2,320,146	\$ 2,184,338	\$ (135,808)	2 FT Customer Associates transferred from PT in March - 2 months gapping; Supervisor Finance 5.5 months gapping; Adult Librarian 3 months gapping; Marketing associate 3 months gapping
3020 Hourly Part Time	\$ 1,077,961	\$ 1,084,237	\$ 1,006,105	\$ (78,132)	Unfulfilled call out hours and vacant positions
3023 Overtime Pay	\$ 1,404	\$ -	\$ 2,909	\$ 2,909	
3025 Employee Benefits	\$ 815,374	\$ 843,029	\$ 810,977	\$ (32,052)	
3026 Training/WSIB Contributions	\$ -	\$ -	\$ -	\$ -	
3027 Staff Gapping	\$ -	\$ -	\$ -	\$ -	
<b>Total Salaries and Benefits</b>	<b>\$ 3,824,890</b>	<b>\$ 4,247,412</b>	<b>\$ 4,004,330</b>	<b>\$ (243,082)</b>	
<b>Administrative</b>					
3120 Memberships	\$ 14,286	\$ 15,330	\$ 18,911	\$ 3,581	Catching up suspended membership fee after covid
3125 Mileage/Car Allowance	\$ 3,056	\$ 4,801	\$ 4,490	\$ (311)	
3130 Professional Development	\$ 38,028	\$ 60,451	\$ 37,927	\$ (22,524)	Savings
3135 Recognition Plan Awards	\$ 1,097	\$ 1,600	\$ 890	\$ (710)	
<b>Total Administrative</b>	<b>\$ 56,467</b>	<b>\$ 82,182</b>	<b>\$ 62,218</b>	<b>\$ (19,964)</b>	
<b>Financial</b>					
3205 Bank Charges	\$ 6,232	\$ 6,500	\$ 5,589	\$ (911)	
<b>Total Financial</b>	<b>\$ 6,232</b>	<b>\$ 6,500</b>	<b>\$ 5,589</b>	<b>\$ (911)</b>	
<b>Transfers to Own Funds</b>					
3292 Transfer to Reserve	\$ 931,527	\$ 753,543	\$ 753,543	\$ -	
<b>Total Transfers to Own Funds</b>	<b>\$ 931,527</b>	<b>\$ 753,543</b>	<b>\$ 753,543</b>	<b>\$ -</b>	
<b>Purchased Goods</b>					
3310 Equip-Data	\$ 44,043	\$ 129,881	\$ 101,220	\$ (28,661)	Saving from cancelled licenses and some paid under Capital projects
3330 Copies	\$ 22,452	\$ 18,907	\$ 19,978	\$ 1,071	
3335 Electronic Products	\$ 236,477	\$ 273,863	\$ 265,353	\$ (8,510)	
3375 Office Equipment	\$ 511	\$ 10,220	\$ 2,096	\$ (8,124)	Saving - offset overage in Material & Supplies
3380 Office Supplies	\$ 10,151	\$ 12,525	\$ 10,674	\$ (1,851)	
3400 Materials & Supplies	\$ 10,573	\$ 11,625	\$ 32,487	\$ 20,862	Overage driven by costs for Patron cards, Hold Slips and Book bags due to growth demand
3410 Program Expenses	\$ 149,842	\$ 111,264	\$ 142,702	\$ 31,438	Overage due to unbudgeted grant/donation spend
3474 Region Garbage Tags Expense	\$ 2,820	\$ 3,601	\$ 2,550	\$ (1,051)	Flat and Flowthrough
<b>Total Purchased Goods</b>	<b>\$ 476,869</b>	<b>\$ 571,886</b>	<b>\$ 577,060</b>	<b>\$ 5,174</b>	
<b>Purchased Services</b>					
3610 Advertising	\$ 50,938	\$ 41,860	\$ 40,202	\$ (1,658)	Savings - offset overage in Printing/Stationary
3630 Audit	\$ 0	\$ 8,599	\$ 8,446	\$ (153)	
3635 Automation Equip Maint	\$ 138,202	\$ 147,970	\$ 92,570	\$ (55,400)	ILS system maintenance paid under capital projects
3650 Board Expenses	\$ 5,779	\$ 3,066	\$ -	\$ (3,066)	Savings
3670 Bldg Maintenance	\$ 34,253	\$ 14,666	\$ 10,263	\$ (4,403)	Charged through 6805 CS Infrast. Reallocated
3726 Telecommunications	\$ 72,417	\$ 74,478	\$ 68,836	\$ (5,642)	Suspended Telephone system, paid under capital projects
3740 Contracts	\$ 51,269	\$ 38,224	\$ 17,384	\$ (20,840)	Charged through 6805 CS Infrast. Reallocated
3755 Equip Maintenance & Repairs	\$ -	\$ -	\$ -	\$ -	
3799 Insurance	\$ 10,720	\$ 11,283	\$ 11,471	\$ 188	
3825 Lease-Other	\$ 218	\$ 531	\$ 529	\$ (2)	
3868 Facility Rental Expense	\$ 1,557	\$ 5,115	\$ 9,613	\$ 4,498	Overage offset in Ticket Sales revenue
3895 Postage	\$ 2,545	\$ 3,373	\$ 2,686	\$ (687)	
3900 Printing/Stationery	\$ 14,592	\$ 12,164	\$ 15,132	\$ 2,968	
3905 Processing	\$ 107,613	\$ 76,650	\$ 53,578	\$ (23,072)	Savings from correct coding for Patron card/book slips expense in Material & Supplies
3910 Professional Fees	\$ 811	\$ 20,440	\$ 4,839	\$ (15,601)	Savings
3945 Service Agreements	\$ 1,018	\$ 3,694	\$ -	\$ (3,694)	Savings
3950 Shipping & Courier	\$ 17,928	\$ 25,656	\$ 16,508	\$ (9,148)	Savings - actual PO charge split between Town Legal
4010 Subscriptions	\$ 19,217	\$ 2,044	\$ 2,013	\$ (31)	GL Detail Review
4050 Utilities-Gas/Oil	\$ 6,796	\$ 7,424	\$ 4,969	\$ (2,455)	
4053 Utilities - Hydro	\$ 20,501	\$ 20,253	\$ 16,226	\$ (4,027)	
4057 Utilities - Water	\$ 3,230	\$ 3,624	\$ 2,708	\$ (916)	
<b>Total Purchased Services</b>	<b>\$ 559,604</b>	<b>\$ 521,114</b>	<b>\$ 377,974</b>	<b>\$ (143,140)</b>	

<b>Reallocated Expenses</b>					
6805 CS Infrast. Reallocated Exp	\$ 383,766	\$ 420,766	\$ 420,766	\$ -	Actual pending
<b>Total Reallocated Expenses</b>	<b>\$ 383,766</b>	<b>\$ 420,766</b>	<b>\$ 420,766</b>	<b>\$ -</b>	
<b>Total EXPENDITURES</b>	<b>\$ 6,239,355</b>	<b>\$ 6,603,403</b>	<b>\$ 6,201,479</b>	<b>\$ (401,924)</b>	
<b>REVENUE</b>					
Financing Revenue					
5050 Tax Levy	\$ (5,933,370)	\$ (6,312,940)	\$ (6,312,940)	\$ -	
5901 Contribution from Capital	\$ (23,622)	\$ (22,884)	\$ (22,884)	\$ -	
<b>Total Financing Revenue</b>	<b>\$ (5,956,992)</b>	<b>\$ (6,335,824)</b>	<b>\$ (6,335,824)</b>	<b>\$ -</b>	
<b>Grants</b>					
5230 Other Grants	\$ (500)	\$ -	\$ (4,850)	\$ (4,850)	Canada Post Grant, Indigenous Veteran Grant
5234 Public Library Operating Grant	\$ (52,429)	\$ (52,429)	\$ (52,429)	\$ -	
5235 Public Library Pay Equity Gran	\$ (3,275)	\$ (3,275)	\$ (3,275)	\$ -	
5250 Canada Summer Jobs	\$ (18,184)	\$ -	\$ (4,816)	\$ (4,816)	
5252 Young Canada Work Revenue	\$ (23,990)	\$ -	\$ -	\$ -	
5270 New Horizons for Seniors	\$ (5,248)	\$ -	\$ (25,639)	\$ (25,639)	\$19k of 2025 grant carried over to 2026
5300 Recoveries from Others	\$ (3,181)	\$ -	\$ (2,597)	\$ (2,597)	ILLO Postage Rebate
<b>Total Grants</b>	<b>\$ (106,806)</b>	<b>\$ (55,704)</b>	<b>\$ (93,607)</b>	<b>\$ (37,903)</b>	
<b>Recoveries and Donations</b>					
5315 Fundraising and Donations	\$ (15,974)	\$ (5,000)	\$ (15,432)	\$ (10,432)	TD FEF \$3.3k carried over to 2026
5365 Salaries & Benefits Recovered	\$ (5,223)	\$ -	\$ (4,855)	\$ (4,855)	PT Employee's 25% portion of benefits
<b>Total Recoveries and Donations</b>	<b>\$ (21,197)</b>	<b>\$ (5,000)</b>	<b>\$ (20,287)</b>	<b>\$ (15,287)</b>	
<b>User Fees and Service Charges</b>					
5400 Fees & Service Charges	\$ (7,711)	\$ (43,307)	\$ (13,467)	\$ 29,840	Partial budget actual booked in Ticket Sales
5407 Administration Fees	\$ (344)	\$ (540)	\$ (362)	\$ 179	
5493 Region Garbage Tags Revenue	\$ (1,836)	\$ (3,061)	\$ (2,089)	\$ 973	
5595 Program Revenue	\$ -	\$ -	\$ -	\$ -	
5665 Stat-Fines	\$ (91,491)	\$ (100,000)	\$ (96,364)	\$ 3,636	
5666 Stat-Lost Items	\$ (7,391)	\$ (4,880)	\$ (8,067)	\$ (3,187)	
5667 Stat-Book Sales	\$ (4,332)	\$ (1,887)	\$ (1,766)	\$ 121	
5668 Photocopies	\$ (35,509)	\$ (40,000)	\$ (53,220)	\$ (13,220)	Higher revenue driven by increasing demand
5686 Ticket Sales	\$ -	\$ -	\$ (18,144)	\$ (18,144)	OBOM and David A. Robertson ticket sales
5700 Vending Machine Revenue	\$ (5,745)	\$ (13,200)	\$ (6,600)	\$ 6,600	
<b>Total User Fees and Service Charges</b>	<b>\$ (154,359)</b>	<b>\$ (206,875)</b>	<b>\$ (200,079)</b>	<b>\$ 6,796</b>	
<b>Total REVENUE</b>	<b>\$ (6,239,355)</b>	<b>\$ (6,603,403)</b>	<b>\$ (6,649,796)</b>	<b>\$ (46,393)</b>	
<b>Total 8025 LIBRARIES</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ (448,318)</b>	<b>\$ (448,318)</b>	
<b>Total LIBRARY</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ (448,318)</b>	<b>\$ (448,318)</b>	

**Library Capital Variance Statement - to December 31st, 2025**

*Closed/To be closed*

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	\$149,001	\$284,753	\$135,752
C80010317	COLLECTION - NEW	\$867,216	\$931,586	\$64,370
C80010318	COLLECTION - NEW	\$285,852	\$450,219	\$164,367
C80012124	COLLECTION - REPLACEMENT	\$542,297	\$535,607	(\$6,690)
C80012125	COLLECTION - REPLACEMENT	\$156,090	\$560,207	\$404,117
C80131125	FURNITURE REPLACEMENT	\$61,185	\$105,266	\$44,081
C80131424	INTEGRATED LIBRARY SYSTEM	\$105,974	\$103,000	(\$2,974)
C80131525	REMOTE HOLD LOCKERS	\$142,751	\$177,815	\$35,064
<b>Total</b>		<b>\$2,591,815</b>	<b>\$3,429,902</b>	<b>\$838,086</b>

**Report to:** Milton Public Library Board

**From:** Sarah Douglas-Murray, CEO & Chief Librarian  
Sonia Li, Supervisor Finance & Admin

**Date:** January 21, 2026

**Subject:** 2026 Approved Operating and Capital Budget

**Recommendation:**

That Milton Public Library Board receive the “2026 Approved Operating and Capital Budget” report.

**Background**

In October 2025, through motion 25-2002 The Milton Public Library Board endorsed the Milton Public Libraries Operating and Capital Budget submission to the Town of Milton. The Budget was approved at the December 1, 2025, Town of Milton Council Meeting through Report ES-049-25 – 2026 Capital and Operating Budget.

**Report**

The approved Operating Budget for 2026 totals \$6,892,660 (net \$6,658,971) and is included as Attachment I to this report.

Version	Amount (\$)	Increase (%)	Increase (\$)
2025 Final Budget	\$ 6,312,940		
2026 Final Budget	\$ 6,658,971	5.5%	\$ 346,031

Capital Budget

The 2026 Library Capital was approved at \$1,392,156 and 10-year forecast for 2027-2035 at \$13,500,663. Details are provided in Attachment 2 to this report.

In 2026, the capital budget consists of the following projects:

- C80010026 Automation Replacement \$ 291,445
- C80012126 Collection – Replacement \$ 540,491
- C80131126 Furniture Replacement \$ 107,740



- C80131726 Beaty Branch – Renovation \$154,500
- C80131626 Library Outreach Vehicle \$297,980

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

**Pillar: Creating a Robust & Resilient Organization**

**Objective:** Provide a framework for strong governance.

**Pillar: Building Strong Infrastructure**

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

**Recommendation:**

That Milton Public Library Board receive the “2026 Approved Operating and Capital Budget” report.

**Town of Milton  
Multi-Year Financial Statements**

	2025 Approved (Chart Of Accts)	2026 Approved (Chart Of Accts)	Change
LIBRARY			
LIBRARY			
8025 LIBRARY SERVICES			
EXPENDITURES			
3005 Salaries Full Time	\$2,320,146	\$2,401,656	\$81,510
3020 Hourly Part Time	\$1,084,237	\$1,188,173	\$103,936
3025 Employee Benefits	\$843,029	\$800,656	(\$42,373)
3026 Training/WSIB Contributions	\$0	\$0	
3120 Memberships	\$15,330	\$18,340	\$3,010
3125 Mileage/Car Allowance	\$4,801	\$6,000	\$1,200
3130 Professional Development	\$60,451	\$60,451	\$0
3135 Recognition Plan Awards	\$1,600	\$675	(\$925)
3205 Bank Charges	\$6,500	\$6,500	\$0
3291 Transfer to Capital	\$0	\$0	
3292 Transfer to Reserve	\$753,543	\$791,118	\$37,575
3310 Equip-Data	\$129,881	\$149,559	\$19,678
3330 Copies	\$18,907	\$16,851	(\$2,056)
3335 Electronic Products	\$273,863	\$310,299	\$36,436
3370 Microforms	\$0	\$0	
3375 Office Equipment	\$10,220	\$8,220	(\$2,000)
3380 Office Supplies	\$12,525	\$12,819	\$294
3400 Materials & Supplies	\$11,625	\$38,884	\$27,258
3410 Program Expenses	\$111,264	\$113,879	\$2,615
3430 Rotating Collections	\$0	\$0	
3474 Region Garbage Tags Expense	\$3,601	\$3,601	\$0
3610 Advertising	\$41,860	\$42,844	\$984
3615 Alarm Maintenance	\$0	\$0	
3630 Audit	\$8,599	\$8,801	\$202
3635 Automation Equip Maint	\$147,970	\$165,639	\$17,669
3647 Bindery	\$0	\$0	
3650 Board Expenses	\$3,066	\$2,500	(\$566)
3670 Bldg Maintenance	\$14,666	\$1,000	(\$13,665)
3726 Telecommunications	\$74,478	\$80,865	\$6,387
3740 Contracts	\$38,224	\$0	-38,224
3755 Equip Maint & Repairs	\$0	\$3,000	\$3,000
3780 Heating/Cooling System Maint	\$0	\$0	
3799 Insurance	\$11,283	\$3,380	(\$7,903)
3825 Lease-Other	\$531	\$531	\$0
3868 Facility Rental Expense	\$5,115	\$10,115	\$5,000
3895 Postage	\$3,373	\$3,373	\$0
3900 Printing/Stationery	\$12,164	\$12,450	\$286
3905 Processing	\$76,650	\$82,219	\$5,569

3910 Professional Fees	\$20,440	\$15,000	(\$5,440)
3945 Service Agreements	\$3,694	\$0	-3,694
3950 Shipping & Courier	\$25,656	\$20,656	(\$5,000)
4010 Subscriptions	\$2,044	\$2,092	\$48
4050 Utilities-Gas/Oil	\$7,424	\$0	-7,424
4053 Utilities - Hydro	\$20,253	\$0	-20,253
4057 Utilities - Water	\$3,624	\$0	-3,624
4505 Fuel Consumed	\$0	\$0	
6805 CS Infrast. Reallocated Exp	\$420,766	\$510,513	\$89,747
6820 Work By Operations	\$0	\$0	
<b>Total EXPENDITURES</b>	<b>\$6,603,402</b>	<b>\$6,892,660</b>	<b>\$289,257</b>
<b>REVENUE</b>			
5050 Tax Levy	(\$6,312,940)	(\$6,658,971)	-346,031
5230 Other Grants	\$0	\$0	
5234 Public Library Operating Grant	(\$52,429)	(\$52,429)	\$0
5235 Public Library Pay Equity Gran	(\$3,275)	(\$3,275)	\$0
5245 Provincial Grant	\$0	\$0	
5250 Canada Summer Jobs	\$0	\$0	
5270 New Horizons for Seniors	\$0	\$0	
5315 Fundraising and Donations	(\$5,000)	(\$5,000)	\$0
5317 Investment in the Arts	\$0	\$0	
5365 Salaries & Benefits Recovered	\$0	\$0	
5400 Fees & Service Charges	(\$43,307)	(\$32,307)	\$11,000
5407 Administration Fees	(\$540)	(\$540)	\$0
5493 Region Garbage Tags Revenue	(\$3,061)	(\$3,061)	\$0
5580 (OTC) Over the Counter Sales	\$0	(\$4,000)	(\$4,000)
5595 Program Revenue	\$0	(\$2,000)	(\$2,000)
5665 Stat-Fines	(\$100,000)	(\$34,080)	\$65,920
5666 Stat-Lost Items	(\$4,880)	(\$4,880)	\$0
5667 Stat-Book Sales	(\$1,887)	(\$1,887)	\$0
5668 Photocopies	(\$40,000)	(\$56,251)	(\$16,251)
5686 Ticket Sales	\$0	(\$5,000)	(\$5,000)
5700 Vending Machine Revenue	(\$13,200)	(\$7,200)	\$6,000
5901 Contribution from Capital	(\$22,884)	(\$21,779)	\$1,105
5905 Contribution from Surplus	\$0	\$0	
5910 Contribution from Reserves	\$0	\$0	
<b>Total REVENUE</b>	<b>(\$6,603,402)</b>	<b>(\$6,892,660)</b>	<b>(\$289,257)</b>
<b>Total 8025 LIBRARY SERVICES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total LIBRARY</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total LIBRARY</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NET EXPENDITURE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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
<b>Total Replacement</b>			<b>\$ 939,676</b>	<b>\$ 966,979</b>	<b>\$ 991,639</b>	<b>\$ 1,012,105</b>	<b>\$ 1,041,654</b>	<b>\$ 1,074,419</b>	<b>\$ 1,074,419</b>	<b>\$ 1,074,419</b>	<b>\$ 1,238,023</b>	<b>\$ 1,238,023</b>	<b>\$ 10,651,356</b>
			-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	\$ -	\$ -	\$ -	\$ -	\$ 2,056,642
	C80010426	Shelving - New	\$ -	\$ -	\$ -	\$ -	\$ 572,618	\$ 572,618	\$ -	\$ -	\$ -	\$ -	\$ 1,145,236
	C80011126	Library Services Master Plan	\$ -	\$ -	\$ 100,003	\$ -	\$ -	\$ -	\$ 100,003	\$ -	\$ -	\$ -	\$ 200,006
	C80012326	New Branch Computer Equipment	\$ -	\$ -	\$ -	\$ -	\$ 141,841	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 141,841
	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
<b>Total New</b>			<b>\$ 452,480</b>	<b>\$ -</b>	<b>\$ 100,003</b>	<b>\$ 115,516</b>	<b>\$ 1,713,456</b>	<b>\$ 1,630,263</b>	<b>\$ 100,003</b>	<b>\$ -</b>	<b>\$ 129,742</b>	<b>\$ -</b>	<b>\$ 4,241,463</b>
<b>Total Library Capital Forecast</b>			<b>\$ 1,392,156</b>	<b>\$ 966,979</b>	<b>\$ 1,091,642</b>	<b>\$ 1,127,621</b>	<b>\$ 2,755,110</b>	<b>\$ 2,704,682</b>	<b>\$ 1,174,422</b>	<b>\$ 1,074,419</b>	<b>\$ 1,367,765</b>	<b>\$ 1,238,023</b>	<b>\$ 14,892,819</b>

**Report to:** Milton Public Library Board

**From:** Sarah Douglas-Murray, CEO & Chief Librarian

Sonia Li, Supervisor Finance & Admin

**Date:** January 21, 2026

**Subject:** 2026 Cost of Living Increase

**Recommendation:**

That Milton Public Library Board receive the report entitled “2026 Cost of Living Increase”; and

That the Milton Public Library Board approve an increase of 2.5% as the cost of living adjustment (COLA) for Non-Union staff effective April 1<sup>st</sup>, 2026.

**Background**

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

At the December 1, 2025 Town of Milton Council Meeting through Report ES-049-25 - 2026 Capital and Operating Budget, Council approved that the non-union salary range adjustment for 2026 be at a rate of 2.5%.

Bargaining Unit employees’ compensation and wage administration is covered within the Collective Agreement with CUPE 4366, which is effective between Apr 1 2023 – Mar 31 2026. The Collective Agreement expires on April 1<sup>st</sup> of 2026, therefore any union increases will be negotiated as part of the next Collective Agreement.

**Report**



In accordance with the Salary Administration Policy (HR-13) staff are requesting that the Board approve the 2026 Cost of Living increase for non-union staff at the rate of 2.5%. As outlined in HR-13 Salary Administration, this increase would be effective April 1, 2026.

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

**Pillar:** Creating a Robust & Resilient Organization

**Objective:** Provide a framework for strong governance

**Recommendation:**

That Milton Public Library Board receive the report entitled “2026 Cost of Living Increase”; and

That the Milton Public Library Board approve an increase of 2.5% as the cost of living adjustment (COLA) for Non-Union staff effective April 1<sup>st</sup>, 2026.

**Report to:** Milton Public Library Board

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

**Date:** January 21, 2026

**Subject:** Departmental Quarterly Report – Q4

**Recommendation:**

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

**Background:**

The two departments within MPL (Customer Experience and Support Services) contribute individually and collectively to achieving the goals and objectives outlined in the Library's Strategic Master Plan (2025–2029). Departmental quarterly reports are provided for the Board's information and focus on key performance indicators, offering a quarterly comparison of statistics and measurable outcomes that demonstrate progress toward the Strategic Master Plan objectives.

**Report:**

**Customer Experience & Marketing**

**Active Cardholders:**

MPL currently has 64,068 active cardholders who have been active within the past two years, accounting for approximately 45% of Milton's population.

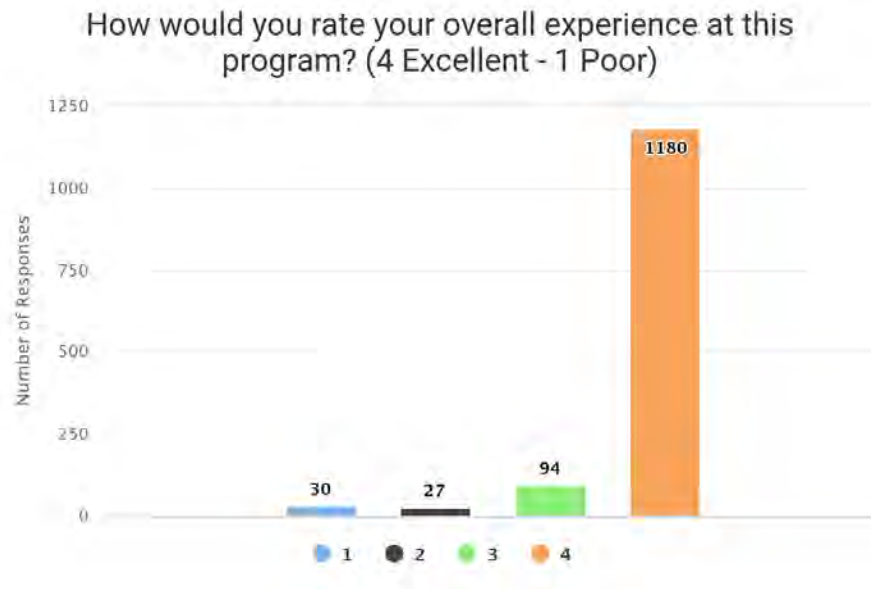
**Customer Experience Feedback:**

Patrons are sent post-program emails to provide feedback and to rate their experience between 1-4 (4 being excellent). There were 319 responses in Q4 with 92% rating their experience 4/4 – which is a 5% increase from the previous quarter. A small percentage of

respondents (4%) provided feedback in the 2 and 1 rating, which by the feedback given the ratings were not reflective of the experience and was mis-rated.

Overall, the 2025 ended with strong feedback and ratings for library programs, many praising Library staff for their delivery. 89% of respondents rated programs 4 stars out of 4, with only 4% with a rate of 2 or under.

### 2025 Year-End Results



Ranking	Number of Submissions	% of Overall Submissions
1	30	2.25%
2	27	2.03%
3	94	7.06%
4	1180	88.66%
<b>Total</b>	<b>1331</b>	<b>100.00%</b>

### Marketing & Communications:

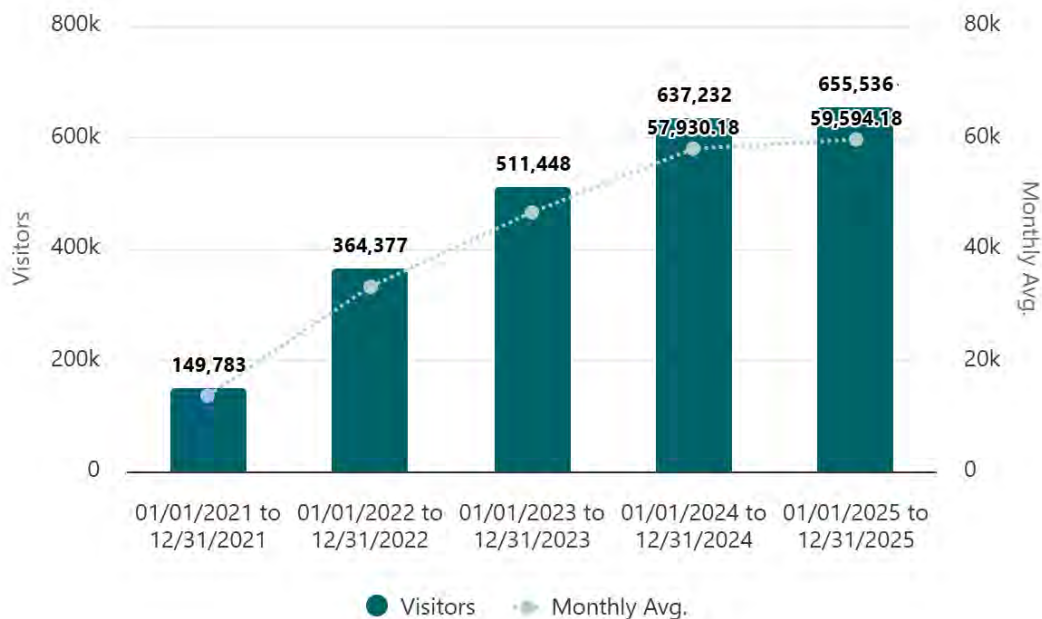
Social and Email Marketing Q4 Stats	
Facebook - Total Followers	5,936
Instagram - Total Followers	5,346
YouTube - Total Subscribers	308
Facebook - Post Clicks / Engagement	16,591
Instagram - Post Clicks / Engagement	2,337

eNewsletter Open Rate	34%
eNewsletter Click Rate	5.09%
eNewsletter Subscribers	54,953

### Footfall & Spaces:

The system saw a total of 165,510 visits in Q4 of 2025, which was up 2,187 visits from the same time last year (163,323). Increases in foot fall were seen at Beaty Branch (18,007 compared to 16,765 in 2024) and Sherwood Branch (57,799 compared to 51,177). The Main Library saw a decrease from 95,381 in 2024, to 89,704 in 2025. The year ended with a total of 655,536 visits compared to 637,232 in 2024, showing a continued increase in demand for library service in Milton.

### 5 YEAR FOOTFALL COMPARISON



#### Main Library

Footfall: 89,704 compared to 95,381 in Q4 2024 – 6% decrease

Public Room Bookings:

- 798 bookings (compared to 713 last quarter)
- 73% of available time booked

#### Beaty Branch

Footfall: 18,007 compared to 16,765 in Q4 2024– 6% increase

Public Room Bookings:

- 221 bookings (compared to 204 last quarter)
- 63% of available time booked

### Sherwood Branch

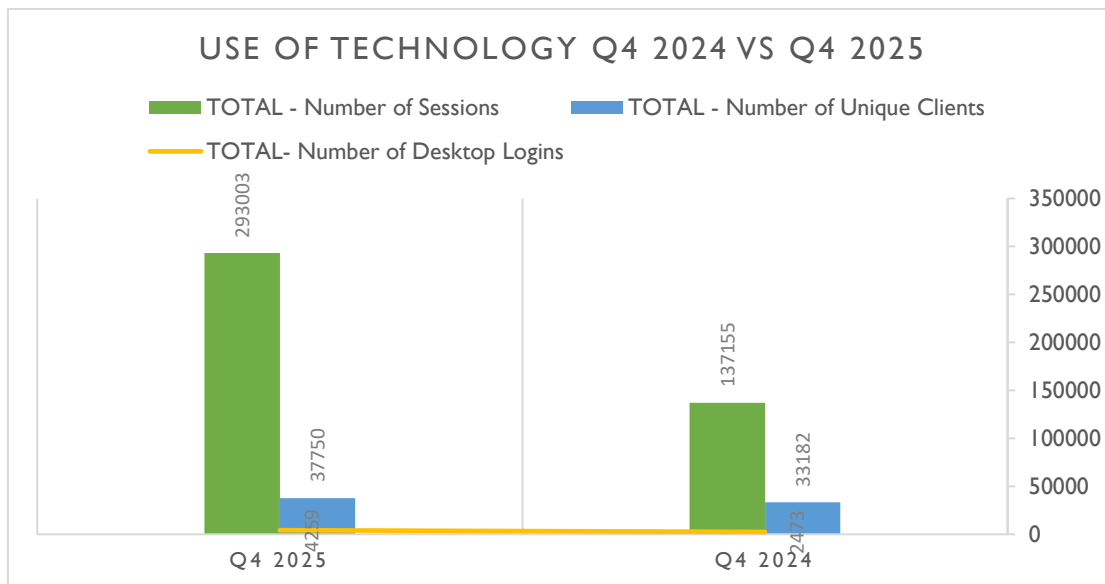
Footfall: 57,799 compared to 51,177 in Q4 2024– 11% increase

Public Room Bookings:

- 356 bookings (compared to 330 last quarter)
- 70% of available time booked

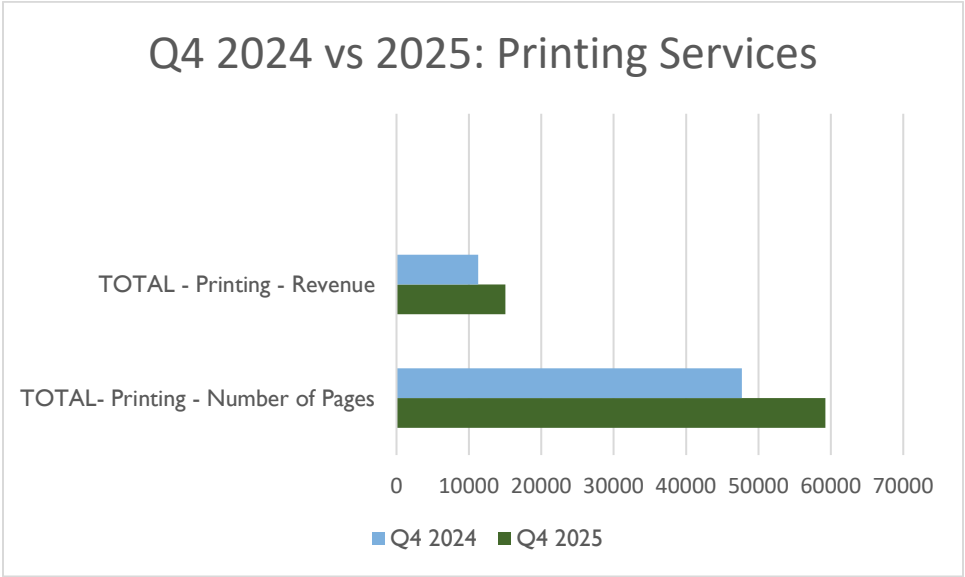
## Technology and Online Activity

### Technology Usage:



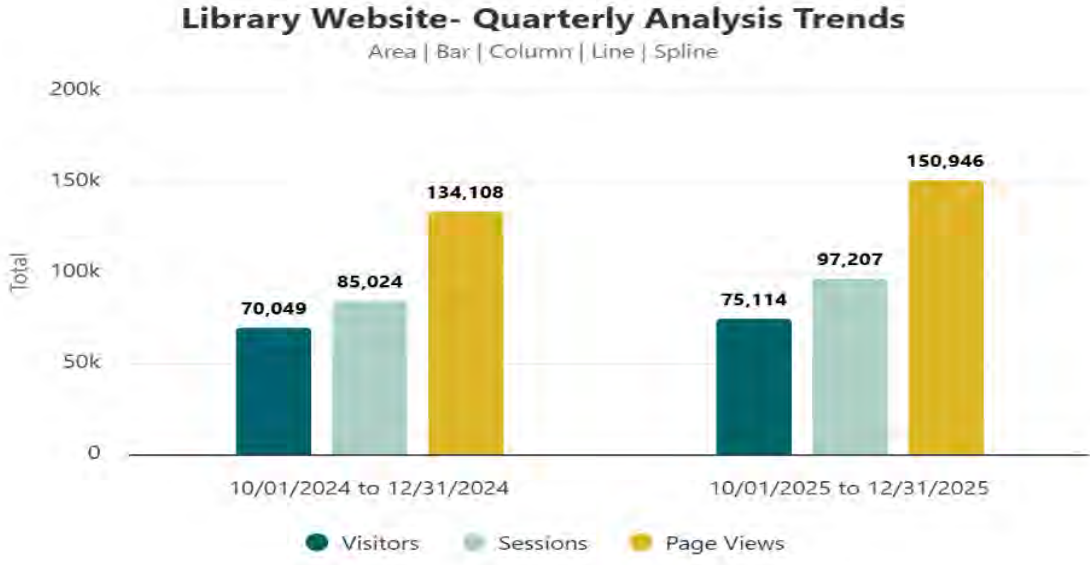
Q4 2025 shows a significant increase in technology use compared to Q4 2024, with total sessions more than doubling, while the number of unique clients increased only modestly. This suggests that growth is largely driven by increased repeat usage from existing users. Desktop logins also increased compared to Q4 2024, indicating higher demand for desktop access alongside the overall rise in technology use.

### Printing Revenue



Between Q4 2024 and Q4 2025, printing services at Milton Public Library saw a significant increase in both revenue and usage. Revenue grew by approximately 33%, while the total number of printed pages increased by about 22%, from Q4 2024 to Q4 2025.

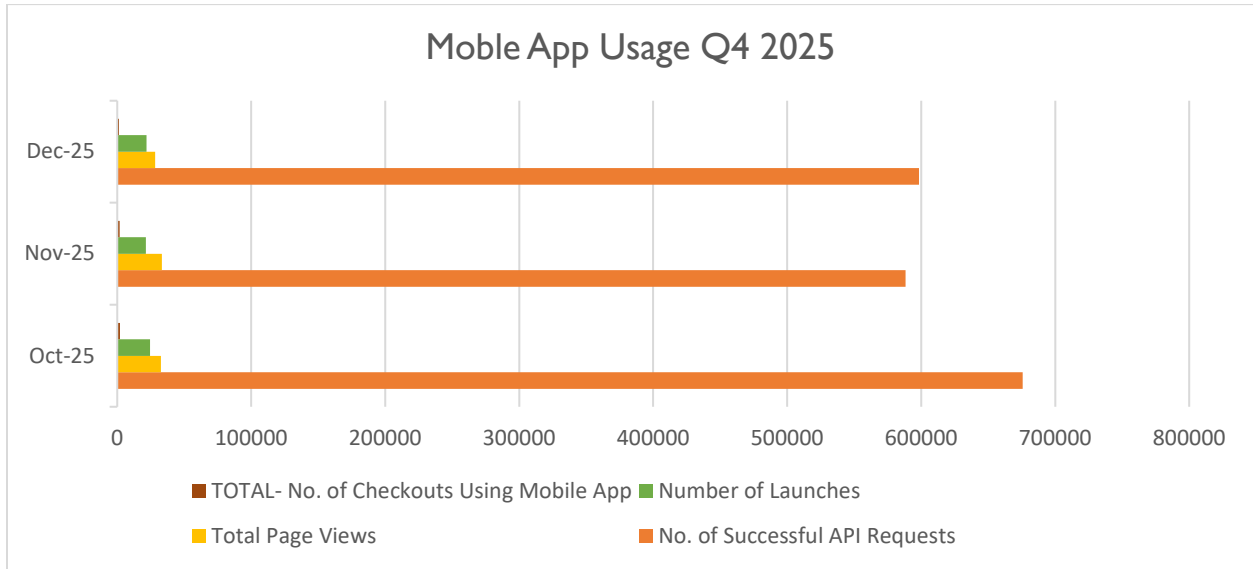
### Library Website



The quarterly data shows a positive upward trend in the library website’s performance from Q4 2024 to Q4 2025. Visitors increased by approximately 7.2%, rising from 70,049 to 75,114, indicating steady growth in audience reach. Sessions saw a stronger increase of about 14.3%, growing from 85,024 to 97,207, which suggests improved return visits and user activity. Page views also increased by roughly 12.6%, from 134,108 to 150,946, highlighting higher

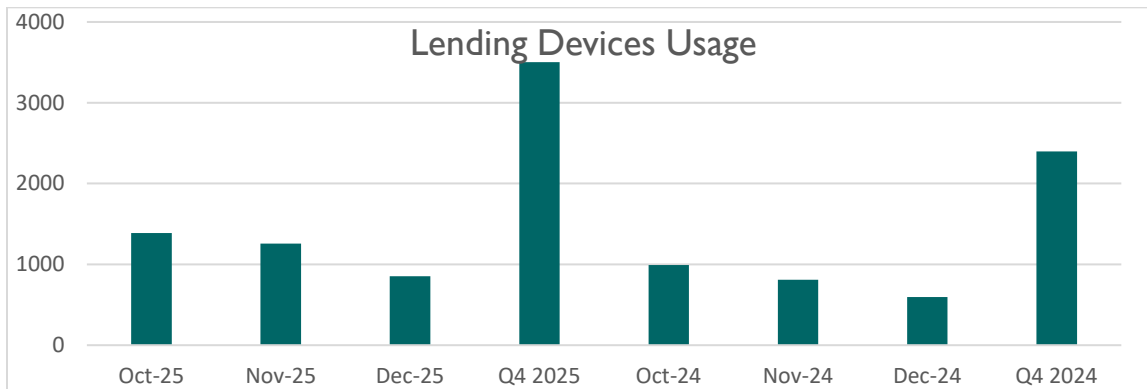
engagement with website content. Overall, the percentage growth across all metrics reflects improved visibility, usage, and user engagement with the library’s online platform.

### Mobile App



In Q4 2025, mobile app usage was driven by API requests, averaging over 580,000–680,000 per month, while checkouts, launches, and page views remained table.

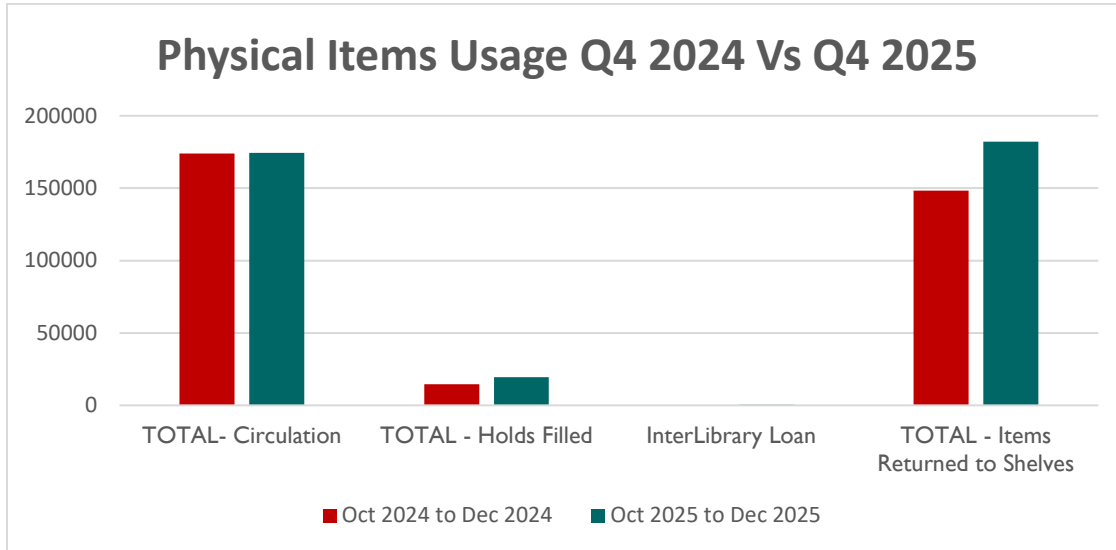
### Lending Devices Usage



Device borrowing increased significantly in Q4 2025 compared to Q4 2024, rising from 2,396 to 3,501 devices—an increase of about 46%. All three months showed strong year-over-year growth.

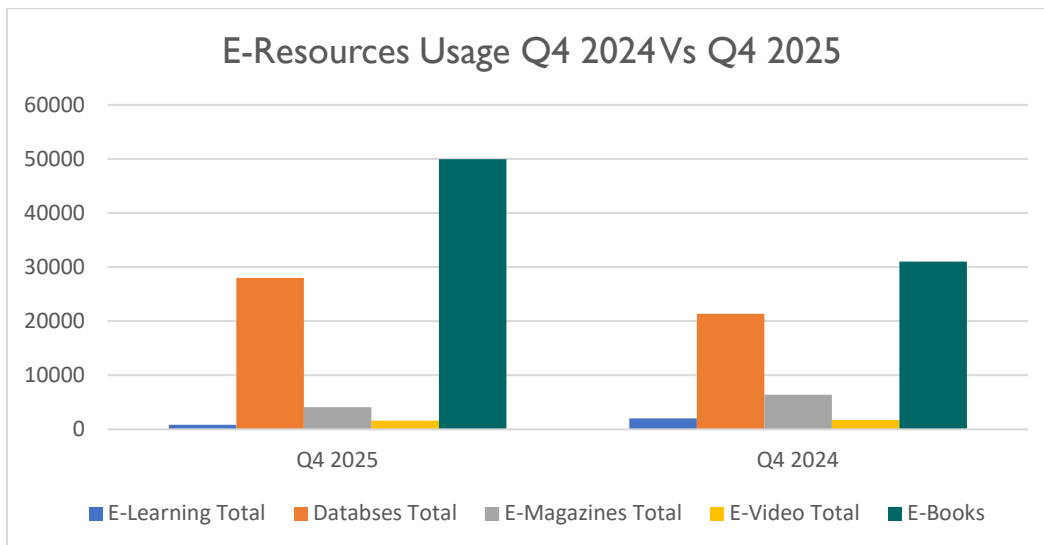
## Collections & Circulation

### Physical Items Circulation



The chart shows a clear uptick in overall physical item usage from Q3 2024 to Q3 2025. Circulation and items returned to shelves saw the most significant increases, indicating higher borrowing and engagement. In-house use and holds filled also rose slightly. Interlibrary Loan CAM, however, increased sharply rising from 217 to 422 and reflecting stronger demand for materials beyond the local collection. Our patrons saved \$8,964,449.11 by borrowing these items

### E-Resources:



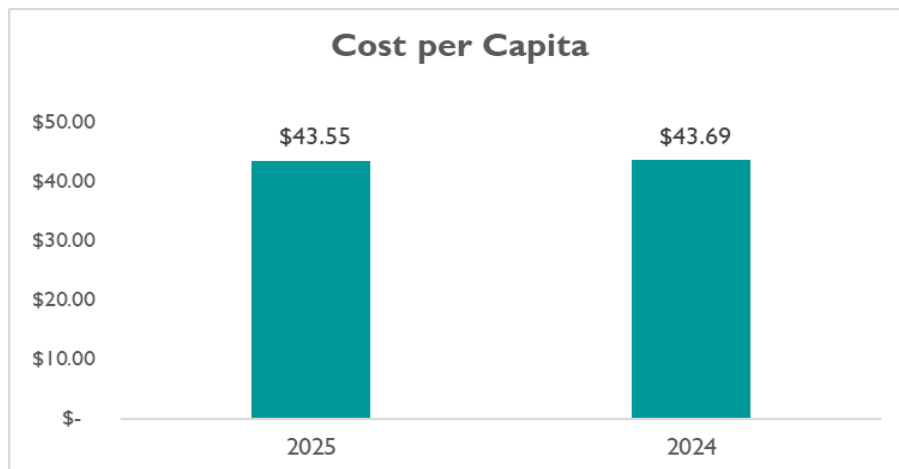
The chart indicates a clear rise in e-resource usage from Q4 2024 to Q4 2025 across all categories. E-Books saw the most dramatic growth, more than doubling to nearly 50,000 uses, suggesting a strong shift toward digital reading. Databases also experienced a notable increase, reflecting greater engagement with research and reference tools. E-Magazines, E-Videos, and E-Learning platforms showed modest but consistent gains, pointing to broader adoption of digital content overall. This upward trend highlights the growing importance of e-resources in meeting user needs and supports continued investment in digital access and content development.

**Interlibrary Loan:**

Our commitment to providing extensive resources to our patrons is also reflected in the Interlibrary Loan service, which successfully fulfilled 422 requests in Q4. This service ensures that our users have access to a broader array of materials, contributing to the overall satisfaction of our community.

**Cost per Capita:**

2025 financial year end is still pending finalization. Based on 2025 preliminary financial result, the cost per capita is \$43.55. The population estimate continues to rely on 2024 actual figures, as 2025 data is not yet available. Compared to the 2024 cost per capita of \$43.69, the result remains consistent.

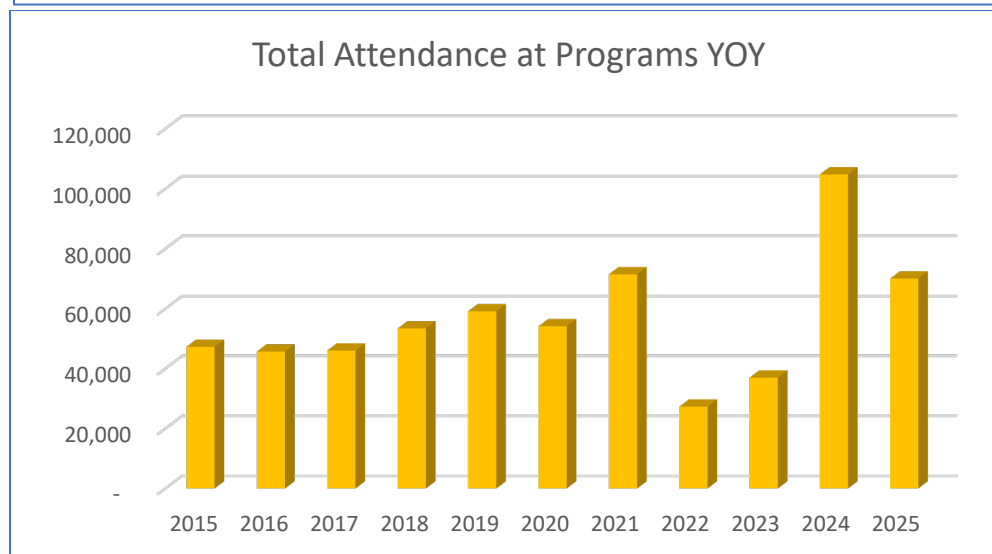


**Programming & Partnerships**

**Programming:**

In Q4, a total of 963 programs were offered, compared to 833 last year during the same period with a total participation of 14,024, compared to 24,420. There were a total of 3,512 programs offered in 2025, compared to 3,078 in 2024 with a total participation of 70,063, compared to

104,757 in 2024. The decline in participation numbers was due to the removal of colouring sheets at the start of the year. Passive programs, such as colouring sheets, will be reported separately in 2026.



**Children’s Programs in Q4**

Offered in Q4: 443

Participants in Q4: 7,591

Total Offered in 2025: 1,892

Total Participants in 2025: 44,654

### **Teen Programs in Q4**

Offered: 99

Participants: 963

Total Offered in 2025: 375

Total Participants in 2025: 4,559

### **Adult Programs in Q4**

Offered: 390

Participants: 5,470

Total Offered in 2025: 1,245

Total Participants in 2025: 20,850

### **Partnerships:**

#### Children's Portfolio:

- Continued programming partnerships with Halton Women's Place, CCAH, Halton Black Voices, Milton Sikh Society, ArtHouse, and ROCK.
- Started partnering with Big Brother Big Sisters of Hamilton Halton, to deliver the Adventure Canada Connections program.

#### Teen Portfolio:

- Continued programming partnerships with CCH, BridgesEDU, Code Ninjas, and a local games vendor A-Spec Cards.
- New partnerships include Indigenous Artist – Wanda Wilson, STaBL foundation and McMaster.

#### Adult Portfolio:

- Continued programming partnerships with Acclaim Health: Tech Café and Caregiver Support Group

## **Summary**

Q4 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 2026 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 "Q4 Departmental Quarterly Report".

**Report to:** Milton Public Library Board  
**From:** Chris Dorscht, Director Customer Experience  
**Date:** January 21, 2026  
**Subject:** 2025 Annual Partnership and Stakeholder Report

**Recommendation:**

That the Milton Public Library Board receive the report entitled “2025 Annual Partnership and Stakeholder Report” for their information.

**Background**

As part of Milton Public Library’s 2025–2029 Strategic Master Plan and its commitment to collaboration, inclusion, and community impact, the staff continues to build and sustain meaningful partnerships with organizations across Milton and the broader Halton Region.

Through collaboration with local organizations, service agencies, educational institutions, cultural groups, and municipal partners, MPL extends its reach beyond traditional library services to support lifelong learning, equity, wellness, creativity, and civic engagement.

In 2025, Milton Public Library officially partnered with 75 community organizations, representing a significant increase in scope and diversity of partnerships. These collaborations supported shared programming, outreach initiatives, co-hosted events, and enhanced access to information and resources for residents.

This report provides an overview of partnership and stakeholder activity in 2025, highlighting key outcomes and impacts, and identifies opportunities for continued growth.

**Report**

In 2025, Milton Public Library staff expanded collaborative efforts across education, health and wellness, arts and culture, equity and inclusion, environmental sustainability, and workforce development, resulting in tangible benefits for the community. These partnerships enabled specialized organizations to bring their professional expertise into Library spaces, filling service and knowledge gaps beyond the scope of Library staff capacity. As a result, MPL was able to enhance literacy and learning opportunities for children and adults, increase access to mental



health and social supports, promote cultural awareness and inclusivity, and address food security through donation initiatives. By leveraging partner expertise and resources, MPL extended its reach and delivered relevant, inclusive programming that reflects the needs of Milton's growing and diverse population.

Collaborations with educational partners such as Conestoga College, Wilfrid Laurier University, Adult Learning North Halton, and local school boards supported lifelong learning and skill development. Health and social service partnerships, including Acclaim Health, Canadian Mental Health Association (Halton Region), Halton Women's Place, ROCK, SAVIS, and Milton District Hospital, enhanced access to staff training, referrals, and supportive programming.

Equity and cultural focused partnerships with organizations such as Halton Black Voices, PRISM, Pflag Halton, ArtsMilton, the Sikh National Archives, Milton Historical Society, and Woodland Cultural Centre contributed to inclusive programming, cultural awareness, and community storytelling.

MPL hosted several major community events that brought multiple partner organizations together to create meaningful impact for Milton residents. Events such as the Youth Mental Health Fair, two job fairs, the second annual Tea Fest, and the Women's Fair provided opportunities for organizations to collaborate, share resources, and deliver programs that supported mental health, employment, cultural engagement, and community connection.

Milton Community Resource Centre (MCRC) partnered with Milton Public Library through the *Baby Bee's First Reads* program, which is expanding its community impact and has secured funding through 2028. MCRC also led two community donation initiatives with MPL - the Fill a Crib drive and the Summer Giving Campaign - which together collected over \$2,600 of food and essential supplies for the Infant Food Bank.

This year also marked a number of successful donation drives through partners, including the Canadian Federation of University Women who collected used books, and with the South Asian community for the Dhwali Food Drive, which collected donations in support of Food for Life. The Library also participated in the Red Scarf Campaign, donating dozens of scarves for World AIDS Day, which were first featured on the branch Christmas trees.

The Library continued to engage key government stakeholders, including the Town of Milton and Halton Region, to support coordinated community services, shared initiatives, and collaborative planning. These partnerships help align library programs with broader government priorities and to enhance service delivery and community impact.



Moving forward into the next year, staff are evaluating current partnerships and planning renewals for 2026. Efforts will focus on deepening existing collaborations, identifying opportunities for shared planning, and improving tracking and reporting of partnership outcomes. Staff are also planning the annual Partnership Afternoon being held in February. This will be an opportunity for the Library to acknowledge the support of its many partners and stakeholders and to create networking opportunities.

**Pillar: Telling Our Story**

**Objectives:** Deepen MPL’s engagement with the community and develop a stronger understanding of the unique needs of each library branch’s role within the Town.

**Pillar: Delivering Quality Services**

**Objectives:** Explore and implement innovative models and ensure Milton residents have access to exceptional library service.

**Recommendation:**

That Milton Public Library Board receive the report “2025 Annual Partnership and Stakeholder Report” for information.

## Consent Agenda 6.7

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas-Murray, CEO  
Richard Cholewski, Occupational Health, Safety & Wellness Manager  
**Date:** January 21, 2026  
**Subject:** Annual Health and Safety and Harassment Policy Review

### **Recommendation:**

That the MPL Board receive the report *Annual Health and Safety and Harassment Policy Review*.

### **Background:**

A Policy Review Schedule for the 2023–2027 Board Term was approved at the March 22, 2023 Board Meeting through Motion #23-1853. In June 2023, the Board initiated a Service Delivery and Organizational Review process, which included a comprehensive review of all MPL policies and procedures.

In January 2024, through Resolution #24-1908, the Board approved a pause on non-essential policy reviews until the completion of the Service Delivery and Organizational Review and subsequent Master Plan process. An updated Policy Review Timeline was approved in January 2025 through Resolution #25-1965, establishing revised review timelines for all policies during this Board Term.

In early 2025, Town of Milton Human Resources identified that, under the Occupational Health and Safety Act (OHSA), organizations are required to review their Health & Safety Policy Statement annually. As a result, the review of HR08 Health and Safety was approved by the Board through Resolution #25-1976 in March 2025. Annual review of this policy was subsequently scheduled for the first Board Meeting each year.

As part of additional policy updates in May 2025, Human Resources recommended that HR-07 Respect in the Workplace be updated and renamed HR-07 Harassment, Discrimination, and that a new HR-42 Workplace Violence Policy be created, separating the content into two stand-alone policies. Annual review and posting of harassment-related policies is a mandatory requirement under the OHSA; staff therefore recommend conducting this review at the first Board Meeting each year. These changes were approved through Resolution #25-1980.

### **Report:**

As annual review and posting of Health & Safety and harassment-related policies is required under the Ontario Occupational Health and Safety Act, staff are bringing forward this report.

HR-8 – Health and Safety (attachemnt 1) has been updated with changes to MPL’s Health and Safety Policy Statement for greater clarity and alignment with the requirements of the Occupational Health & Safety Act (OHSA). As this document is intended as the overarching document for MPL’s health and safety program (and posted on H&S Boards), the suggested changes better position MPL with updated organizational language around workplace health and safety requirements.

HR-07 Harassment, Discrimination (Attachment 2) , and HR-42 Workplace Violence (Attachment 3) have been reviewed by the MPL Leadership Team and Town of Milton Human Resources staff. No updates or changes are recommended at this time.

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

Pillar: Creating a Robust & Resilient Organization

Objectives:

Provide a framework for strong governance.

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

### **Recommendation:**

That the MPL Board receive the report Annual Health and Safety and Harassment Policy Review.

Policy Type: **Human Resources**

Policy Number: **HR - 7**

Policy Title: Harassment and  
Discrimination

Policy Approval Date: February 2019

Policy Review Date: January 2026

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### **Policy Statement**

Milton Public Library (“Library”) is committed to ensuring that every employee is treated with dignity and respect in the workplace. Each individual has the right to work in an environment free of harassment and discrimination. Harassment, discrimination or the creation of a poisoned work environment for any employee while performing their duties, during any function sanctioned by the Library, or of any person doing business with the Library is strictly prohibited.

The Library will not tolerate any form of Harassment or Discrimination as defined in this Policy, the Ontario Human Rights Code (OHRC) or the Occupational Health and Safety Act (OHSA). For clarity, any Complaint or Incident related to a Human Rights Code ground will hereafter be referred to as “Human Rights Code Based Harassment or Discrimination”. Any Harassment Complaint or Incident related to the Occupational Health and Safety Act will hereafter be referred to as “Workplace Harassment”.

For the purposes of the Occupational Health and Safety Act, this document is the policy and the program.

### **Purpose**

The purpose of this policy is to ensure that employees are aware that harassment and discrimination are unacceptable practices and are incompatible with the standards of this organization as well as being a violation of the law. This policy outlines the types of behaviour that may be considered offensive and are prohibited and reinforces legal obligations under such legislation as the Ontario Human Rights Code (OHRC) and the Occupational Health and Safety Act (OHSA).

### **Scope**

This policy applies to all Employees (including but not limited to full-time, part-time, probationary, temporary, and student employees), Library board members, service providers, contractors, consultants, volunteers, students involved in work experience programs, and applicants for employment.

Nothing in this policy is intended to detract from the rights and duties of Managers/Supervisors to manage and direct the workforce and, if necessary, to discipline Employees in accordance with applicable legislation, collective agreements, or other Library policies.

For reference to Code of Conduct requirements associated with the general public, review the Library's Public Code of Conduct policy.

## **Definitions**

Balance of Probabilities: The standard of proof used in employment and human rights law to establish whether Workplace Harassment and/or discrimination has occurred. It is the determination of whether it is more likely than not that the allegations occurred.

Complainant: The Employee who makes a Complaint to the Library, pursuant to this Policy.

Complaint: A written allegation of behaviour, or of a systemic barrier, that is believed by the Complainant to contravene the *Harassment and Discrimination Policy*.

Frivolous: without importance or lacking in substance, factual basis, or proper seriousness.

Human Rights Code Based Harassment or Discrimination: Any form of unequal treatment based on the protected grounds in the Ontario Human Rights Code, whether imposing extra burdens or denying benefits. It may be intentional or unintentional. It may involve direct actions that are discriminatory on their face, or it may involve rules, practices or procedures that appear neutral, but disadvantage certain groups of people. Discrimination may take obvious forms, or it may happen in very subtle ways. Even if there are many factors affecting a decision or action, if discrimination is one factor, that is a violation of this Policy.

Incident: Behaviour or a situation of potential Harassment or Discrimination of which the Library or a Manager/Supervisor becomes aware in any way other than a direct, written Complaint.

Investigation: The steps taken that are appropriate in the circumstance to determine whether the Complaint or Incident reported has, on the Balance of Probabilities, occurred.

Manager/Supervisor: A person(s) who has charge of a Workplace or authority over a worker.

Parties to a Complaint: The Complainant and Respondent identified in the written complaint.

Poisoned Work Environment: When one or a series of vexatious comments or behaviours are of a significant nature or degree, create an offensive or intimidating work climate for individuals or groups. This includes comments or conduct that are condoned or allowed to continue when brought to the attention of management. To constitute a Poisoned Work Environment, the comments or conduct need not be directed at a specific person and may be from any person, regardless of position or status. An individual does not have to be directly involved to be adversely affected by a Poisoned Work Environment. A single comment or action, if sufficiently serious, may create a Poisoned Work Environment.

Preliminary Assessment: The process whereby it is determined whether a Complaint falls within the scope of this *Policy*. This may include, but is not limited to, reviewing documentation, and informal interviews with the Parties to a Complaint.

Prohibited Grounds defined under the *Ontario Human Rights Code (the Code)*:

- Age
- Ancestry, colour, race
- Citizenship
- Ethnic origin
- Place of origin
- Creed (religion)
- Disability
- Family status
- Marital status (including single status)
- Gender identity, gender expression
- Sex (including pregnancy and breastfeeding)
- Sexual orientation
- Record of offenses (except where there is a bona fide requirement due to the nature of the employment)

Reasonable Action: Any justifiable action taken by a Manager/Supervisor relating to the management and/or direction of a worker or the place of employment. Reasonable Action taken by a Manager/Supervisor is not Harassment or Discrimination.

Reprisal: Any act of retaliation or threat of retaliation for making a good faith report of Harassment or Discrimination or participating in the Complaint resolution process (including being a witness) under this *Policy*.

Respondent: The person(s) against whom a Complaint has been made, pursuant to this *Policy*.

Sexual and Gender-based Harassment: Engaging in a course of vexatious comment or conduct against a worker in a workplace, including virtually through the use of information and communications technology, because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or

ought reasonably to be known to be unwelcome, or making a sexual solicitation or advance where the person making it is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome. Some examples of sexual or gender-based harassment include, but are not limited to:

- Gender-related comments about a person's physical characteristics or mannerisms;
- Unwelcome physical contact;
- Suggestive or offensive remarks or innuendoes about members of a specific gender;
- Propositions of physical intimacy;
- Gender-related verbal or written abuse, threats or taunting;
- Leering or inappropriate staring;
- Bragging, asking questions or holding discussions about sexual activities;
- Offensive jokes or comments of a sexual nature (including rough/vulgar language related to gender);
- Display of sexually offensive pictures or other materials

Support Person: In relation to a person with a disability, another person who accompanies them in order to help with communication, mobility, personal care or medical needs, or with access to goods and services.

Vexatious: Without reasonable or probable cause or excuse.

Workplace: Any location where the Library is represented; offices and buildings, online and virtual spaces, telephone communications, hallways, lounges, washrooms, worksites, work related travel, staff functions, and non-sanctioned events. Harassment which occurs outside the workplace, but which has repercussions in the work environment adversely affecting employee relationships may also be defined as workplace harassment for the purpose of this policy. Library-sanctioned events are also considered the workplace.

Workplace Harassment: Engaging in a course of vexatious comment or conduct against a worker in a workplace, including virtually through the use of information and communications technology, that is known or ought reasonably to be known to be unwelcome, including sexual harassment. Harassment is not defined by intent, but rather by the perception of the behaviour.

Some examples of behaviour which may be interpreted as harassment include, but are not limited to:

- Remarks, jokes or innuendos related to a person's race, gender identity, gender expression, sex, disability, sexual orientation, creed age or any other ground under the *Code*;

- Patronizing or condescending behaviour or language which reinforces stereotypes;
- Singling out a person for humiliating or demeaning “teasing” or jokes because they are a member of a *Code*-protected group;
- Posting or circulating offensive pictures, graffiti or materials, whether in print form or via email or other electronic means;
- Sexual solicitation;
- Comments ridiculing a person because of characteristics that are related to a ground of discrimination (e.g. comments about a person’s attire, speech or diet that may be related to their sex, race gender identity or creed);
- Abuse of authority (e.g. intimidation, sabotage or threat toward someone’s career) when in an position of authority over that individual

## **Responsibilities**

### Employer

- As the employer, the Library is responsible for providing a workplace free from all forms of harassment and compliance with the requirements of the Ontario Human Rights Code (OHRC) and the Occupational Health & Safety Act (OHSA).
- Foster a workplace environment that encourages the reporting of alleged incidents and ensure that harassment complaints are handled and investigated in a fair and equitable manner.

### Managers / Supervisors

- All managers or persons in a position of authority (i.e., those directing work of others) are responsible for maintaining a workplace free from harassment and/or discrimination.
- Where harassment is alleged or has occurred, managers must not tolerate, ignore or condone such conduct, and must act in a timely and appropriate manner in accordance with this policy.
- Consult with Human Resources on guidance and direction relating to this policy.

### Employees

- All employees have the right to work in an environment free from harassment and or discrimination. It is the responsibility of every employee to refrain from any form of harassment in the workplace.
- Employees are encouraged to report incidents of any form of harassment/discrimination and cooperate fully in any investigation into an incident. All employees are expected to abide by this policy’s terms and conditions.
- All employees’ rights to pursue harassment complaints will be preserved under the Ontario Human Rights Code (OHRC) and or the Occupational Health and Safety Act (OHSA).

## **Other Avenues of Recourse**

Nothing in this *Policy* is intended to prevent a Complainant from pursuing the processes of a collective agreement, the Ontario Human Rights Code (OHRC), the OHSAA, or criminal prosecution under the Criminal Code.

## **Not Harassment/Discrimination**

This policy is not intended to interfere with acceptable social interaction among employees, including a difference of opinion.

Any justifiable, reasonable action taken by a Manager/Supervisor relating to the management and/or direction of a worker or the place of employment, including performance management and disciplinary action, does not constitute a violation of this Policy.

## **Resolving a Concern**

Any employee who feels that they have observed or experienced a violation of this policy is encouraged to first address the issue informally by communicating directly with the individual responsible for such action, where appropriate. The employee should advise the individual(s) that the behaviour is unwelcome and ask that the offensive behaviour stop.

If it is not appropriate to bring the matter to the attention of the other person, or if the unwelcome behaviour continues after the person is asked to stop, the employee should immediately report the Incident(s) to the reporting Manager/Supervisor, or Director, or CEO/Chief Librarian, or Human Resources with details of the complaint.

If the employee's Manager/Supervisor or reporting contact is the person engaging in the workplace harassment, the employee should immediately report the incident to the Director, CEO/Chief Librarian or Human Resources with details of the complaint.

## **Complaint Procedure**

The following internal procedure is intended to provide employees with a confidential, effective and timely means of reporting alleged violations of this policy without threat of reprisal.

The Library must take action when it is made aware of Incidents of Harassment or Discrimination, or is otherwise required by law.

Complainants are to report their Complaint to their Supervisor/Manager, Director, or CEO/Chief Librarian, as applicable. Complaints may be reported directly to Human Resources.

Where an employee, Supervisor/Manager, Director, or CEO/Chief Librarian has reasonable grounds to believe or knowledge that an employee has been subject to behaviour or conduct inconsistent with this Policy, but no formal complaint has been filed within a reasonable time following the events in question, the individual aware of the alleged discrimination/harassment is to promptly report the incident(s) or Complaint to Human Resources.

Where the alleged harasser is the person whom the Complainant would report a Complaint to, the Complainant may report their Complaint directly to Human Resources.

The written complaint must include:

- A description of the incident(s)
- Indication of how this policy has been violated
- Copies of emails/material relevant in the claim
- Names of any witnesses, if any
- Details of any steps already taken to resolve the matter if applicable
- Desired remedy

Every reported alleged violation of this policy will be subject to a preliminary assessment, and if applicable, a prompt and thorough investigation by Human Resources, or designate, without threat of Reprisal to the Complainant.

The timely resolution of Complaints is important; therefore, Complaints should be filed as soon as possible. It is recommended that a Complaint should be filed within one (1) year of the date of the last occurrence of Harassment or Discrimination.

### **Personal Support**

An employee may have a person for support with them to any meetings related to the Harassment and Discrimination Policy. This does not include legal representation or any other agent who would speak on behalf of the Employee.

### **Support Person and Accommodations**

Employees with disabilities may be accompanied by a support person in order to help with communication, mobility, personal care or medical needs, etc. at any meeting related to the Harassment and Discrimination Policy.

If at any stage an Employee requires Accommodation in order to participate in the process, the Employee should contact HR as soon as possible to make this request.

### **Preliminary Assessment**

Once the Incident has been received, Human Resources or a designate will conduct a Preliminary Assessment to determine if, at face value, the Complaint is a matter of

Harassment, Discrimination and/or demonstrates a Poisoned Environment whether under the Human Rights Code, the Occupational Health and Safety Act or this Policy.

If the Preliminary Assessment determines that the Complaint is not a matter of Harassment, Discrimination, and/or does not demonstrate the existence of a Poisoned Environment, the Complainant and Respondent, (where appropriate), will be informed of the decision.

If the Preliminary Assessment determines that the Complaint is, at face value, a matter of Harassment, Discrimination and/or demonstrates the existence of a Poisoned Environment, where possible and appropriate informal resolution or an Investigation that is appropriate in the circumstance will be conducted.

### **Interim Measures**

Throughout the investigation the Library will respect the confidences and sensitivities of all persons involved in the reported Incident, where possible. In some circumstances, interim measures may be implemented on the advice of Human Resources, pending the outcome of informal resolution or investigation. In some cases this may include changing work locations, reporting structures or instituting a paid leave of absence for affected individuals, for the investigation period.

Human Resources will inform the applicable Director or designate of the affected workplace of the necessary interim measures. Human Resources will work with the management to facilitate the implementation of the interim measures.

### **Informal Resolution**

Wherever possible and appropriate, and with the consent of the Complainant, Human Resources will attempt to facilitate informal resolution of Complaints and Incidents under this Policy.

Complaints and Incidents of Human Rights Code Based Harassment and Discrimination may be investigated, but the conflict may be resolved, where appropriate, at any time during the investigation, through informal resolution.

Informal Resolution requires that all parties voluntarily engage in the process. It may be determined that Informal resolution is inappropriate depending on the circumstance.

Note: In accordance with the Occupational Health and Safety Act, the Library is required to conduct an investigation (appropriate in the circumstances) into all Incidents and Complaints of Workplace Harassment.

## **Investigation**

An Investigation appropriate in the circumstances will be conducted into all Complaints and Incidents of Workplace Harassment.

An Investigation appropriate in the circumstances will be conducted into all Complaints and Incidents of Human Rights Code Based Harassment, Discrimination and/or Poisoned Environment that have not been resolved through informal resolution or in instances where informal resolution was not possible or inappropriate.

A Complainant may choose to withdraw a formal Complaint of Workplace Harassment, Human Rights Code Based Harassment or Discrimination at any time. However, the Library may continue to act on the issues identified in the Complaint in order to comply with its obligations under this *Policy*, Library policies, or as otherwise required by law.

All Library employees are required to cooperate with any Investigation and/or resolution process initiated under this *Policy*.

Where an individual fails to fully participate in the Investigation process, the investigator may continue the Investigation without the benefit of the individual's participation and make a finding of fact with the available information.

## **Investigator**

Investigations will be conducted by Human Resources, or where appropriate, Human Resources will arrange for a knowledgeable external investigator, depending on the circumstances of the Complaint or Incident.

The Investigator will not be an individual about whom the allegations have been made.

The Investigator will not be under the direct authority of the individual about whom the allegations have been made, or a person who is otherwise in a conflict of interest.

## **Witnesses**

Interviews will be arranged and completed with witnesses and any other individuals who may have information pertinent to the Investigation.

## **Evidence**

The Investigator will consider all information gathered and decide whether or not there has been a violation of this *Policy*.

The Investigator has the authority to access documents relevant to the Complaint, including but not limited to:

- Documents and Records
- All telephone and computer systems (including hardware, software for which the Library is the licensee or owner, and storage space)
- Photographs
- Audio and video recordings (such as phone messages, or security camera video, for example)

### **Investigation Process**

- Notification to the parties that interviews will take place;
- Providing information of the Complaint to the Respondent including the name of the Complainant(s);
- Providing the written complaint to the Respondent in advance of the interview and inviting written response;
- Providing copies of this *Policy* to all interviewed parties;
- Interviewing separately: the Complainant, Respondent, and any witnesses (Parties to the Complaint may bring a Personal Support individual to the meeting(s));
- Reviewing records and documentation provided in the course of the investigation;
- Reviewing records available to the Library (e.g. emails, workstation contents, social media);
- Re-interviewing parties, as needed

### **Investigation Timelines**

The Investigator may set timelines for individuals to respond to requests for interviews, or for the production of relevant documents in an effort to ensure that the Investigation is completed in a timely manner.

### **Notification of findings**

Once the Investigation is complete, the Investigator will make a finding of fact using the standard of a Balance of Probabilities. The Investigator will provide Human Resources with a report of the findings, which may include recommendations.

The Director, Human Resources or their designate will inform the CEO/Chief Librarian and the Leadership Team Director of the affected area(s) of the findings.

The Leadership Team Director and Manager/Supervisor will work with Human Resources to implement any recommendations and manage the circumstances resulting from the Investigation.

The Investigator will meet separately with the Complainant and the Respondent to provide them with a written summary of the findings. Thereafter, any corrective action taken to address the Complaint or Incident shall also be communicated to the Complainant and Respondent, verbally or in writing, as appropriate.

## **Resolution**

Where a claim under this policy is substantiated, resolutions may include but are not limited to mediated discussions, dispute resolution, training and restructuring.

## **Informal Resolution and Alternative Dispute Resolution (ADR)**

Complaints and Incidents of Workplace Harassment will be investigated, and a summary of findings will be made available to the Complainant and Respondent, but mediation and other Alternative Dispute Resolution (ADR) options will remain available, where appropriate, should the parties voluntarily request such resolution after the Investigation is complete.

## **Discipline**

Any Employee who is found to have violated this *Policy*, including failing to participate in an Investigation, may be disciplined up to and including dismissal. Disciplinary action shall be determined in consultation with Human Resources, and in accordance with applicable collective agreements.

## **Human Rights Tribunal of Ontario**

The Corporation respects every person's right to lodge a complaint with the Human Rights Tribunal of Ontario within the one (1) year limitation period established by the Tribunal. This may occur at any point before, during or after the internal investigation. When this right is exercised the procedures of the Ontario Human Rights Commission shall be recognized as part of the formal written complaint procedure established by this *Policy*.

## **Right to Withdraw a Complaint**

A Complainant has the right to withdraw a Complaint at any stage of the process. However, the Library may continue to act on the issue identified in the Complaint as required by this *Policy*, other Library policies, or as otherwise required by law.

## **Unsubstantiated, Frivolous, or Bad-Faith Complaints**

If an Employee, in good faith, discloses or files a Complaint that is not supported by evidence gathered during the Complaint resolution process, that Complaint will be unsubstantiated and therefore dismissed.

Complaints that are found following the Investigation to be frivolous, may result in disciplinary action, up to and including termination of employment, subject to any relevant collective agreements.

Any Employee found to have made a false, malicious or bad-faith Complaint, or for any other vexatious purpose, will be subject to disciplinary action up to and including termination of employment, subject to any relevant collective agreements.

### **Good Faith Disclosure and Prohibition of Reprisal or Threat of Reprisal**

Employees are encouraged to report in good faith the reasonable belief of the existence of a Poisoned Work Environment, and/or an incident or complaint of Workplace Harassment or Discrimination. The Library will not tolerate Reprisal against any Employee who, in good faith and on the basis of reasonable belief, makes a report or files a Complaint under this *Policy*.

Employees who engage in Reprisal or threats of Reprisal may be disciplined up to and including termination of employment, subject to any relevant collective agreements.

### **Management/Supervisor Responsibility for Prevention**

A person who has the authority to prevent or discourage behaviour that contravenes this policy but fails to act may be considered responsible for failing to exercise such authority and be subject to disciplinary action up to and including dismissal. This is separate from any penalties levied by the Human Rights Tribunal of Ontario, if applicable.

### **Confidentiality**

The Library respects and maintains the confidentiality of all persons, including the Complainant, Respondent, and Witnesses. Information provided by any party to a Complaint is treated as confidential, but may be shared as reasonably necessary to investigate the Complaint and/or as may be required by Library *Policy* and/or applicable law.

All information obtained about Complaints, Incidents, Poisoned Environments and Investigations under this *Policy*, including identifying information about any individuals involved is confidential. Employees who are involved in any way in the resolution of Complaints or Incidents of Workplace Harassment and Discrimination must not disclose the details of the Complaint or Incident, or any information regarding the Investigation process unless:

- disclosure is necessary for the purposes of investigation; or
- disclosure is for the purposes of taking corrective action with respect to the Complaint or Incident; or,
- disclosure is necessary to protect the safety of one or more of the involved parties; or,

- disclosure is necessary to protect the safety of any employee of the Library; or,
- disclosure is otherwise required by law.

Confidentiality extends to all records relating to Complaints or Incidents, including but not limited to, records of meetings, interviews, and Investigation results.

Breaches of confidentiality may be subject to appropriate disciplinary action up to and including dismissal.

Human Resources will retain documentation related to Complaints in a secure file for three (3) years from the date that the file is closed.

### **Training**

The Library will provide regular training, as deemed necessary, to remind employees of their rights and obligations under this *Policy*.

### **Annual Review**

The Library will review this policy at least annually, and as required, and consult with participating stakeholders as required such as the Joint Health and Safety Committee (JHSC).

### **Posting Requirements**

On behalf of Management, Joint Health and Safety Committee Co-chairs and Health and Safety Representatives are responsible to ensure that an updated copy of the policy is posted on the Health and Safety Bulletin Boards.

**Policy Approved by:** Milton Public Library Board

### **Revision History**

<b>Date (DD/MM/YY)</b>	<b>Revision Details</b>	<b>Section Heading</b>
06/01/2026	Annual review – No changes	

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Policy Type: **Human Resources**

Policy Number: **HR - 08**

Policy Title: **Health and Safety**

Policy Approval Date: June 2007

Policy Review Date: January 2026

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## **HEALTH AND SAFETY POLICY STATEMENT**

The Milton Public Library Board is dedicated to achieving and maintaining a safe and healthy workplace for all its employees, in compliance with the *Occupational Health and Safety Act and its Regulations*. The achievement of this goal is facilitated with the support of the Milton Public Library management team in partnership with the established Joint Health and Safety Committee.

Milton Public Library will make every reasonable effort to provide a safe and healthy work environment for all employees. All employees have a responsibility for supporting health and safety in the workplace with a common objective of eliminating or controlling identified workplace hazards. It is management's responsibility, with assistance from the Joint Health and Safety Committee, to develop and implement standards that promote a safe and healthy workplace.

It is the responsibility of Milton Public Library's supervisory staff to ensure that workers are trained in safe work practices to promote an injury and illness-free workplace. Management and supervisors must ensure that workers under their direction follow Milton Public Library's health and safety requirements and work methods.

Workers are required to follow established safe work procedures, observe all health and safety requirements, and strive to meet a mutual goal of an illness and injury-free workplace.

Contractors, sub-contractors and their workers are required to observe all health and safety legislative requirements while working on the premises at Milton Public Library.

Milton Public Library is committed to establishing measurable health and safety objectives and targets that are consistent with the policy and the commitment to maintain a safe and healthy work environment. The evaluation of these targets and objectives will occur at planned intervals together with worker representatives to promote continuous improvement of workplace health and safety at the Milton Public Library.

Sarah Douglas-Murray  
CEO & Chief Librarian Milton Public Library

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Policy Type: **Human Resources**

Policy Number: **HR - 42**

Policy Title: Workplace Violence

Policy Approval Date: February 2019

Policy Review Date: January 2026 =

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### **Purpose**

- Create and foster a work environment that is free from workplace violence;
- Alert all employees that Milton Public Library (“Library”) will not tolerate workplace violence;
- Reduce the potential for workplace violence before an incident occurs; and
- Establish and detail the responsibilities of all employees and outline a mechanism for receiving such complaints, as well as a process for dealing with them.

### **Scope**

This policy applies to all Library employees (including, but not limited to, full-time, part-time, probationary, temporary and student employees), Library board members, volunteers, contractors, service providers, and consultants. This policy applies to all employees and agents/representatives of the Library while in the workplace, during Library travel, or during any work-related and/or social functions.

The workplace includes all on-site locations, buildings and facilities, including parking areas, all Library property, and off-site locations where employees engage in Library related activities rising out of the course of employment, in addition to work-related social gatherings or any other location that may have a subsequent impact on the workplace. For the purposes of the Occupational Health and Safety Act, this document is the policy and the program.

### **Definitions**

The *Occupational Health and Safety Act* (OHSA) defines workplace violence as:

- The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker;
- An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker;

- A statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

*Forms of Workplace Violence may include:*

- 1) Violence by Strangers
  - Usually enters the place of work on the pretense of being a customer.
  - Commits robbery or other violent act
- 2) Violence by Customers/Clients/Members of the Public
  - May be an expected or unexpected situation.
- 3) Violence by Co-workers
  - Could include current employee and manager, former employee and manager, a prospective employee, and may occur inside or outside the workplace.
- 4) Domestic Violence
  - This could include a spouse, partner, relative, or friend and usually occurs when a personal dispute occurs with the worker and the individual enters the workplace to harass, threaten, injure, or physically harm the employee.
  - Any employee experiencing violence outside of the workplace (i.e. domestic violence) that may create a risk of danger to themselves or others in the workplace is encouraged to report, per the process for making violence related complaints, to ensure the Library can take reasonable preventive steps.
  - All reasonable precautions will be taken to protect any worker when the Library is aware or ought reasonably to be aware that a domestic violence situation is likely to expose a worker to physical injury in the workplace.

## **Behaviours Constituting Workplace Violence**

For workplace violence to occur, a person must apply, attempt to apply, or threaten to apply physical force against a worker.

Such threats or acts within a Library workplace or work location and engaged in Library related business rising out of the course of employment may include (but are not limited to):

- Verbally threatening to attack an employee;
- Throwing an object at an employee;
- Hitting or trying to hit an employee;
- Leaving threatening notes at or sending threatening e-mails to a workplace;
- Sexual violence against an employee

- Wielding a weapon in the workplace

### **Responsibilities of Managers, Supervisors, and Directors**

- Assess risks of workplace violence at the Library and advise the Joint Health and Safety Committees (JHSCs) of the results in writing;
- Provide employees with information and instruction regarding the workplace policy and program with respect to workplace violence including appropriate steps and procedures, means of summoning immediate assistance, and investigation procedures;
- Take every reasonable precaution for the protection of the worker;
- Inform employees of potential risk situations;
- Ensure employees understand who to contact regarding concerns about the policy or when to report an incident;
- Model behaviour, which helps support a positive work environment;
- Promote an environment free from workplace violence;
- Respond appropriately to complaints brought to their attention;
- Respect the confidentiality and sensitivity of such issues;
- Document all information and investigation results;
- In partnership with HR, provide education and training to employees on what may constitute workplace violence including prevention and identification of violence in the workplace;
- Request that HR conduct an investigation into allegations of workplace violence; and
- If witnessing elements of workplace violence, take appropriate action.

### **Responsibilities of Employees**

- Compliance with this policy is the responsibility of all employees;
- Employees must avoid any behaviour or conduct that could reasonably be interpreted as a violation of this policy;
- Employees must maintain a work environment free from violence, and/or intimidation;
- Call 911 if the situation warrants it and you find a peer or yourself in immediate danger.

### **Investigator**

Investigations will be conducted by Human Resources, or where appropriate, Human Resources will arrange for a knowledgeable external investigator, depending on the circumstances of the reported workplace violence incident.

The Investigator will not be an individual about whom the allegations have been made. The Investigator will not be under the direct authority of the individual about whom the allegations have been made, or a person who is otherwise in a conflict of interest.

### **Process for Making Violence-Related Complaints**

If employees have witnessed or experienced conduct which they believe to be inconsistent with this policy, they have a responsibility to:

- In the event of an emergency, call 911 from a safe location if the situation warrants it and you find a peer or yourself in immediate danger. Inform the immediate Manager/Supervisor of the situation, or if a Manager/Supervisor is not available, the designated in-charge person.
- Make the behaviour/actions known to your Manager/Supervisor and/or Human Resources immediately.
- Complete a written *Workplace Violence Incident Report* and submit a copy to Human Resources for review including the dates, times, nature of the action/behaviour, and witnesses (if any).

Nothing in this policy prevents an individual's right to file a complaint with the Ministry of Labour should they feel the situation warrants such action. For reference to Code of Conduct requirements associated with the general public, review the Library's Public Code of Conduct policy.

### **Removal of a Person from the Workplace**

Any person who makes substantial threats, exhibits threatening behaviour, or engages in violent acts against employees, visitors, guests, or other individuals while on Library property shall be removed from the premises as quickly as safety permits, and shall remain off the premises pending the outcome of an investigation. Other necessary control measures will be determined on a case-by-case basis, as circumstances require. Any control measure enacted will be communicated to the complainant, respondent, and other employees effected by such measures.

Should a person be requested to leave a facility and the person refuses to leave, assistance must be requested from the Police or security.

### **Investigation Process**

- All reported threats or incidents will be considered serious and reviewed through the Library investigation process with appropriate action by the appropriate Manager/Supervisor and Human Resources.
- A *Workplace Violence Incident Report* should be filled out and submitted to Human Resources for review.
- All those directly involved and witnesses may be interviewed.

- Notes/statements will be prepared during each interview and may be reviewed by the person(s) being interviewed.
- Records or other documents relevant to the incident being investigated (this may include safety reports, incident reports, work schedules, injury reports, complaints and observation notes and may involve taking pictures of the scene) will be reviewed and kept in Human Resources.
- A review of relevant collective agreement, employment contract language or organizational policies/procedures will be completed by Human Resources.
- Upon completion of the investigation, results will be communicated accordingly in writing to stakeholders and where applicable, any recommended corrective actions.
- A final summary/report of the investigation will be kept in Human Resources.

### **Corrective Action**

Any employee found to have engaged in conduct that violates this policy will be subject to discipline, up to and including termination of employment. Because allegations of acts of violence are very serious, frivolous complaints found to have been made for improper purposes will result in disciplinary action being taken against the complainant. Disciplinary action shall be determined in consultation with Human Resources and in accordance with applicable collective agreements.

### **Confidentiality**

The Library respects and maintains the confidentiality of all persons, including the complainant, respondent, and witnesses. Information provided by any party to a complaint is treated as confidential, but maybe shared as reasonably necessary to investigate the complaint and/or as may be required by Library policy and/or applicable law.

All information obtained about workplace violence and investigations under this Policy, including identifying information about any individuals involved is confidential. Employees who are involved in any way in the resolution of complaints must not disclose the details of the complaint or incident, or any information regarding the investigation process unless:

- disclosure is necessary for the purposes of investigation; or
- disclosure is for the purposes of taking corrective action with respect to the Complaint or Incident; or,
- disclosure is necessary to protect the safety of one or more of the involved parties; or,
- disclosure is necessary to protect the safety of any employee of the Library; or,
- disclosure is otherwise required by law.

Confidentiality extends to all records relating to complaints or incidents, including but not limited to, records of meetings, interviews, and investigation results.

Breaches of confidentiality may be subject to appropriate disciplinary action up to and including dismissal.

The Human Resources Division will retain documentation related to Complaints in a secure file for three (3) years from the date that the file is closed.

### **Right to Refuse Unsafe Work**

Employees have the right to refuse work in accordance with the OHSA, if they have reason to believe that workplace violence is likely to endanger them. Upon refusing to work, the employee must report the circumstance of the work refusal to their reporting Supervisor/Manager, or to Human Resources.

### **Reprisals**

This policy strictly prohibits reprisals against an employee because they have brought forward a concern or has provided information regarding a concern under this policy. Any employee who commits or threatens reprisal against another employee for following this, or any Library policy in good faith, may be subject to discipline, up to and including dismissal for cause.

### **Violence Risk Assessment**

The Library will conduct a risk assessment of the work environment to identify potential risks that could affect the organization and the health and safety of employees and will institute reasonable measures to eliminate or control any identified workplace violence risks.

The following factors will be considered during the assessment:

- Past incidents of violence;
- Violence that is known to occur in similar workplaces;
- The circumstances in which work takes place, including the type of work and conditions of work;
- The interactions that occur in the course of performing work; and
- The physical location and layout of the workplace.

The risk assessment may include reviews of records, employee incident reports, joint health and safety committee reports, or other related records. The results of risk assessments will be shared, in writing, with the Joint Health and Safety Committees (JHSCs).

The Library will review the workplace violence risk assessment as often as necessary.

The Library will disclose information to employees who are likely to encounter a known person with a history of violence in the performance of their job duties, or if there is a

potential risk of workplace violence as a result of interactions with the person with a history of violence. However, the Library will determine and only disclose personal information that is deemed reasonably necessary to protect the employee from physical harm.

**Training**

The Library will provide regular training, as deemed necessary, to remind employees of their rights and obligations under this policy.

**Annual Review**

The Library will review this policy at least annually and as required consult with participating stakeholders such as the Joint Health & Safety Committee (JHSC).

**Posting Requirements**

On behalf of Management, Joint Health and Safety Committee Co-chairs and Health and Safety Representatives are responsible to ensure that an updated copy of the policy is posted on Health and Safety Bulletin Boards.

**Policy Approved By:** Milton Public Library Board

**Revision History**

<b>Date (DD/MM/YY)</b>	<b>Revision Details</b>	<b>Section Heading</b>
06/01/2026	Annual review – No changes	



**Consent Agenda 6.8**

**Report to:** Milton Public Library Board  
**From:** Kanta Kapoor, Director – Support Services  
**Date:** January 15, 2026  
**Re:** ILS Database Account Management 2026

**Recommendation:**

THAT the Milton Public Library Board receive the report entitled "ILS Database Account Management 2026"

**Background**

The purpose of this report is to inform the Milton Public Library Board of client account balances that will be written off in 2026 under the delegated authority provided to the CEO. These are outstanding fines and fees on client accounts expunged from the Integrated Library System (ILS) annually according to the ILS Patron Account Management Policy approved by the Board through Resolution 24-1919. The policy recommends the following actions:

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

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

**Report:**

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

**2025 written off Information**

Period	No. of Patrons	Fine
Balances less than \$100 (less than 3 years)	2838	\$26,478
Balances more than \$100 Totals (5+ years)	111	\$15,996
<b>Total</b>	<b>2949</b>	<b>\$42,474</b>

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

**Financial Impact:**

As patrons' account balances are recorded as revenues for accounting purposes only when received, the amounts cleared will not be shown as a loss in the 2026 operating results. The operating budget is based only on patrons' fines and fees expected to be collected during the year. This budgeting and accounting practice for fines and fees has been reviewed with the external auditors and the City's Treasurer.

As such, this fulfills the following 2026 Pillar and Objectives:

**Pillar: Creating a Robust & Resilient Organization**

**Objective:** Provide a framework for strong governance.

**Recommendation:**

That the Milton Public Library Board receive the report entitled "ILS Database Account Management 2026."

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas-Murray, CEO  
**Date:** January 21, 2026  
**Subject:** CEO Report

**Recommendation:**

That the Milton Public Library (MPL) board receives the CEO Report for January 2026

**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 the Milton Public Library Strategic Master Plan.

**Report:**

**Advocacy, Governance & Funding**

**Baby Bees Program – Milton Community Resource Centre**

Milton Community Resource Centre has confirmed continued financial support for the Baby Bees First Reads program. The program ensures each new baby born in Milton is welcomed to the Library and that each new family is provided with a MPL Tote bag that includes a library card, first book, early literacy resources and information on Halton regions Patient and Family Health information Centre. MCRC's ongoing support of this program will allow MPL to grow the program in 2026 through increased marketing and outreach, allowing the library to reach more Milton families.

**Commemorative Partnership Program (Federal Grant)**

The Milton Public Library successfully received \$1,700 in funding from the Government of Canada's Commemorative Partnership Program to support the Indigenous Veterans Day ceremony. The funding was used to compensate Indigenous consultants and participants, ensuring the ceremony was guided by Indigenous knowledge and perspectives.

**Canada Summer Jobs (Federal Grant)**



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

### **Young Canada Works (Federal Grant)**

MPL has applied for the two Young Canada Works positions for 2026. The two positions applied for are a Collection Management Assistant and a Makerspace Assistant. If funded the positions would be 26 week contracts at 24 hours per week and begin sometime late Spring/Summer depending on grant notification.

### **Seniors Community Grant Program (Provincial Grant)**

MPL has applied for \$25,000 from the Seniors Community Grant Program (Ontario). The grant is focused on providing older adults with opportunities for greater social inclusion, volunteerism and community engagement. If approved, funding will enable the library to deliver innovative programs such as technology literacy workshops, intergenerational activities, and health and wellness sessions, strengthening MPL's role as a hub for senior engagement. If approved funding would begin in May 2026

### **LEAF Grant**

MPL was not successful in our application to the Commonwell LEAF (Learning & Engagement Accelerator Fund) grant. MPL has applied to the program to support the procurement of Technology for the Beaty Makerspace. The Grant program is very competitive and funding was directed to other organizations

### **New Councillor Meeting**

An introductory meeting was held with George Minakakis the new Town Councillor for Ward One. The meeting was an opportunity to inform the Councillor about the MPL Strategic Master plan as well as priorities for 2026.

### **Milton Public Library – Partner Appreciation Afternoon**

MPL will host our First Annual Partnership Appreciation Afternoon on February 9, 2026, from 4:30–6:30 pm at our Beaty Branch. This special gathering brings together all of our valued partner organizations for an opportunity to connect, network, and celebrate the meaningful collaborations that support our community.

### **Our Kids Network Early Years Action Round Table (EYART)**

MPL staff are actively involved with the OKN EYART. The OKN EYART is cross-sector representation of OKN protocol partners and community partners in Halton who collaborate to:

- promote the wholistic well-being of all infants/children, caregivers and their communities (service providers and educators).

- support the early identification of infants/children with developmental concerns and timely connection with the resources/supports they need.
- promote early intervention, build resilience, and ensure all children have the foundation to thrive emotionally, socially, and cognitively.

## **Communications and Marketing**

### **Program Planning and Marketing Process Improvements**

The Director, Customer Experience has implemented several workflow improvements within the Librarian team to address previously identified inefficiencies. While the LibCal programming platform was already in use, the introduction of a standardized tagging system has significantly improved the workflow by centralizing all program and promotional details in one place, eliminating the need for multiple documents and strengthening communication with the Marketing department. This enhanced approach was introduced as part of QI 2026 program planning completed in fall 2025. Staff feedback, from Librarians and marketing, indicates that the updated process is working effectively and providing greater clarity and efficiency across the team by saving time and duplicate entry of information. This has allowed more time for program planning and quicker production of marketing materials.

### **Website Audit – University of Toronto (U of T) Partnership**

MPL has established a partnership with the University of Toronto User Experience (UX) program to conduct a website audit. U of T UX students will evaluate the UX experience of MPL's website as part of their capstone project, providing MPL with a comprehensive report and recommendations for improvements. This partnership allows MPL to conduct a thorough audit without engaging outside consulting experience and will lead to website improvements and enhancements in late 2026 and throughout 2027.

### **QI Marketing and Communications**

The QI Newsletter was completed in December 2025 and has been circulated to all branches. A copy is attached to this report. Marketing staff have also been working on a number of new projects to be launched in Q1 2026 including:

- Colouring Books for Children
- Mental Health Journal for Adults
- New more visible and accessible name badges for staff

A copy of all Media hits for 2025 is also included as an attachment to his report.

## **Staffing and Training**

### **Staff Training and Development Day – Updates**



The first Staff Training and Development Day of 2026 will take place on February 7, 2026 and will include training on Sharepoint, Pressreader, MPL's new Wacom tablets, online Incident Reporting as well as an ILS Refresher.

Due to conflicts with other national Meetings the Spring Staff Training and Development day has been moved from April 27 to May 11, 2026.

### **Non-Union Compensation and Pay Equity Review**

All changes and information relating to the Non-Union Compensation and Pay Equity Review That was approved by the Board at the November Board Meeting have been rolled out to NU staff.

### **WHMIS Training**

Effective December 2025, Workplace Hazardous Materials Information System (WHMIS) legislative requirements were updated. WHMIS amendments will now require suppliers of WHMIS controlled products to provide more detailed information about their products for improved clarity. As a result, new WHMIS training is legislatively required to ensure all staff understand the updated hazardous products information to protect themselves and others at work. Even if you don't handle WHMIS controlled products directly, they may still be present in your workplace (i.e. cleaning supplies) and it's important to know how to identify and respond to potential hazards. WHMIS Training was rolled out to and completed by all MPL staff in December 2025.

### **Staff On-Boarding**

HR and management staff have supported onboarding and comprehensive training of new Collection Librarian - Adult, Customer Service Associate and two Customer Service Assistants.

### **Intellectual Freedom Training**

Intellectual Freedom Training has been scheduled with Librarian and Associate staff with the first training scheduled for February 27<sup>th</sup>.

### **Pollinator Kit training**

As part of the TD Friends of the Environment Grant which MPL received in 2025 select Customer Service staff will be receiving training in February on how to program with the Citizen Science Pollinator Kits MPL will be launching in March. Staff will learn how to teach Children's the importance of pollinators in the environment which will empower attendees to better support pollinators and support the role they play in the biodiversity of the environment.

### **Technology**

#### **Microsoft Upgrades and TechSoup/ULC Partnership**

MPL has been approved to participate in a new partnership with TechSoup, through the Urban Libraries Council (ULC) to acquire Microsoft software licenses at substantial discounts ranging



from 40% to 70%. This initiative ensures cost-effective access to premium tools, supporting MPL's technology roadmap while maximizing budget efficiency. Estimated savings are \$23,000.

### **SharePoint**

Work is underway to roll out SharePoint in Q1, aimed at improving internal collaboration and document management. Leadership and Management Team roll out has begun and staff training will be conducted at the February 2 Staff Training Day with a larger roll out to staff in spring.

### **Online Incident Reporting**

MPL will be launching its new online incident reporting system in February following training at the February 2<sup>nd</sup> staff development day.

### **Wacom Tablets**

MPL has launched Wacom Tablets at the Main Branch to enhance creative programming and digital art initiatives. These tablets empower patrons to explore digital illustration, graphic design, and creative storytelling, supporting programs such as art workshops and future makerspace activities. This investment promotes digital literacy and creative expression for all age groups, positioning MPL as a hub for innovation and creativity.

### **Tech Hub Sewing Machine - Sherwood**

A sewing machine has been added to the lineup of technology offerings at Sherwood Branch's Tech Hub. Interested patrons can register to engage in an Intro to Sewing program to learn the basics of the machine. The machine is available for use thereafter, during regular operating hours.

### **Tech Café**

In Partnership with Acclaim Health, MPL is now offering a monthly Tech Café for members of the public to bring in or borrow hand held devices and work one-on-one with a trained volunteer to learn proper navigation of the device(s).

### **Facilities**

#### **Silent Reading nook Main Library**

Introduced at the end of December and designed for silent reading and a calm, comfortable library experience. This space also acts as priority seating for patrons who have mobility issues.

#### **Additional Study stable Main Library**

MPL will be changing its layout on the upper level in Mid February. It will be removing some of its single person seating and adding new study tables to meet the demand of people looking for study and work space.

### **Customer Experience**

### **Job Fair**

In partnership with FEDCAP Canada, MPL has offered a Job Fair on Monday January 12, in an effort to recruit approximately 180+ persons for job openings pertinent to the newly developing Schlegel Village Long Term Care facility at 545 Dymott Avenue in Milton. 60 entry-level positions were available that require no prior experience. Additionally, FEDCAP Canada welcomed job seekers from all industries and has worked to connect them with other and prospective local employers.

### **Family Literacy Day - January 27, 2026**

The theme for Family Literacy day 2026 is “Make mealtime family learning time” to go with the Theme on January 26<sup>th</sup> Joyce of Cooking will join MPL to a hands on class and learn how to roll fresh vegetable and fruit filled rice paper rolls. Award winning Children’s Author Lana Button will also be joining MPL for Storytime on January 25<sup>th</sup> at the Main library.

### **Black History Month**

MPL has partnered with CCAH to bring author Nadia Holm to MPL to present a Storytime at the launch of the 2026 reading corner program. CCAH will also be having their Art Exhibit for the first time this year at the Holcim Gallery at the First Ontario Arts Centre. MPL has also partnered to continue the Like Me, Read Like Me in partnership with Halton Black Voices. This program is aimed at offering kids the chance to see themselves in the stories they hear in order to foster confidence, imagination, and a love for reading and writing.

### **Winter Games programming**

To mark the Winter Olympics MPL will be hosting its own version of the games Feb 13<sup>th</sup> complete with a small opening and closing ceremonies.

### **Scrabble Tournament**

MPL will be working with Scrabble Canada to host its first Scrabble Tournament for Halton region schools at the Sherwood Community Centre on February 25<sup>th</sup>.

### **March Break Programming**

MPL has put together a fun and educational line of children’s programming for March Break! March Break programming will cover topics including STEAM, Food Literacy, and literacy.

### **TD FEF Pollinator Kit launch**

At the start of March Break on March 16<sup>th</sup> MPL will be launching its citizen science pollinator kits which were created with funding from the TD Friends of the Environment.

The Goal of the program is to help Milton families discover, appreciate and support their natural environment focusing on pollinators and biodiversity through the provision of citizen science pollinator kits for both programming use and as part of the circulating collection.

### **Adult Programs in Other Languages**

The adult programming portfolio has worked to create a fuller complement of programs in language other than English. Permission to Pause and Cultivating Calm are currently offered in

Punjabi and Hindi, Antakshari is offered in Urdu, and starting in February, Prime Fit, an exercise program in partnership with Prime Care Family Health, will be offered in Mandarin, Urdu, and Arabic.

## **Collections**

### **Children's Book Sale**

Following the successful pop-up sale of Adult Fiction books, staff are preparing for another pop-up sale featuring the Children's Collection in March during March Break, creating opportunities for families to access quality materials at affordable prices while optimizing collection space.

### **Collections Strategy Implementation – Teen Focus Group**

Collection Strategy recommendations, MPL has launched a Teen Focus Group to gather insights and feedback from local youth, ensuring the library's collections reflect their interests and needs. The first meeting is scheduled for February 4 to officially engage teens in shaping MPL's teen collection and related services, fostering a sense of ownership and community involvement.

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

#### **Pillar: Telling Our Story**

##### **Objectives:**

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

#### **Pillar: Building Strong Infrastructure**

##### **Objectives:**

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

#### **Pillar: Creating a Robust & Resilient Organization**

##### **Objectives:**

Provide a framework for strong governance.

#### **Pillar: Delivering Quality Services**

##### **Objectives:**

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

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

## Discussion Item 7.1

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas-Murray, CEO  
Janine Gallagher, Director, Human Resources  
**Date:** January 21, 2026  
**Subject:** 2026 Planned Human Resources Activities

### **Recommendation:**

That the MPL Board receive the *2026 Planned Human Resources Activities* report for information.

### **Background:**

As part of the Town's responsibilities within the Service Level Agreement between MPL and the Town of Milton's Human Resources, services are to be provided to the Library in the same manner in which the services are provided to the Town, and regular updates on these activities are to be reported to the Milton Public Library Board.

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

A Human Resources policy review commenced in 2025 and is still ongoing. This includes a review of Town of Milton policies in conjunction with a review of MPL HR policies to ensure applicable alignment as appropriate.

Also in progress is the development of a Strategic Workforce Plan and Competency Framework (SWP). In 2025 the Town issued an RFP for Consulting Services, and the SWP project was subsequently awarded to the consulting firm J. Macpherson and Associates. The project was officially launched in September 2024 and is expected to be completed by the end of Q1 2026.

### **Report:**

The 2026 Planned HR Activities are as follows:

#### Human Resources Policy Review

As all Library policies are required to be reviewed within each term of the Board, a number of human resources policies are currently under review and will be presented to the Board by

November 2026. This review will include consideration to best practices, legislative updates through the Province's Working for Workers Act legislation, effective Library operations and alignment with Town policies, as appropriate. Over 10 existing policies related to the following topics will be reviewed and updated accordingly, for the Board's approval.

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

The annual review of the health and safety policies related to harassment and workplace violence are included in the Board's January 21, 2026, meeting package.

#### Strategic Workforce Plan and Competency Development

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

As previously reported to the Board, J. Macpherson & Associates have been retained to support the Town and Library in developing the workforce plan. The project is in its final stages and is anticipated to come before the Board by March 2026.

#### Labour Relations

The collective agreement between MPL and the Canadian Union Public Employees (CUPE), Local 4366 expires on March 31, 2026. As such, collective bargaining between MPL and CUPE will commence in 2026 to negotiate a new collective agreement. Further information will be provided to the Board as appropriate throughout this process.

#### Other Activities

The Town of Milton's Human Resources Division and the Library Leadership Team will continue to work together to identify other HR related initiatives such as training and development opportunities and in actioning recommendations related to the 2025 staff survey results. It is anticipated that the Strategic Workforce Plan will also help inform future activities.



As such, this fulfils the following 2026 MPL Strategic Pillar & Objective:

Pillar: Creating a Robust & Resilient Organization

Objectives:

Provide a framework for strong governance.

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

**Recommendation:**

That the MPL Board receive the *2026 Planned HR Activities* report for information.

**Report to:** Milton Public Library Board

**From:** Chris Dorscht, Director Customer Experience

**Date:** January 21, 2026

**Subject:** Beaty Branch Renovation Project Update

**Recommendation:**

That Milton Public Library Board receive the report entitled “Beaty Branch Renovation Project Update” for information.

**Background**

As identified in Milton Public Library’s 2025–2029 Strategic Master Plan, the Beaty Branch requires facility upgrades to support evolving community needs, including the creation of a dedicated Makerspace and enhanced technology access. In June 2025, the Milton Public Library Board endorsed the creation of a Makerspace at the Beaty Branch, with implementation to be undertaken in partnership with the Town of Milton and an anticipated opening in Q1 2027.

To support this direction, the Town of Milton has planned capital funding for facility improvements in 2026–2027, including flooring replacement and other updates to the current Lounge and Children’s area. These planned investments provide the opportunity to advance both the Makerspace and complementary improvements to children’s services within a coordinated renovation project.

**Report**

The Beaty Branch Renovation Project is a two-part initiative designed to enhance library technology services, refresh aging infrastructure, and expand programming capacity.

The first component involves converting the existing Lounge into a dedicated Makerspace. This space will feature updated flooring, enhanced lighting, additional electrical and data points, and an upgraded H-VAC system, creating a flexible and functional environment to support hands-on learning, creativity, and emerging technologies. Architectural drawings for the Makerspace are included as **Appendix A** to this report.

The second component focuses on improvements to the Children’s area, where existing millwork will be removed and flooring updated. These changes will create a more open, engaging, and adaptable environment for children and families, supporting both informal use and structured programming.

Since the June 2025 report, significant progress has been made toward implementation of the project. Tender drawings and specifications were completed in December 2025, establishing a clear scope and design for both the Makerspace and the Children’s area. The Town of Milton subsequently issued a Request for Pre-Qualification (RFPQ) and received 28 submissions from highly qualified contractors. Town staff have reviewed the submissions and met with the Purchasing Department to finalize a shortlist of contractors eligible to bid on the project.

In parallel with the technical planning, Library leadership and management have undertaken several discovery tours of other library systems and engaged in consultations related to Makerspace development. These discussions have focused on space layout and design, technology recommendations, staffing models, and operating hours. As a result of this work, library staff developed a comprehensive technology equipment list for the Makerspace, ensuring alignment between the physical space, program objectives, and anticipated community use. The recommended equipment list is included as **Appendix B** of this report.

In the fall of 2025, a dedicated staff committee was established to guide the planning and design of the Children’s area. The committee’s work has focused on ensuring the space reflects the evolving needs of young patrons and families within a growing service area. This process has included consideration of new furniture options to support an expanded collection, opportunities to enhance interactive and play-based elements, and the creation of a flexible layout that can adapt to future programming needs. Staff input and committee guidance have been central to ensuring the redesigned space balances engagement, accessibility, and long-term adaptability.

The next steps for the project include issuing the construction tender in early 2026, evaluating submissions, and awarding the contract to the selected contractor. A detailed business plan will be developed and brought to the Board in May 2026. This business plan will outline proposed staffing structures, recommended operating hours, and a phased construction and implementation approach, consistent with the Board’s previously approved direction, and will inform future operational planning.

Based on a recommendation from Town staff, the project schedule has been adjusted, with construction now planned for November 2026 to January 2027, rather than the original October to December 2026 timeline. Library staff will work closely with the Town to minimize

the need for a full branch closure and ensure continued access to essential services. During construction, the Children’s collection will be temporarily relocated to another area of the branch, allowing patrons to continue borrowing materials, albeit in a reduced format. A reduced program schedule will also be maintained, and study and seating areas will remain available where possible, ensuring that community members can continue to access library resources throughout the renovation. A phased reopening will be implemented, with the Children’s area expected to open prior to the Makerspace, allowing the public to benefit from the upgraded space as soon as it is ready. This schedule also provides the necessary flexibility to accommodate construction adjustments and quality assurance, while still ensuring that both the Makerspace and Children’s area are officially reopened in the first quarter of 2027.

**Pillar: Building Strong Infrastructure**

**Objectives:**

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

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

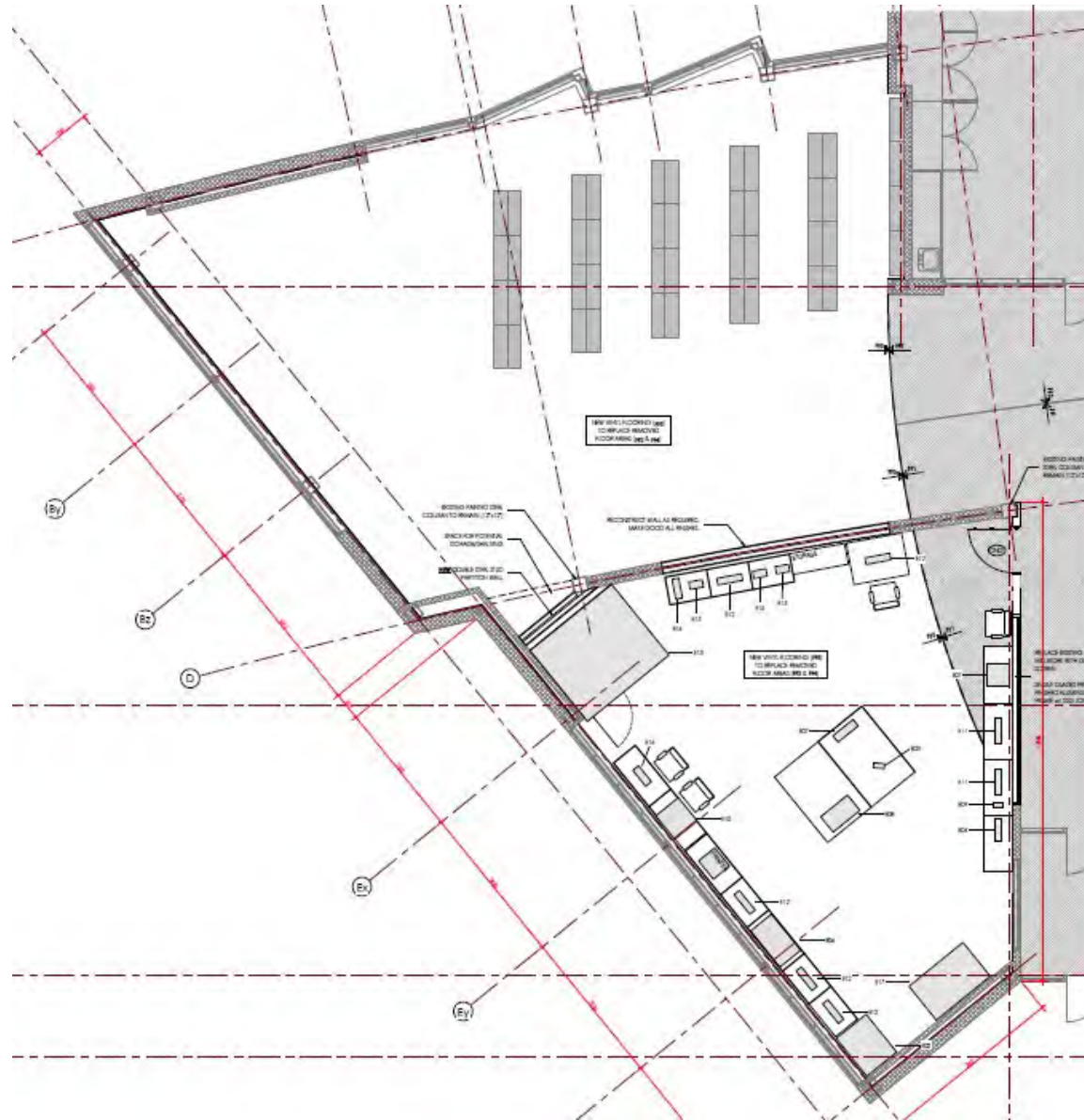
**Pillar: Delivering Quality Services**

**Objectives:** Explore and implement innovative models and ensure Milton residents have access to exceptional library service.

**Recommendation:**

That Milton Public Library Board receive the report “Beaty Branch Renovation Project Update” for information.

# APPENDIX A - BEATY BRANCH RENOVATION SPACES



<< CHILDREN'S AREA

<< MAKERSPACE  
(FORMER LOUNGE)

## APPENDIX B – MAKERSPACE EQUIPMENT LIST

### **E01 - 3D PRINTER w/ LASER CUTTER**

MANUFACTURER: BAMBU LAB  
 MODEL NAME: H2D LASER FULL COMBO  
 MODEL #: N/A  
 SIZE (WxDxH): 492 x 514 x 626 mm  
 LOCATION: PROPOSED MAKER SPACE  
 NOTES: REQUIRES TABLE



### **E02 - LASER CUTTER**

MANUFACTURER: EPILOGLASER  
 MODEL NAME: FUSION EDGE 24  
 MODEL #: N/A  
 SIZE (WxDxH): 1,055 x 834 x 947 mm  
 LOCATION: PROPOSED MAKER SPACE  
 NOTES: STANDALONE UNIT



### **E03 - 3D SCANNER**

MANUFACTURER: SHINING 3D  
 MODEL NAME: BNSCAN RX - HYBRID LED AND LASER LIGHT 3D SCANNER  
 MODEL #: 6970169080604\*Geomagic  
 SIZE (WxDxH): 108 x 110 x 237 mm  
 LOCATION: PROPOSED MAKER SPACE  
 NOTES: REQUIRES A COMPUTER WITH A NVIDIA GRAPHICS CARD FOR USE



### **E04 - LAMINATOR**

MANUFACTURER: FELLOWES BRANDS  
 MODEL NAME: SATURN 125 LAMINATOR WITH POUCH STARTER KIT  
 MODEL #: 5734401  
 SIZE (WxDxH): 480 x 154 x 118 mm  
 LOCATION: PROPOSED MAKER SPACE  
 NOTES: REQUIRES TABLE



### **E05 - PLOTTER**

MANUFACTURER: HP  
 MODEL NAME: DESIGNJET T1300 (44")  
 MODEL #: CR651A (STANDARD) CR652A (POSTSCRIPT)  
 SIZE (WxDxH): 1,770 x 721 x 1,050 mm  
 LOCATION: PROPOSED MAKER SPACE  
 NOTES: STANDALONE UNIT



### **E06 - VINYL PRINTER/CUTTER**

MANUFACTURER: ROLAND  
 MODEL NAME: VERGASTUDIO 3N-20A  
 MODEL #: 3N-20A  
 SIZE (WxDxH): 1,009 x 582 x 293 mm  
 LOCATION: PROPOSED MAKER SPACE  
 NOTES: REQUIRES TABLE  
 STAND IS AN OPTIONAL UPGRADE



### **E07 - CRICUT MACHINE**

MANUFACTURER: CRICUT  
 MODEL NAME: CRICUT MAKER 4  
 MODEL #: 2011084  
 SIZE (WxDxH): 561 x 180 x 157 mm  
 LOCATION: PROPOSED MAKER SPACE  
 NOTES: REQUIRES TABLE



### **E08 - HEAT PRESS**

MANUFACTURER: DTF PRINTERS CANADA  
 MODEL NAME: PRISMA AUTO CLAM SLIDER 16x20" DTF HEAT-PRESS  
 MODEL #: GS-10SH-GREY/BLACK  
 SIZE (WxDxH): 750 x 430 x 1,000 mm  
 LOCATION: PROPOSED MAKER SPACE  
 NOTES: REQUIRES TABLE



### **E09 - BUTTON MAKER**

MANUFACTURER: VEVOR  
 MODEL NAME: 1+2.25 INCH BADGE PUNCH PRESS KIT  
 MODEL #: 8J3-92/58-BK-001  
 SIZE (WxDxH): 95 x 200 x 500 mm  
 LOCATION: PROPOSED MAKER SPACE  
 NOTES: REQUIRES TABLE



### **E10 - EMBROIDERY MACHINE**

MANUFACTURER: OmePS  
 MODEL NAME: 12 NEEDLES COMMERCIAL EMBROIDERY MACHINE, 1000RPM AUTOMATIC COMPUTER SEWING MACHINE, SINGLE HEAD, 10" LCD DISPLAY, GARMENT EMBROIDERY HAT EMBROIDERY FUNCTION, AUTOMATIC COLOR CHANGING  
 AMAZON ASIN: B0DDJDL19X  
 SIZE (WxDxH): 480 x 154 x 118 mm  
 LOCATION: PROPOSED MAKER SPACE  
 NOTES: AMAZON.CA EXCLUSIVE  
 REQUIRES TABLE



### **E11 - IMAC (24" DISPLAY)**

MANUFACTURER: APPLE  
 MODEL NAME: iMAC (SPECIFIC MODEL TBD)  
 MODEL #: TBD  
 SIZE (WxDxH): 547 x 147 x 461 mm  
 QUANTITY: 2  
 LOCATION: PROPOSED MAKER SPACE  
 NOTES: REQUIRES TABLE  
 REQUIRES KEYBOARD & MOUSE



### **E12 - DESKTOP (24" DISPLAY)**

MANUFACTURER: TBO  
 MODEL NAME: TBO  
 MODEL #: TBO  
 SIZE (WxDxH): TBO (ASSUMING SAME SIZE AS E11 FOR NOW)  
 QUANTITY: 5  
 LOCATION: PROPOSED MAKER SPACE  
 NOTES: REQUIRES TABLE  
 REQUIRES KEYBOARD & MOUSE

**Report to:** Milton Public Library Board  
**From:** Kanta Kapoor, Director, Support Services  
**Date:** January 21, 2026  
**Subject:** 2026 Fines & Fee Report

**Recommendation:**

That Milton Public Library Board approve the recommendations outlined in the 2026 Fines & Fees Report.

**Background**

Staff conduct an annual review of the Fines and Fee Structure at MPL, in which they assess the following:

1. Daily item fines
2. Annual non-resident fees
3. Maximum fines per item
4. Maximum fines per card
5. Fees for lost and damaged items
6. Photocopying fees
7. Printing fees, including 3D printing
8. Fees for proctoring exams

In undertaking the review, staff compare Milton Public Library's Fines and Fee structure with other public libraries in the Halton region and other municipalities to evaluate the fairness of MPL's fines and fee structure.

MPL's revenue structure is comprised of many fines and fees, and a summary chart of them all is presented in this report.

**Report**

As a result of the 2025 review, staff is recommending that the following Fines and Fees be implemented:

**I. Regular Items:**

Based on the approved budget, staff are recommending that the status quo be continued for 2026 and are not recommending changes to fines on regular items.

Item	Fine
DVD (Adults collection)	\$1 Max \$10
Regular materials (Adults)	\$0.25 Max \$10
Frequent flyer DVD (Adults collection)	\$2 Max \$20
Frequent flyer books (Adults collection)	\$1 Max \$10
Expired hold	\$1 per item
ILLO non-pickup of hold	\$1 per item
Lost or stolen child card	\$0
Lost or stolen adult card	\$0
Library of Things Items (Standard Loan)	\$1 Max \$10
Library of Things Items (Special Loan)	\$ 5 Max \$50
Waive fines: Waive fines for children and youth patrons after they turn 18, as it was approved in its board meeting on June 15 <sup>th</sup> , 2022	\$6,041.21 in fines were waived in 2025.

## 2. Services:

As a result of the 2025 review, staff is not recommending any amendments to the fees for the following services. These fees are in alignment with the neighboring libraries (See the table below):

- Non-resident membership fee - \$55
- Exam proctoring fee - \$45

	Milton	Toronto	Hamilton	Burlington	Oakville	Mississauga	Halton Hills
Non-resident	\$55	\$120	\$100	\$57	\$55	\$40	\$32

	Milton	Toronto	Hamilton	Burlington	Oakville	Mississauga	Halton Hills
Exam proctoring	\$45 + HST	Not available	Not available	Not available	\$45.20 tax included	\$50 (+tax)	\$50 (+ tax)

### 3. Printing/Photocopying Charges

As a result of the 2025 review, staff is not recommending any changes to printing service fees, except for an increase in color printing from \$0.40 to \$0.50 to align with neighboring libraries. This adjustment will help offset the rising costs of printing services (see table below).

	Milton	Hamilton	Burlington	Oakville	Mississauga	Halton Hills
B/W	\$0.20	\$0.10	\$0.20	\$0.25	\$0.15	\$0.20
Colour	\$0.50	\$0.20	\$0.40	\$0.50	0.50	\$0.50
3D prints	\$1.50/ 15 mins + \$1 set-up charges	\$0.10/gram of filament	\$2.50/30 mins	\$0.10/ per gram	\$2.00 set- up fee plus \$0.08 or \$0.21 per gram	\$0.10/gram of filament
Scan to Email	\$0	\$0	\$0	\$0.10	\$0	\$0
Lamination Services	\$1.00 cost for an 8.5x11 pouch	\$1.00 cost for an 8.5x11 pouch	N/A	N/A	N/A	N/A

### 4. Cost Recovery for Specialised Services & Programs

Certain services, such as the use of specialized technology at the Sherwood Tech Hub, may incur costs. Staff recommends that the Board approve the authorization of the CEO to establish fees for specialized services and programming, on a cost-recovery basis.

Upon approval by the Board, the MPL fines and fees as outlined in this report will be effective immediately. MPL's fines and fee structure will continue to be evaluated annually.

### 5. Elimination of Overdue Charges on Children and Teens Materials

As endorsed by the Milton Public Library Board in June 2025, overdue charges on Children's and Teen materials (books and DVDs) were eliminated effective January 2026. During implementation, staff purged existing overdue fines totaling \$69,826 from all Children's and Teen accounts. While overdue charges no longer apply to these materials, replacement costs and processing fees remain in effect, and patrons will be billed for items that are overdue for more than 56 days.



As such, this fulfils the following 2026 MPL Strategic Pillar & Objectives:

**Pillar:** Creating a Robust & Resilient Organization

**Objective:** Provide a framework for strong governance.

**Pillar:** Delivering Quality Services

**Objective:** Explore and implement innovative models and ensure Milton residents have access to exceptional library service.

**Recommendation:** That Milton Public Library Board approve the recommendations outlined in the 2026 Fines & Fees Report.

## Discussion Item 7.4

**Report to:** Milton Public Library Board  
**From:** Kanta Kapoor, Director, Support Services  
**Date:** January 21, 2026  
**Subject:** Diversity Audit – Physical Collection

### Recommendation:

That the Milton Public Library Board receive the Diversity Audit report for information and endorse the continued integration of diversity benchmarks into collection development practices, ensuring MPL's collections reflect the community's evolving demographics and values.

### Background:

In 2025, Milton Public Library conducted a diversity audit of its physical collection to evaluate representation of Milton's diverse population. Supported by a Diversity Audit Assistant through Young Canada Works, staff audited 25,058 items representing 22% of the collection and exceeding the initial goal of 11%. Titles were assessed for diverse content, characters, or authorship from marginalized communities.

### Results

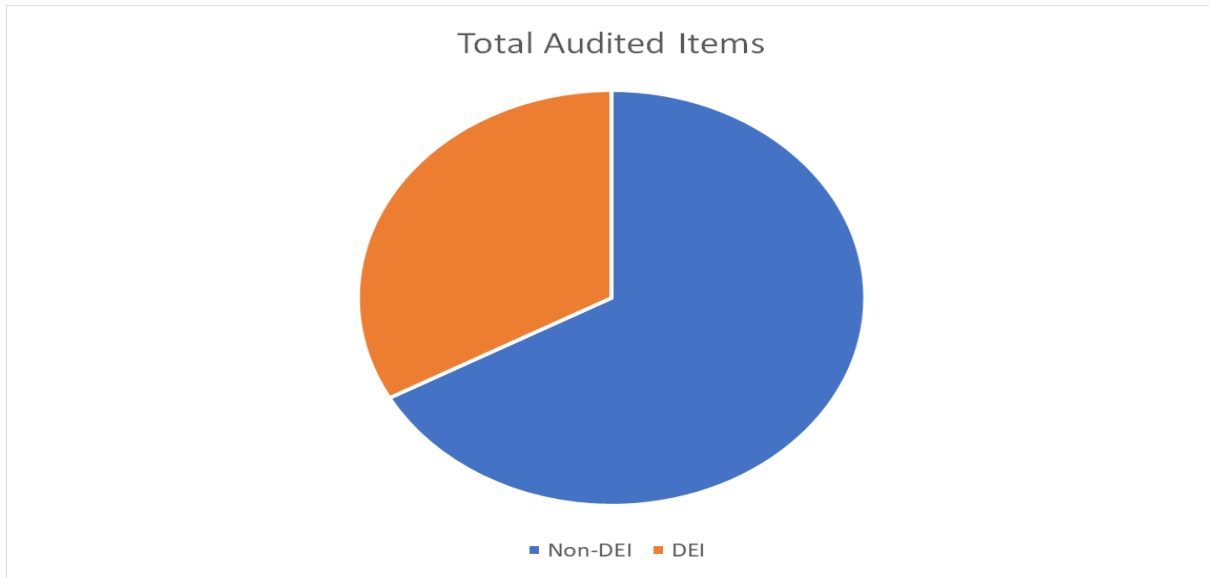
The audit revealed that the Teen collection demonstrates the highest level of diversity, largely due to the popularity of manga and the prevalence of diverse authors in young adult literature.

### Key Statistics:

- Total Items Audited: 25,058
- Unique Titles Audited: 18,182
- Diverse Unique Titles: 4,326 (22%)

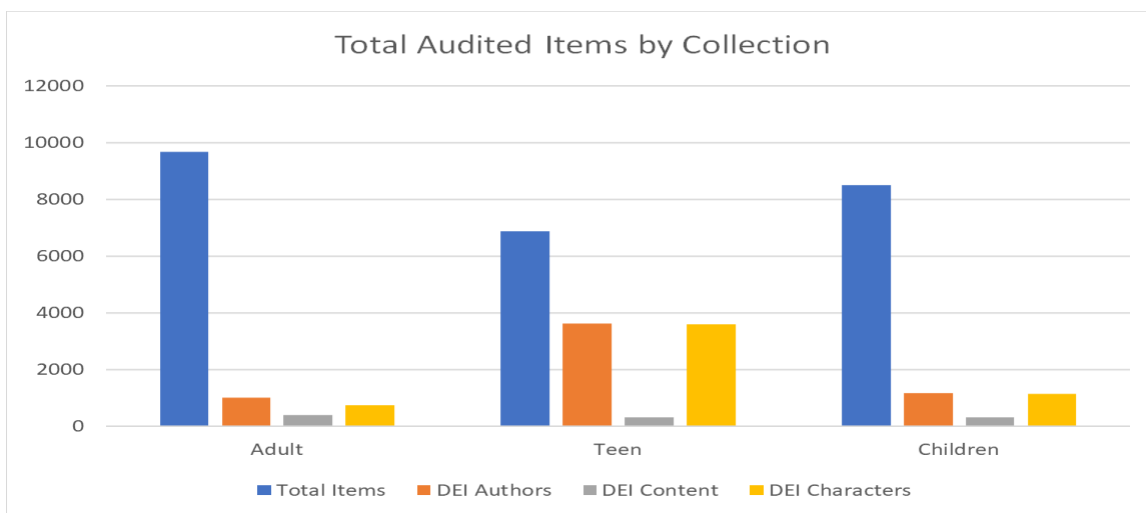
These findings provide a strong foundation for MPL's commitment to inclusive collections and align with strategic objectives to deliver equitable services and create welcoming spaces for all community members.

**Chart 1: Total Audited Items: DEI vs Non DEI**



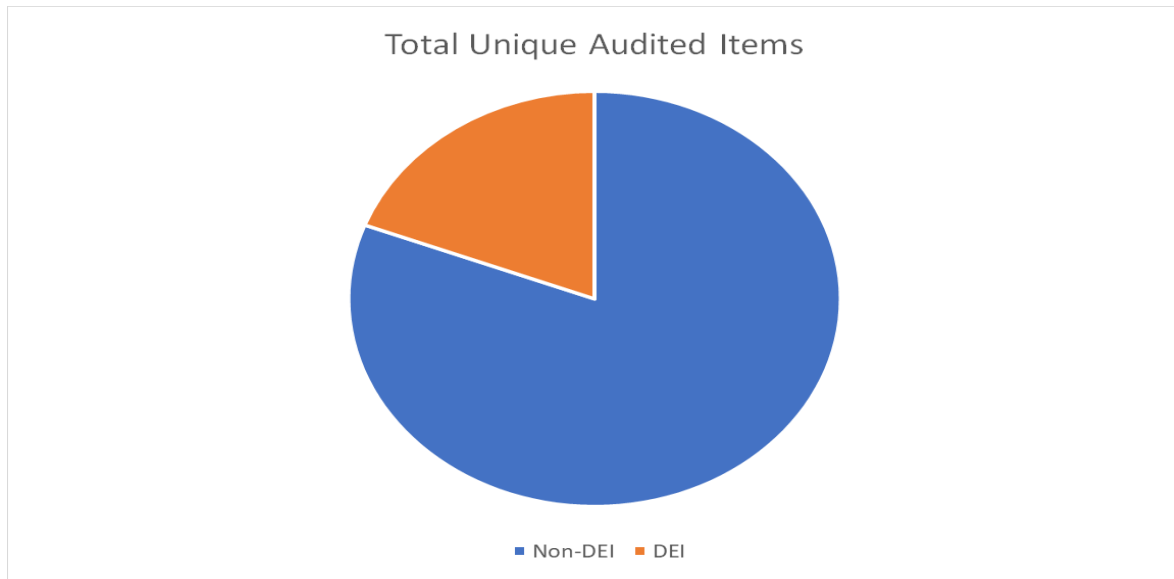
The chart shows Diversity, Equity, Inclusion (DEI) materials form a substantial but still minority share of the total audited items, with Non-DEI titles remaining the majority. This indicates meaningful progress toward representation while highlighting room to expand diverse content across the collection.

**Chart 2: Total Audited Items by Collection**



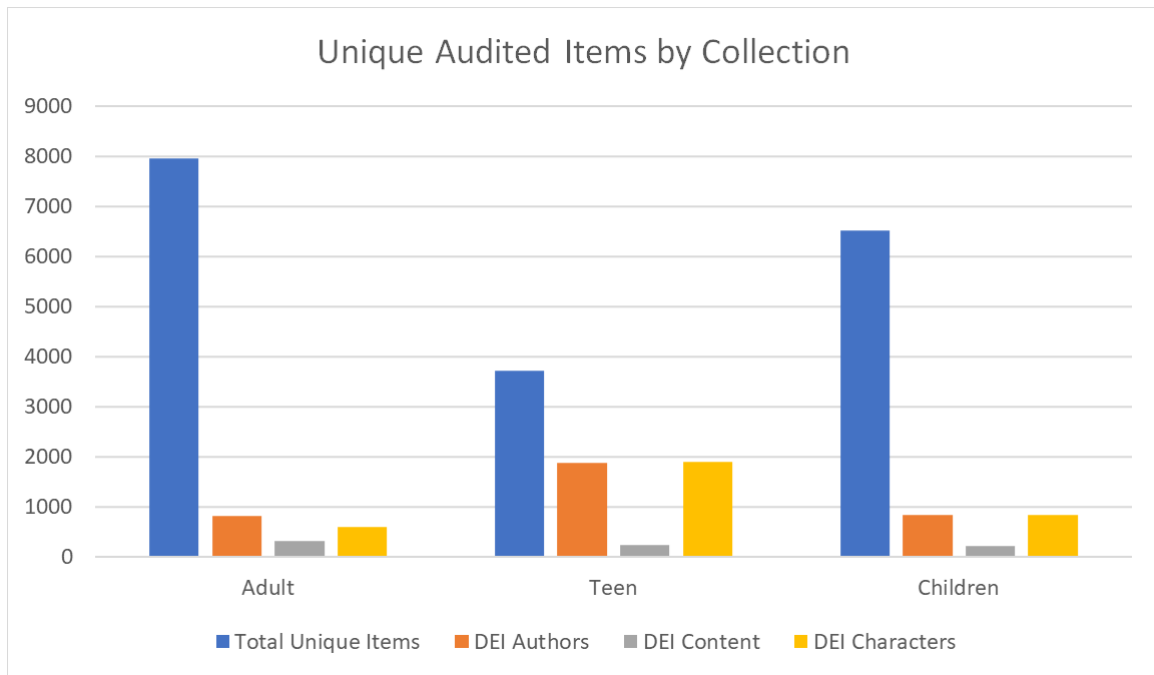
The chart shows that the Teen collection has the highest diversity representation, with significantly more titles by DEI authors and characters compared to Adult and Children's collections. While Adult and Children's collections have similar overall item counts, their DEI representation is much lower, especially in DEI content. This suggests that MPL's strongest diversity presence is in Teen materials, driven by factors like manga and YA authorship, while Adult and Children's collections present opportunities for improvement.

**Chart 3: Total Unique Audited Items DEI Vs Non DEI**



The chart indicates that DEI represents about one-fifth of unique titles 4,326 of 18,182 ( $\approx 22\%$ ) with Non-DEI making up the remaining 78%. Because this view removes duplicates, it reflects the breadth of representation rather than copy count, showing that MPL's unique DEI coverage is still limited. This underscores an opportunity to expand title level diversity, particularly in Adult and Children's collections. Targeted acquisitions and vendor lists focused on underrepresented authors and topics would help shift the unique mix toward greater inclusivity.

**Chart 4: Unique Audited Items by Collection**



The Adult collection has the most unique titles (8,000) but comparatively lower proportional DEI representation (authors/characters). The Teen collection, despite fewer unique titles (3,700), leads in DEI authors and DEI characters (1,900 each), indicating the highest DEI intensity. The Children’s collection has a large base (6,500) but DEI counts similar to the Adult collection, suggest room to strengthen representation. Overall, DEI content (topic-focused titles) is low across all three and staff recommend prioritizing investments in Adult and Children acquisitions while sustaining investments in the Teen collections.

**Next Steps:**

Staff will work closely with vendors to prioritize diverse titles in acquisitions, establish regular diversity audits to monitor progress, and integrate inclusive practices into collection development. Staff training on equity and diversity in library services will further strengthen this approach

**Report:**

As such, this fulfils the following 2026 MPL Strategic Pillar & Objective:

**Pillar: Delivering Quality Services**

**Objectives:**



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

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 the Milton Public Library Board receive the Diversity Audit report for information and endorse the continued integration of diversity benchmarks into collection development practices, ensuring MPL's collections reflect the community's evolving demographics and values.

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas-Murray, CEO  
Glen Cowan,  
**Date:** January 21, 2026  
**Subject:** Development Charges Background Study Update report

**Recommendation:**

That the Milton Public Library Board receives the Development Charges Background Study Update report.

**Background:**

The Town of Milton is updating its Development Charges Background Study and by-law to reflect changes since 2021. Development charges (DCs) help municipalities recover the costs of expanding services for new developments. These charges support roads, parks, libraries, recreation facilities, and services such as fire and transit.

**Report:**

The Town of Milton initiated the update to the Development Charges By-law in 2025 and retained Watson and Associates Economists Ltd. (Watson) to undertake the process. Throughout 2025 MPL staff worked closely with Town of Milton staff and Watson to collect and update all data inputs and prepare a Development Charges Background Study.

The [Development Charges Background Study](#) was released on December 19, 2025 and the public release of the proposed DC By-law is scheduled for January 26, 2026. A Public Meeting regarding the By-law will be held at the February 9, 2026 Council Meeting and Council will consider adoption of the By-law at the April 13, 2026 Meeting.

The Development Charges Background study includes the following Section related to Library Services;

**Library Services**

The Town currently provides library services from three facilities which total 56,471 sq.ft in library space. Over the past fifteen years, the average level of service was 0.41 sq.ft. of space per capita or an investment of \$386 per capita. Based on the service standard

over the past fifteen years, the Town would be eligible to collect a total of approximately \$89.26 million from D.C.s for library services.

In addition to facility space, the library currently has 243,970 collection materials. These collection items include books, electronic resources, specialty electronic equipment, as well as shelving in the three facilities. Over the historical 15-year period, the average level of service has been 1.90 items per capita and an investment of \$63 per capita. This provides a D.C.-eligible amount of approximately \$14.49 million for the forecast period.

In total, the level of service for library provides for a maximum D.C.-eligible amount of \$103.75 million.

Based on the forecasted growth, six additional library branches have been identified for inclusion in the D.C. In addition, the Town has identified the need for an additional van, collection materials, and shelving over the forecast period. The gross cost of the projects is approximately \$125.19 million. A deduction of approximately \$11.33 million has been made to recognize the benefit to growth beyond the forecast period related to Branch #8. Further deductions of \$74,500 and \$10.14 million have been made to account for the benefit to existing development and the existing reserve fund balance, respectively. As a result, approximately \$103.65 million has been included in the D.C. calculations.

While library usage is predominantly residential-based, there is some use of the facilities by non-residential users. To acknowledge this use, the growth-related capital costs have been allocated 95% to the residential sector and 5% to the non-residential sector.

A further breakdown is included in *Table 5-8 Infrastructure Cost Included in the Development Charges Calculation Library Services* included as an attachment to this report.

As such, this fulfils the following 2026 MPL Strategic Pillar & Objective:

**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.

**Recommendation:**

That the Milton Public Library Board receives the Development Charges Background Study Update report.



Table 5-8  
Infrastructure Cost Included in the Development Charges Calculation  
Library Services

Proj. No.	Increased Service Needs Attributable to Anticipated Development  2025 to 2051	Timing (year)	Gross Capital Cost Estimate (2025\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 95%	Non-Residential Share 5%
	<b>Facilities:</b>										
1	Branch - Boyne	2028-2030	22,135,000	-		22,135,000	-		22,135,000	21,028,250	1,106,750
2	Branch - PH4 - Britannia	2035+	23,370,000	-		23,370,000	-		23,370,000	22,201,500	1,168,500
3	Branch - PH4 - Trafalgar/Agerton	2033-2035	22,705,000	-		22,705,000	-		22,705,000	21,569,750	1,135,250
4	Branch - Additional Space Needs - Intensification	2035+	8,835,000	-		8,835,000	-		8,835,000	8,393,250	441,750
5	Branch - MEV & Additional HUSP Growth	2035+	6,840,000	-		6,840,000	-		6,840,000	6,498,000	342,000
6	Branch - Community Area Expansion Area	2035+	25,175,000	11,328,800		13,846,200	-		13,846,200	13,153,890	692,310
	<b>Vehicles:</b>										
7	Van	2026	298,000	-		298,000	74,500		223,500	212,325	11,175
	<b>Collection:</b>										
8	Branch - Boyne	2029-2030	2,057,000	-		2,057,000	-		2,057,000	1,954,150	102,850
9	Branch - PH4 - Britannia	2035+	2,168,000	-		2,168,000	-		2,168,000	2,059,600	108,400
10	Branch - PH4 - Trafalgar/Agerton	2034-2035	2,112,000	-		2,112,000	-		2,112,000	2,006,400	105,600
11	Branch - Additional Space Needs - Intensification	2035+	806,000	-		806,000	-		806,000	765,700	40,300
12	Branch - MEV & Additional HUSP Growth	2035+	613,000	-		613,000	-		613,000	582,350	30,650
13	Branch - Community Area Expansion Area	2035+	2,336,000	-		2,336,000	-		2,336,000	2,219,200	116,800
	<b>Shelving:</b>										
14	Branch - Boyne	2029-2030	1,145,000	-		1,145,000	-		1,145,000	1,087,750	57,250
15	Branch - PH4 - Britannia	2035+	1,207,000	-		1,207,000	-		1,207,000	1,146,650	60,350
16	Branch - PH4 - Trafalgar/Agerton	2034-2035	1,176,000	-		1,176,000	-		1,176,000	1,117,200	58,800
17	Branch - Additional Space Needs - Intensification	2035+	449,000	-		449,000	-		449,000	426,550	22,450
18	Branch - MEV & Additional HUSP Growth	2035+	340,000	-		340,000	-		340,000	323,000	17,000
19	Branch - Community Area Expansion Area	2035+	1,300,000	-		1,300,000	-		1,300,000	1,235,000	65,000
	<b>Other:</b>										
20	Main Branch Conceptual Plan and Floor Space Audit	2026	119,400	-		119,400	-		119,400	113,430	5,970
	<b>Reserve Fund Adjustment:</b>										
21	Reserve Fund Adjustment						10,135,356		(10,135,356)	(9,793,930)	(341,426)
	<b>Total</b>		<b>125,186,400</b>	<b>11,328,800</b>	<b>-</b>	<b>113,857,600</b>	<b>10,209,856</b>	<b>-</b>	<b>103,647,744</b>	<b>98,300,016</b>	<b>5,347,729</b>

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas-Murray, CEO  
Chris Dorscht, Director of Customer Experience  
Kanta Kapoor, Director of Support Services  
**Date:** January 21, 2026  
**Subject:** 2026 Work Plan

**Recommendation:**

That the Milton Public Library (MPL) Board endorse the 2026 Work Plan.

**Background:**

Annually staff provide the Milton Public Library Board with an Annual Work Plan outlining key initiatives and projects for the upcoming year.

**Report:**

The 2026 Annual Work Plan has been developed based on the MPL Strategic Master Plan and is organized into the following Service Areas;

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

The 2026 work plan contains 117 Actions. As of January 15, 2026, 9 are completed, 46 are in progress and 62 are not yet underway. The annual Work Plan will be updated throughout the year and will be reviewed by the CEO and HR Committee as part of the Quarterly Check-in meetings. Update reports will be brought to the Board in June, September and November.

As such, this fulfils the following 2026 MPL Strategic Pillar & Objective:

**Pillar: Creating a Robust & Resilient Organization**

**Objective: Provide a framework for strong governance.**



**Recommendation:**

That the Milton Public Library (MPL) Board endorse the 2026 Work Plan.

2026 Library Work Plan

Completed	In Progress	Not Started	Deferred	Overdue
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Advocacy Governance and Funding

Strategic Pillar	Driver	Implementation	2026 Actions	Staff Lead	Status	Notes	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Creating a Robust & Resilient Organization	Add a standing item on the MPL Board agenda that undertakes a review of selected MPL policies twice per year, or other interval set by the Board, as a means to ensure effective governance.	2026	Biannual Policy Review Updates to Board	CEO	Not Started	Policy review has been added to MPL Board Standing Items schedule.	X								X			
Creating a Robust & Resilient Organization	Annual Task	2026	Public Libraries Operating Grant and Pay Equity Submission	CEO	Not Started									X	X			
Creating a Robust & Resilient Organization	Annual Task	2026	Annual Survey of Public Libraries	All	Not Started					X	X							
Creating a Robust & Resilient Organization	Annual Task	2026	2025 Audit	CEO	Not Started			X	X	X								
Creating a Robust & Resilient Organization	Annual Task	2026	Young Canada Works Grant Application	DSS	In Progress	Application is ready to submit, Union feedback is awaited. The timeline for submission is Jan 15									X	X	X	
Creating a Robust & Resilient Organization	Annual Task	2026	Canada Summer Jobs Grant Application	DSS	Completed	Submitted application for four positions in Dec 2025									X	X	X	
Creating a Robust & Resilient Organization	Annual Task	2026	TD Friends of the Environment Grant Application	DCX	Not Started							X	X					
Creating a Robust & Resilient Organization	Annual Task	2026	Canada Post Grant Application	DCX	Not Started			X										
Creating a Robust & Resilient Organization	Annual Task	2026	New Horizons for Seniors Grant Application	DSS	Completed	Submitted application in Fall 2025								X	X			
Creating a Robust & Resilient Organization	Annual Task	2026	New horizons for Seniors Grant Final Report for the Previous Year	DSS	In Progress	First phase of offering workshop is completed. 2nd phase of recording stories is underway			X	X								
Creating a Robust & Resilient Organization	Annual Task	2026	Commemorative Partnership Grant Application	DSS	Deferred	Reached out to Woodland for a partnership. They are looking to submit their own grant application. The MPL team will explore other Indigenous organizations' partnership for 2027.										X	X	
Creating a Robust & Resilient Organization	Annual Task	2026	Development of 2027 Work Plan	CEO	Not Started											X	X	X
Creating a Robust & Resilient Organization	Annual Task	2026	Complete Staff Performance Evaluations	All	Not Started												X	
Creating a Robust & Resilient Organization	Annual Task	2026	Development of 2027 Operating Budget and Capital Forecast	CEO	Not Started							X	X	X	X	X	X	
Creating a Robust & Resilient Organization	Annual Task	2026	Annual Partnerships and Stakeholder Report	CEO	Not Started		X											
Creating a Robust & Resilient Organization	Annual Task	2026	Annual Partnerships and Stakeholder Appreciation Event	DCX	Not Started			X										
Creating a Robust & Resilient Organization	Governance	2026	Board Review of Term including governance, Board Recruitment	CEO	Not Started		X	X	X									
Creating a Robust & Resilient Organization	Governance	2026	Board recruitment for 2027-2030 Term	CEO	Not Started										X	X	X	X
Creating a Robust & Resilient Organization	Governance	2026	Review and Update of Board On-boarding documents and process	CEO	Not Started											X	X	X
Creating a Robust & Resilient Organization	Governance	2026	Annual ILS Account Management Implementation Plan	DSS	In Progress	The report will be presented to Board in Jan meeting	X											
Creating a Robust & Resilient Organization	Governance	2026	Written agreement with the Town of Milton	CEO	Not Started		X	X	X	X	X	X	X	X	X	X	X	X
Creating a Robust & Resilient Organization	Governance	2026	Inviting MPs and MPPs for events at MPL	CEO	In Progress		X	X	X	X	X	X	X	X	X	X	X	X
Creating a Robust & Resilient Organization	Governance	2026	Councillors Orientation	CEO	Not Started													X
Creating a Robust & Resilient Organization	Governance	2026	Purchasing Policy Review	CEO	Not Started		X	X	X	X								
Creating a Robust & Resilient Organization	Governance	2026	Operation Policies Review	CEO	Not Started	11 policies incl. Record Management Policy, Confidentiality and the Protection of Privacy, Emergency Response, AODA Requirements, Customer Service, Public Internet Access Policy, Bed Bug Prevention and Containment, Social Media, Community Notices, Canada's Anti-Spam Legislation, Media Communications	X				X							
Creating a Robust & Resilient Organization	Governance	2026	HR Policies Review	CEO	Not Started	7 policies incl. Employee Benefits, Adverse Weather Conditions, Professional Development, Termination of Employment, Employee Discipline, Working from Home, Social Media												X
Creating a Robust & Resilient Organization	Governance	Ongoing	Continue to work with HIP Partners on HIP Strategic Plan deliverables	CEO	In Progress		X	X	X	X	X	X	X	X	X	X	X	X
Creating a Robust & Resilient Organization	Governance	Ongoing	Update and finalize HIP Letter of Agreement in partnership with other HIP Partners	CEO	In Progress		X	X	X	X	X							

Communications and Marketing																			
Strategic Pillar	Driver	Implementation	2026 Actions	Staff Lead	Status	Notes	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	
Telling Our Story	Establish a Marketing and Communications vehicle for the public and Town Council to explain the MPL Board's roadmap, advocate for library funding, and to demonstrate accountability and transparency.	2026	Undertake development of messaging and a communications tool to tell MPL's story.	DCX	Not Started	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. To be updated annually.				X	X	X	X	X					
Telling Our Story	Annual Task	2026	Annual Patron Survey	DCX	Not Started	Delivery to public in September.								X	X				
Telling Our Story	Annual Task	2026	Annual Marketing and Communications Plan	DCX	Not Started	Work to be in December, with final report brought to board in January	X												
Telling Our Story	Annual Task	2026	Annual Report	DCX	Not Started	Work to be in February, with final report brought to board in June		X	X	X	X	X							
Telling Our Story	Annual Task	2026	Telling Our Story Quarterly Update	DCX	Not Started	Quarterly update of webpage with stats and initiatives				X		X			X				X
Telling Our Story	Service Improvements	2026	Branding of Main Children's Area	DCX	Not Started		X	X	X										
Delivering Quality Services	Service Improvements	2026	Operational Plan for Children & Teen's Fines Elimination	DSS	Completed	The work was completed in Jan 2026	X	X	X										
Creating a Robust & Resilient Organization	Governance	2026	Development of Crisis Communication Plan	DCX	Not Started					X	X	X	X	X					
Creating a Robust & Resilient Organization	Governance	2026	Emergency Manual Review and Update on a regular basis	DCX	Not Started					X									
Delivering Quality Services	Service Improvements	2026	Communication plan for Mini Sorter	DSS/DCX	In Progress	Plan has been finalized, will roll out in Feb for the Minisorter installation in late March	X	X											
Delivering Quality Services	Service Improvements	2026	Communication framework to promote collection	DSS	Not Started	Will start the work in March 2026			X	X									
Delivering Quality Services	Service Improvements	2026	Communication framework to promote technology	DSS	Not Started	Will start the work in June 2026						X	X						
Telling Our Story	Service Improvements	2026	Patron Point to Vega Promote	DSS/DCX	In Progress	Project was initiated but there will be delays due to technological challenges from the vendor's side	X	X	X	X	X	X	X						

Staffing and Training																			
Strategic Pillar	Driver	Implementation	2026 Actions	Staff Lead	Status	Notes	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	
Creating a Robust & 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.	2026	Update Manager Job Descriptions to align with SDOR recommendations.	CEO	In Progress	Updated JD's have been created and finalized. Currently with the consultant as part of the Compensation Review. To be rolled out in early 2027 upon the completion of the Compensation Review	X	X	X										
Telling Our Story	Create a Community Engagement Librarian position to deepen the Library's engagement within the community as well as ensure outreach to underserved areas and new residents	2026	Depending on 2026 Budget approvals hire position or request as part of 2027 Budget.	CEO	Deferred														
Creating a Robust & 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.	2026	Develop staffing plan for 2027 including consideration of the Community Engagement Librarian, staffing for extended hours at Beaty and Beaty Makerspace.	CEO	Not Started							X	X	X	X	X	X		
Creating a Robust & Resilient Organization	Leverage MPL's participation in the Town of Milton's Strategic Workforce Planning and Competency Framework.	2026	Bring Strategic Workforce Plan to Board for approval.	CEO	In Progress		X	X	X										
Creating a Robust & 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.	2026	Ensure 2026 Budget has 1% available for staff Development. Develop plan for 2026 training programs.	CEO	Completed							X	X	X	X	X	X		
Creating a Robust & Resilient Organization	Annual Task	2026	Staff Engagement Survey	CEO	Not Started	Complete in September 2026, Bring to Board October 2026								X	X	X			
Creating a Robust & Resilient Organization	Governance	2026	Annual Vacation and Leave Process Review	All	Not Started										X	X			
Creating a Robust & 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.	2026	Staff Development Days	All	In Progress		X	X		X					X			X	X
Creating a Robust & 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.	2026	Intellectual Freedom Training	DSS	In Progress	Training material has been finalized. First training is scheduled on Feb 27	X	X	X										
Creating a Robust & 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.	2026	Makerspace Technology Training	DSS	Not Started	The work will start in Q2				X	X	X							

Creating a Robust & 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.	2026	SharePoint Refresh Training	DSS	In Progress	All staff training is scheduled on Feb 2nd and Leadership training is scheduled on Jan 19th	X	X	X										
Creating a Robust & 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.	2026	ILS Refresh Training	DSS	Not Started	A few critical components will be covered on Feb 2nd, and further training will be scheduled if needed based on staff feedback	X	X	X										
Creating a Robust & 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.	2026	Safety and Security Training	DCX	Not Started		X	X	X	X	X	X	X	X	X	X			
Creating a Robust & 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.	2026	Customer Service Training	DCX	Not Started	Roll out Customer Service Framework and training for staff					X	X							
Creating a Robust & 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.	2026	Mental Health Workshop	DCX	Not Started	External sources for Grounding Techniques, Stress Release				X	X	X							
Creating a Robust & 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.	2026	Development of implementation plan for cross-branch training including all Customer Associates and Librarian staff	DCX	Not Started	Understanding in-charge responsibilities				X	X	X							
Creating a Robust & Resilient Organization	E-resources Literacy	Ongoing	Development of implementation plan for cross-branch training including all Customer Associates and Librarian staff	DSS	Not Started	The work will start in February		X	X	X	X								
Creating a Robust & Resilient Organization	Intellectual Freedom Training	2026	All Staff Training	DSS	In Progress	The material is ready and the training will roll out in Feb	X	X	X										
Creating a Robust & Resilient Organization	Collection Awareness Programme	2026	Development of a framework for the ongoing Collection Awareness Programme for the CS staff	DSS	Not Started	The initiative will increase CS staff understanding of collection policies, procedures, and legal/ethical boundaries. It will be rolled out in Q3							X	X					
Creating a Robust & Resilient Organization	Display guidelines	2026	Develop guidelines for physical and digital displays along with framework for staff training	DSS	Not Started	Improve consistency and accuracy of collection-related communication. Will be rolled out in the Fall 2026								X	X				
Creating a Robust & Resilient Organization	Professional Development for SS staff	2026	Refresh training on Collection and ILL tools for the SS staff	DSS	Completed	Collection HQ and ILL training have been provided to SS staff	X	X	X					X	X				
Creating a Robust & Resilient Organization	Professional Development for SS staff	2026	Train staff on CREW method and best practices for weeding	DSS	In Progress	Collection Librarian are getting familiar with the tools.	X	X	X										
Creating a Robust & Resilient Organization	Professional Development for SS staff	2026	Research and investigate new staff scheduling software to be implemented in 2027	ALL	In Progress	The team has explored a couple of options. Hoping to make decision mid 2026, develop change management strategies with roll out in 2027.	X	X	X	X	X	X	X	X	X	X	X	X	X
Creating a Robust & Resilient Organization	Governance	2026	Collective Agreement - Bargaining	All	Not Started					X	X	X	X	X	X				
Creating a Robust & Resilient Organization	Governance	2026	Updated leave and attendance tracking processes for staff and conversion to Workday	All	Not Started		X	X	X	X	X	X	X	X	X	X	X	X	X

Technology																		
Strategic Pillar	Driver	Implementation	2026 Actions	Staff Lead	Status	Notes	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Delivering Quality Services	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.	Ongoing		DSS	In Progress	Ongoing conversation with Town IT are underway. Currently working with Town IT on Sherwood Internet infrastructure.	X	X	X	X	X	X	X	X	X	X	X	X
Creating a Robust & Resilient Organization	Develop a Technology Plan in order to provide Library staff with a roadmap to follow and update.	Ongoing	Plan approved by Board in 2025. Continue implementation throughout 2026	DSS	Completed	Approved by Board in its Nov. Meeting	X	X	X	X	X	X	X	X	X	X	X	X
Creating a Robust & Resilient Organization	Annual Task	2026	Annual Technology Refresh Plan	DSS	In Progress	IT is working on developing the plan. Will be ready before the end of Q1										X	X	
Creating a Robust & Resilient Organization	Annual Task	2026	Workday Financial Systems Transition and Integration	FIN	Not Started		X	X	X	X	X	X						
Telling Our Story	Service Improvements	2026	CRM System Implementation	DSS/DCX	Not Started		X	X										
Creating a Robust & Resilient Organization	Governance	2026	Launch internal IT governance framework and policy review cycles.	DSS	In Progress	The framework will be presented to the Board in its March meeting.		X	X	X								
Creating a Robust & Resilient Organization	Governance	2026	Develop AI Policy with an approved AI tool for the organization.	DSS	In Progress	The AI policy in alignment with Town's AI policy will bring to the Board in its March meeting.	X	X	X	X	X							
Creating a Robust & Resilient Organization	Governance	2026	Review and update centralized IT asset management system to track and optimize hardware, software, and licenses.	DSS	In Progress	The work is underway and will be completed in Q2					X							

Delivering Quality Services	Service Improvements	2026	Launch new digital programming streams	DSS/DCX	In Progress	Ongoing	X	X	X	X	X	X	X	X	X	X	X	X
Delivering Quality Services	Service Improvements	2026	Enhance accessibility features across digital platforms and in-branch technologies.	DSS	In Progress	The draft plan is ready and will be shared with leadership and managers in its Feb meeting for their feedback	X	X	X	X	X							
Building Strong Infrastructure	Efficient workflows and communication	2026	Roll-out SharePoint as a primary collaboration, document storage and communication tool.	DSS	In Progress	First phase with refresh training is scheduled to roll out on Feb 2nd. The Leadership site is up and running now.	X	X	X	X	X							
Delivering Quality Services	Service Improvements	Ongoing	Regular upgrades on ILS, Discovery, Mobile and other technology in compliance with best practice and security protocols.	DSS	In Progress	Ongoing upgrades	X	X	X	X	X	X	X	X	X	X	X	X

**Facilities**

Strategic Pillar	Driver	Implementation	2026 Actions	Staff Lead	Status	Notes	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
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.	2026	none	All	In Progress	Continue to work with Town of Milton on long term planning. Participation in Development Charges (DC) study.	X	X	X	X	X	X	X	X	X	X	X	X
Creating a Robust & Resilient Organization	Adopt a Library Facility Classification System that aligns with the ARUPLO Guidelines for Rural/Urban Public Library Systems and organizes Milton Public Library branches based on catchment area, population served and the unique functions of each library	Ongoing	Board report for adoption of the ARUPLO standards and alignment with DC Study	CEO	In Progress													
Delivering Quality Services	Continue to engage area First Nations and Indigenous communities in discussions about how new and existing Milton Public Library branches can be more welcoming of Indigenous Peoples. The role of the Library in addressing applicable Calls to Action of 2015.	Ongoing	Ongoing First Nation Partnerships and Programming with Indigenous Advisor	All														
Building Strong Infrastructure	Prepare an architectural feasibility study that explores how to position the Main Branch to respond to the high degree of pressure it is currently facing as well as supporting objectives of the Town of Milton Official Plan (Draft) and Strategic Plan. The feasibility study	2026	Capital project was approved as part of 2026 Budget.	CEO	In Progress	Meeting set with Town staff to discuss.												
Telling Our Story	Explore options, costs and staffing requirements associated with purchasing and operating a bookmobile vehicle that combines mobile library outreach services with more frequent couriers between branches.	2026	Outreach Vehicle Procurement	CEO	In Progress	Meeting set with Town staff to discuss.	X	X	X	X	X	X	X	X	X			
Telling Our Story	Explore options, costs and staffing requirements associated with purchasing and operating a bookmobile vehicle that combines mobile library outreach services with more frequent couriers between branches.	2027	Outreach Vehicle Refurbishment	DSS	Not Started	Work will start after the initial purchase. Scope of work to be completed in 2026.			X	X	X	X	X	X	X			
Telling Our Story	Explore options, costs and staffing requirements associated with purchasing and operating a bookmobile vehicle that combines mobile library outreach services with more frequent couriers between branches.	2026	Outreach Vehicle Technology and Collection purchase	DSS	Not Started	Work will start after the initial purchase. Scope of work to be completed in 2026.			X	X	X	X	X	X	X			
Delivering Quality Services	Service Improvements	2026	Mini Sorter Installation and Delivery	DSS	In Progress	The work will complete by the end of March	X	X	X	X								

**Customer Experience**

Strategic Pillar	Driver	Implementation	2026 Actions	Staff Lead	Status	Notes	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Delivering Quality Services	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.	2026	ongoing	All	In Progress	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.	X	X	X	X	X	X	X	X	X	X	X	X
Delivering Quality Services	Extend the hours of the Beaty Branch to include Sundays in the short term.	2027	This action has been deferred to 2027 to coincide with the Makerspace launch	All	Deferred	Planning to be completed by June 2026 to inform 2027 Budget		X	X	X	X	X	X					
Delivering Quality Services	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.	2027	This action has been deferred to 2027 post Makerspace launch	All	Deferred	Planning to be completed by June 2026 to inform 2027 Budget		X	X	X	X	X	X					

Delivering Quality Services	Initiate exploratory meetings to discuss areas of collaboration and partnership at the Milton campuses of both Conestoga College and Wilfrid Laurier University.	2026	Continue discussions on a regular basis with Conestoga and Wilfrid Laurier Universities. Look to engage students at information fairs and library visits	DCX	In Progress				X			X			X			X
Delivering Quality Services	Increase the focus placed on programming for newcomer families.	2026	Quarterly program planning to incorporate newcomer programs	DCX	In Progress				X			X			X			X
Telling Our Story	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.	2026	Quarterly program planning to incorporate newcomer programs	DCX	In Progress				X			X			X			X
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.	2026	Quarterly program planning to incorporate newcomer programs	DCX	In Progress				X			X			X			X
Telling Our Story	Continue to adapt the Library's community-led approach to programming to cultivate and assess other collaboration and partnership opportunities.	2026	Continued partnership engagement during quarterly program planning.	DCX	In Progress				X			X			X			X
Delivering Quality Services	Annual Task	2026	2026 One Book One Milton OBOM	DCX	In Progress	Planning continues throughout the year, with the announcement in June and event in October/November	X	X	X	X	X	X	X	X	X	X	X	X
Delivering Quality Services	Annual Task	2026	Battle of the Books	DCX	In Progress	Planning continues from January to March, with the Battle taking place in April/May	X	X	X	X	X							
Delivering Quality Services	Annual Task	2026	Summer Reading Club	DCX	In Progress	Planning begins in March, with delivery from June-August	X	X	X	X	X	X	X					
Delivering Quality Services	Annual Task	2026	Typical/Count Week	All	Not Started	November 9 - 15, 2026												X
Telling Our Story	Annual Task	2026	Annual Events Calendar	DCX	Not Started	Annual Update									X			
Telling Our Story	Annual Task	2026	Community Asset Map	DCX	Not Started	Annual Update			X	X								
Telling Our Story	Annual Task	2026	Evaluating Current Programs	DCX	Not Started	Annual Update												X
Creating a Robust & Resilient Organization	Governance	2026	New method in tracking programming statistics	DCX	Not Started	Program Tracking for what we design and offer, partnership programs, hybrid, and ongoing existing programs.					X	X	X	X				
Creating a Robust & Resilient Organization	Annual Task	2026	Annual Programming Audit	DCX	Not Started		X											

**Collections**

Strategic Pillar	Driver	Implementation	2026 Actions	Staff Lead	Status	Notes	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26
Delivering Quality Services	Formalize current practices into a Collection Strategy that defines core collections and addresses the deselection of legacy formats, ratio of print versus nonprint material, targets for digital and streaming collections, acquisition targets for multilingual collections for newcomers, and <del>footprint</del> <sup>footprint</sup> for the physical footprint.	2026	Development of a staff working group for Collection Strategy.	DSS	Completed	The collection strategy was approved by the Board in its October 2025 meeting			X									
Delivering Quality Services	Continue to utilize library software products such as Collections HQ to understand and analyze circulation of formats according to location, as well as create linkages that inform selection and deselection decision making.	Ongoing		DSS	Completed	A data-driven approach is used for making acquisitions and weeding decisions	X	X	X	X	X	X	X	X	X	X	X	X
Building Strong Infrastructure	Continue to leverage mechanisms such as consortium purchasing and reciprocal borrowing to help the Library's collection budget stretch farther and to relieve some physical space pressures in the short term, especially as it relates to the Main Library's footprint for collections.	Ongoing	Continue to develop partnerships with Ontario recreation facilities to provide passes to the community members	DSS	In Progress	ROM passes were added in 2025; work is underway to include RGB passes in 2026. Plan to have them before summer 2026.	X	X	X	X	X	X	X	X	X	X	X	X
Delivering Quality Services	Monitor data and performance metrics used to track e-books and e-audio books in order to support annual expenditure increases and expand the number of titles for each format.	Ongoing	Data is being monitored including the Turnaway data, to ensure community demands are met.	DSS	In Progress	Ongoing, data is tracked monthly, daily based on the e-resource.	X	X	X	X	X	X	X	X	X	X	X	X

Delivering Quality Services	Increase the acquisition of multilingual titles by 0.5% annually to the year 2029.	Ongoing	In order to meet the community's expectations, increasing the multilingual collection is essential.	DSS	In Progress	Plan to add Punjabi and Tamil collections by the Fall of 2026.	X	X	X	X	X	X	X	X	X	X	X	X
Delivering Quality Services	Plan for sustainable Diversity Audit exercise based on 2025 Diversity Audit Project report.	2026	Develop a diversity audit plan strategy to be conducted on annual basis	DSS	In Progress	2025 plan has been completed, the report will be presented to the Board in March			X	X	X							
Delivering Quality Services	Establish community focus groups segmented by age and interest.	2026	Develop a framework and reach out to community organizations to engage community members	DSS	In Progress	A framework is ready, teen focus group has been created.	X	X	X									
Delivering Quality Services	Service Improvements	2026	Explore costs and feasibility of additional Courier.	DSS	In Progress	Conversation with the Town is underway	X	X	X	X	X	X	X	X	X	X	X	X
Delivering Quality Services	Streamline the Book Club Kits catalogue search and registration process.	Ongoing	Explore an option to implement a tool.	DSS	In Progress	Demo of the products have been planned, roll out in Jul												
Creating a Robust & Resilient Organization	Review the Collection Management Policy	2026	Collection Management Policy review integrating the AI component	DSS	Not Started	Bring to the Board in the Fall				X			X					
Delivering Quality Services	Standardize tagging, metadata, and discovery improvements for diverse collections.	2026	Improved MARC records for multilingual items	DSS	Not Started	The work will start in Q2					X							
Telling Our Story	Initiate "Telling Our Story" Campaigns across physical and digital platforms.	2026	Develop a framework for collection promotion	DSS	Not Started	The work will start in Q2							X					
Telling Our Story	Enhance display planning aligned with programming and cultural dates./ Prepare Display Guidelines for CE Staff.	2026	Better physical and digital display planning	DSS	Not Started	The work will start in March				X								
Telling Our Story	Work with the marketing team to run the "language spoken at Home" campaign.	2026	Plan and run the campaign annually	DSS/DCX	Not Started	The first campaign to go in March	X	X	X									
Creating a Robust & Resilient Organization	Annual Task	2026	Collection Display Schedule	DSS	Completed	Will be communicated to the staff on Jan 9th	X	X	X									