



**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.*

**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  
Carrie Sharpin, Practice Manager, Ward & Uptigrove Human Resources Solutions

**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. Confidential Session**

Confidential Session to deal with

- Personal matters about an identifiable individual;
- Labour relations or employee negotiations.

4.1. Confidential Item – CEO Evaluation HR Committee/  
JG

4.2. Confidential Item – Non-Union Compensation Review and related HR Policy Updates JG/CS/SDM

- 5. Consent Agenda** SDM
  - 5.1. Approval of the Minutes of October 15, 2025
  - 5.2. 2025 October YTD Operating and Capital Variance Report
  - 5.3. 2025 Annual Patron Survey Results
  - 5.4. CEO & Chief Librarian Report
- 6. Discussion Items**
  - 6.1. 2026 Budget Update SDM
  - 6.2. 2024 Ontario Public Library Statistics – Comparator Libraries Comparison SDM
  - 6.3. Digital Strategy and Technology Roadmap (2025-2029) SDM/KK
  - 6.4. Circulation Policy (OP-11) SDM/KK
  - 6.5. 2026 Work Plan Draft SDM
- 7. Reports and Updates**
  - 7.1. Committee Updates
  - 7.2. Council Updates
- 8. Other Business**
- 9. 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
  - Santa Claus Visits for Story Time – December 22

**10. Adjournment**



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

**Mission Statement**

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

**Minutes**

**Members:** Councillor Colin Best, Councillor Rick Malboeuf, Councillor Sarah Marshall, Ragy Sharkawy (Virtual), Sibyl Shen (Chair)

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

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

**Regrets:** Sana Malik, Karen Wolnik

Meeting Commenced at 7:01pm

**1. Approval of Agenda**

**Motion #25-1998**

**That the Milton Public Library Board approve the Agenda of the October 15, 2025 Meeting.**

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

**2. Declaration of Interest:** none

**3. Confidential Session**

The motion was passed to move into Confidential Session.

**Motion #25-1999**

**It was Moved by** *Councillor Sarah Marshall*, **Seconded by** *Councillor Colin Best* **to move into the Confidential Session at 7:03pm. Carried**

**It was Moved by** *Councillor Sarah Marshall*, **Seconded by** *Councillor Rick Malboeuf* **to move out of the Confidential Session at 7: 31pm. Carried**

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

- Labour Relations or Employee Negotiations

3.1. Confidential Item – Employee Engagement Survey

**Motion #25-2000**

**That Milton Public Library Board receive the report entitled “2025 Staff Survey Results” for information.**

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

**4. Consent Agenda**

- 4.1. Approval of the Minutes of September 17, 2025
- 4.2. 2025 September YTD Operating and Capital Variance Report
- 4.3. 2026 Board Meeting Scheduled
- 4.4. 2026 Closures and Holidays
- 4.5. Departmental Quarterly Report – Q3
- 4.6. CEO & Chief Librarian Report

**Motion #25-2001**

**That the Milton Public Library Board approve the revised 2026 Board Meeting Schedule with proposed meeting dates; and**

**That the Milton Public Library Board approve the Consent Agenda of the October 15, 2025 Meeting.**

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

**5. Discussion Items**

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

**Motion #25-2002**

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

**That the Milton Public Library Board endorses the draft gross operating budget of**

**\$6,892,660 for 2026 (\$6,658,971 net), and that the Mayor of the Town of Milton and Milton Council be requested to consider the budget request as part of the Town's 2026 Budget process; and**

**That the Milton Public Library Board endorses the proposed capital budget of \$1,392,156 for 2026, and that the Mayor of the Town of Milton and Milton Council be requested to consider the budget request as part of the Town's 2026 Budget process; and**

**That the Milton Public Library Board endorses the draft capital forecast budget of \$13,500,663 for 2027-2035, and that the Mayor of the Town of Milton and Milton Council be requested to consider the forecast as part of the Town's 2026 Budget process.**

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

## 5.2. Collection Development Strategy

### **Motion #25-2003**

**That the Milton Public Library Board receive the Milton Public Library Collection Development Strategy report; and**

**That the Milton Public Library Collection Development Strategy 2026–2029 be approved.**

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

## 5.3. Bridge 2023-2024 Report – Impact of Technology Services in Ontario Public Libraries

### **Motion #25-2004**

**That the Milton Public Library Board receives Bridge 2023-2024 Report- Impact of Technology Services in Ontario Public Libraries report.**

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

## 6. Reports and Updates

### 6.1. Committee Updates

- The HR committee meeting originally scheduled for November 6<sup>th</sup>, 2025, will be rescheduled due to a scheduling conflict.

### 6.2. Council Updates

- The new councilor for Ward I Area was officially sworn in.

- At the November 3<sup>rd</sup>, 2025 Council Meeting Council will discuss five planning applications totaling 4,100 homes.

**7. Other Business: none**

**8. Future Meeting and Events**

Next Board Meeting: Wednesday November 19, 2025

Indigenous Veterans Day – Friday, November 7

In Conversation with David A. Robertson – Monday, November 10

Board Meeting –Wednesday November 19

Council Budget Workshop – Monday November 24

Council Budget Committee – Monday December 1 & Tuesday December 2

**9. Adjournment**

Meeting Adjourned: 8:12pm

**Motion #25-2005**

**That Milton Public Library Board approve the adjournment of the October 15, 2025 meeting.**

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

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

*Sana Malik*, Chair  
Milton Public Library Board

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

*Sarah Douglas Murray*, CEO  
Milton Public Library Board

## Consent Agenda Item 5.2

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas Murray, CEO & Chief Librarian  
Sonia Li, Supervisor, Finance & Administration  
**Date:** November 19th, 2025  
**Subject:** 2025 October YTD Operating and Capital Variance Report

### Recommendation:

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

### Background:

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

### Report:

As of October 31<sup>st</sup> 2025, total Library Financial Balance stands at net (\$1,635,588) with a budget variance of \$1,545,860 to be used for the remaining of 2025.

The latest forecast presented in the report reflects the current trend and estimates a year-end surplus of \$150,498, primarily driven by savings from staff gapping, increased revenue from photocopies and unbudgeted grants and donations, along with savings in various expense lines.

Total Library Operating Expenses to date amount to \$4,936,625 or 75% of the 2025 Approved Budget. Overage in Materials & Supplies, driven by patron cards and hold slips expenses, is forecasted to be offset by savings in Office Equipment, Professional Fees, Professional Development and Processing Fees. Similarly, the overage in Program Expenses will be balanced by increased revenue from Grants and Donations.

The Library Capital projects are currently progressing under budget, with \$944,965 remaining. Project C80131124 Furniture Replacement and C80131221 Library Service Delivery Strategy Implementation have been closed and are removed from the reporting list.



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 October YTD Operating and Capital Variance Report.

**TOWN OF MILTON  
MONTHLY FINANCIAL REPORT  
Oct-25**

**LIBRARY**

Run Date: 11/12/25 3:15 PM

Favourable  
Unfavourable

	MTD ACTUAL	YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET	Variance Note
LIBRARY								
LIBRARY								
8025 LIBRARY SERVICES								
EXPENDITURES								
3005 Salaries Full Time	190,551	1,789,836	2,320,146	-106,980	2,213,166	423,330	80.87%	
3020 Hourly Part Time	83,199	855,736	1,084,237		1,084,237	228,501	78.93%	
3023 Overtime Pay	144	2,668		2,480	2,480	-188	1	
3025 Employee Benefits	55,691	699,381	843,029	-25,909	817,120	117,739	85.59%	
3120 Memberships	6,673	18,179	15,330	2,000	17,330	-849	1	Forecast updated - \$3k over budget due to catching up on suspended membership fee during covid
3125 Mileage/Car Allowance	553	3,514	4,801		4,801	1,287	73.19%	
3130 Professional Development	1,768	24,276	60,451	-10,000	50,451	26,175	48.12%	Forecast updated - \$10k savings by YE
3135 Recognition Plan Awards	100	300	1,600		1,600	1,300	18.75%	Timing - expected in Nov Staff Development day
3205 Bank Charges	34	5,028	6,500		6,500	1,472	1	
3292 Transfer to Reserve	0	753,543	753,543		753,543	0	100.00%	
3310 Equip-Data	4,751	94,170	129,881		129,881	35,711	72.50%	
3330 Copies	1,355	16,294	18,907		18,907	2,613	86.18%	
3335 Electronic Products		197,367	273,863		273,863	76,496	72.07%	
3375 Office Equipment	0	2,096	10,220	-5,000	5,220	3,124	40.15%	Forecast updated - \$5k savings by YE
3380 Office Supplies	1,275	8,800	12,525		12,525	3,725	70.26%	
3400 Materials & Supplies	167	24,914	11,625	20,000	31,625	6,711	78.78%	Forecast updated - \$20k over budget due to spent for Patron cards, Hold Slips and Book bags, offset by saving opportunities in other lines.
3410 Program Expenses	18,933	123,363	111,264	23,077	134,341	10,978	91.83%	Forecast updated - \$23k over budget due to unbudgeted grants and donations program exp, offset by higher Revenue in Grants and Donations
3474 Region Garbage Tags Expense		1,700	3,601		3,601	1,901	47.21%	
3610 Advertising	2,519	37,984	41,860		41,860	3,876	90.74%	
3630 Audit	0	8,446	8,599		8,599	153	98.22%	
3635 Automation Equip Maint	2,213	75,723	147,970		147,970	72,247	51.17%	Timing - renewal invoices for Bibliotheca, Java Connections expected in Nov
3650 Board Expenses	0	0	3,066		3,066	3,066	0.00%	
3670 Bldg Maintenance	13	10,145	14,666		14,666	4,521	1	
3726 Telecommunications	6,694	53,027	74,478		74,478	21,451	71.20%	
3740 Contracts	5,420	22,071	38,224		38,224	16,153	57.74%	Timing - to be reclassified to Facilities on Year-end
3799 Insurance	-2,921	11,471	11,283	3,108	14,391	2,920	79.71%	
3825 Lease-Other		456	531		531	75	85.88%	
3868 Facility Rental Expense		434	5,115		5,115	4,681	8.48%	Timing - pending actual breakdown from Art Center for OBOM and other events
3895 Postage	274	1,995	3,373		3,373	1,378	59.15%	
3900 Printing/Stationery	4,259	12,293	12,164		12,164	-129	101.06%	
3905 Processing	8,102	42,518	76,650	-10,000	66,650	24,132	63.79%	Forecast updated - \$10k savings by YE, offset the overage in Materials & Supplies
3910 Professional Fees	1,250	4,839	20,440	-10,000	10,440	5,601	46.35%	Forecast updated - \$10k savings by YE, offset the overage in Materials & Supplies
3945 Service Agreements		0	3,694	-3,694	0	0	#DIV/0!	Forecast updated - \$3.7k savings by YE, offset the overage in Materials & Supplies
3950 Shipping & Courier	1,430	12,384	25,656		25,656	13,272	48.27%	Saving Opportunities
4010 Subscriptions		2,013	2,044		2,044	31	98.48%	
4050 Utilities-Gas/Oil	20	4,003	7,424		7,424	3,421	53.92%	
4053 Utilities - Hydro		13,201	20,253		20,253	7,052	65.18%	
4057 Utilities - Water	289	2,457	3,624		3,624	1,167	67.80%	
6805 CS Infrast. Reallocated Exp		0	420,766		420,766	420,766	0.00%	
<b>Total EXPENDITURES</b>	<b>394,756</b>	<b>4,936,625</b>	<b>6,603,403</b>	<b>-120,918</b>	<b>6,482,485</b>	<b>1,545,860</b>	<b>76.15%</b>	
REVENUE								
5050 Tax Levy		-6,312,940	-6,312,940		-6,312,940	0	100.00%	
5230 Other Grants		-4,897	0	-4,897	-4,897	0	1	New Canada Post Grant unbudgeted
5234 Public Library Operating Grant			-52,429		-52,429	-52,429		Timing - expect in Dec
5235 Public Library Pay Equity Gran			-3,275		-3,275	-3,275		Timing - expect in Dec
5250 Canada Summer Jobs	-4,816	-4,816	0		0	4,816	#DIV/0!	
5270 New Horizons for Seniors	-19,752	-44,752		0	0	44,752	#DIV/0!	Timing - \$19k reversal of FY24 NHS Grant; \$15k of FY25 NHS Grant to be carried over to 2026; YE estimate will be \$29,752, offset overspent in Programming exp
5300 Recoveries from Others		-2,597	0	-2,597	-2,597	0	100.00%	ILLO Rebate
5315 Fundraising and Donations		-19,127	-5,000	-14,077	-19,077	50	100.26%	Offset overspent in Programming exp
5365 Salaries & Benefits Recovered		-4,855		-4,855	-4,855	-	99.99%	Recovery of health/dental benefits from employee portion
5400 Fees & Service Charges	-628	-10,190	-43,307		-43,307	-33,117	23.53%	Partial actuals in 5686 Ticket Sales, rest timing - pending actual breakdown for OBOM and other high profile events
5407 Administration Fees	-35	-309	-540		-540	-231	57.22%	
5493 Region Garbage Tags Revenue	-196	-1,791	-3,061		-3,061	-1,270	58.51%	
5665 Stat-Fines	-8,776	-82,645	-100,000		-100,000	-17,355	82.65%	
5666 Stat-Lost Items	-483	-7,017	-4,880	-3,154	-8,034	-1,017	87.34%	Forecast updated - \$3k ahead of budget
5667 Stat-Book Sales	-1,250	-1,640	-1,887		-1,887	-247	86.91%	
5668 Photocopies	-3,488	-42,168	-40,000	-6,000	-46,000	-3,832	91.67%	Forecast updated - \$6k ahead of budget
5686 Ticket Sales	0	-4,577	0		0	4,577	#DIV/0!	
5700 Vending Machine Revenue	-1,407	-5,008	-13,200	6,000	-7,200	-2,192	69.56%	Forecast updated - \$6k behind budget
5901 Contribution from Capital	0	-22,884	-22,884	0	-22,884	0	100.00%	
<b>Total REVENUE</b>	<b>-40,831</b>	<b>-6,572,213</b>	<b>-6,603,403</b>	<b>-29,580</b>	<b>-6,632,983</b>	<b>-60,770</b>	<b>99.08%</b>	
<b>Total LIBRARY</b>	<b>353,925</b>	<b>-1,635,588</b>	<b>0</b>	<b>-150,498</b>	<b>-150,498</b>	<b>1,485,090</b>	<b>1,086.78%</b>	
<b>Total LIBRARY</b>	<b>353,925</b>	<b>-1,635,588</b>	<b>0</b>	<b>-150,498</b>	<b>-150,498</b>	<b>1,485,090</b>	<b>1,086.78%</b>	
<b>Total LIBRARY</b>	<b>353,925</b>	<b>-1,635,588</b>	<b>0</b>	<b>-150,498</b>	<b>-150,498</b>	<b>1,485,090</b>	<b>1,086.78%</b>	

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

*Closed/To be closed*

<b>Project Code</b>	<b>Project Name</b>	<b>Life-To-Date Actual Spent</b>	<b>Current Budget</b>	<b>Life-To-Date Variance</b>
C80010024	AUTOMATION REPLACEMENT	\$281,449	\$281,449	\$0
C80010025	AUTOMATION REPLACEMENT	\$145,878	\$284,753	\$138,875
C80010317	COLLECTION - NEW	\$867,216	\$931,586	\$64,370
C80010318	COLLECTION - NEW	\$275,312	\$450,219	\$174,907
C80012124	COLLECTION - REPLACEMENT	\$541,087	\$535,607	(\$5,480)
C80012125	COLLECTION - REPLACEMENT	\$75,811	\$560,207	\$484,396
C80131125	FURNITURE REPLACEMENT	\$50,832	\$105,266	\$54,434
C80131424	INTEGRATED LIBRARY SYSTEM	\$105,974	\$103,000	(\$2,974)
C80131525	REMOTE HOLD LOCKERS	\$141,377	\$177,815	\$36,438
<b>Total</b>		<b>\$2,484,937</b>	<b>\$3,429,902</b>	<b>\$944,965</b>

### **Consent Agenda Item 5.3**

**Report to:** Milton Public Library Board  
**From:** Chris Dorscht, Director Customer Experience  
**Date:** November 19, 2025  
**Subject:** 2025 Annual Patron Survey Results

#### **Recommendation:**

That Milton Public Library Board receive the report entitled “2025 Annual Patron Survey Results” for information.

#### **Background**

As part of Milton Public Library’s 2025-2029 Strategic Master Plan recommendation and ongoing commitment to service excellence, an Annual Patron Survey was conducted between September 22 and October 9, 2025. The survey gathered feedback on patron satisfaction, library usage, program participation and awareness, digital and in-person service experiences, collections, and future priorities.

The survey received a good response rate of 456 submissions, providing valuable insight into how residents interact with the library, their satisfaction levels, and emerging community needs. These findings help guide operational planning, resource allocation, and service innovation across MPL’s three branches and digital platforms.

The 2025 survey serves as a baseline year for future comparative analysis and sets key performance indicators (KPI’s) to support staff in future decision making.

#### **Report**

Overall, survey results indicate strong satisfaction and community trust in MPL’s services, collections, programs, and staff. A majority of respondents (90%) stating that MPL provides a positive experience.

Patrons expressed high loyalty and engagement:

- 98% reported holding an MPL card (physical or digital)
- 87% of respondents said they were highly or highly likely to recommend MPL to others
- 89% agree or strongly agree that the library offers a safe and welcoming environment

While feedback was overwhelmingly positive, respondents also identified several areas for growth, particularly in program timing and awareness, online/in-person program offerings, and furniture refresh.

### **Library Use and Membership**

- 39% of respondents have been MPL members for more than 10 years, reflecting a deep and sustained community connection. 45% are under five years, showing the strong acceptance of the Library of new-comers to Milton during a strong period of community growth.
- The most common activities of patrons include:
  - Browsing the collection (81%)
  - Picking up holds (60%)
  - Attending programs (35%)
  - Using online services (29%)

Patrons who visit our branches in-person visit regularly, showing weekly or monthly visits across the system.

- Main Library: 53% of respondents visit weekly or monthly, indicating strong, consistent use.
- Beaty Branch: 23% visit weekly or monthly, while 37% reported never visiting, suggesting lower overall engagement.
- Sherwood Branch: Visits are more evenly distributed, with 14% weekly, 17% monthly, and 25% having visited, reflecting moderate but steady use.

The Main Library remains the most frequently visited location, while Beaty and Sherwood see more occasional or infrequent visits. These trends suggest opportunities to increase branch awareness and community engagement.

### **Collections**

Patrons continue to rate MPL's collection and online catalogue positively:

- 78% find it easy to renew items
- 80% find it easy to place holds
- 72% are satisfied overall with the online catalogue

Print books and large-print materials remain the most used formats, though eBooks and eAudiobooks also show consistent engagement, with the potential to grow. The Library of Things and multilingual materials received moderate awareness, signaling areas for further promotion.

Priority feedback from patrons identified a desire for:

- Expanded physical collections (61%)
- Increased digital resources (53%)
- More accessible and inclusive collections (e.g., multilingual and neurodiverse-friendly materials)

This feedback will inform upcoming facility planning discussions and future capital considerations.

### **Facilities and Space**

Survey respondents expressed high satisfaction with MPL's facilities:

- 89% feel safe in the library
- 85% feel welcomed and represented in the library
- 87% feel the library spaces are clean

However, feedback also pointed to opportunities for facility refresh:

- 32% agreed that some library spaces, furniture, and technology tools could be updated or enhanced
- Patrons expressed interest in expanded study and community space and more flexible seating.
- Patrons expressed low interest in new facilities and alternative service points, in comparison to increased collections.

This feedback will inform upcoming furniture re-freshes and future capital considerations.

### **Marketing**

- Awareness: Most patrons learn about MPL services via the website (58%), email newsletter (55%), and social media (24%).
- Program Promotion: Non-attendance was often due to unclear program information (30%).
- Advertising Reach: Local media such as Inside Halton and the Town of Milton website are key sources of information; traditional media is less used.
- Patrons rated MPL's marketing and promotional efforts positively: 36% found them very effective and 39% somewhat effective. Only a small proportion considered marketing

ineffective (6%). Overall, the results indicate that current promotional efforts are reaching and engaging most patrons effectively, with improvement needed in promoting programs.

### **Next Steps**

Based on 2025 survey results, MPL will continue to strengthen service delivery and engagement by focusing on:

1. Program Accessibility and Awareness
  - Review program scheduling and timing
  - Consider hybrid and online offerings
  - Enhance marketing awareness of programs through available channels
2. Collections
  - Continue to expand digital and multilingual materials, where possible.
  - Promote underutilized resources such as the Library of Things and e-resources
3. Facilities and Spaces
  - Review furniture and space refresh priorities within upcoming capital plans
  - Explore additional flexible or quiet study areas
4. Communication and Outreach
  - Strengthen use of MPL’s digital platforms for storytelling and service promotion
  - Leverage current internal marketing channels to promote events and programs and increase community partnerships to reach non-users
  - Continue highlighting MPL’s role as a trusted, welcoming, and innovative community hub

### **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 Patron Survey Results” for information.

## Consent Agenda Item 5.4

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas-Murray, CEO  
**Date:** November 19, 2025  
**Subject:** CEO Monthly Report

### Recommendation:

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

### Background:

The CEO and Chief Librarian produces a monthly report to provide the Board with a summary of current and upcoming projects and initiatives. More detailed quarterly reports are also provided to the Board in May, September, October and January. The reports are organized into sections that align with the Service Areas as outlined in the Milton Public Library Strategic Master Plan.

### Report:

#### Advocacy, Governance and Funding

#### **Municipal World Article**

The November edition of Municipal World included the article [The library is not a department: Why public library boards matter](#). Board members are encouraged to review. The author will also be presenting at the OLA Super Conference in 2026.

#### **Ontario Library Service (OLS) Virtual Conference**

The [Ontario Library Conference Virtual Conference](#) theme for 2025 is *Collaborate* and will be held on Wednesday November 19, 2025. Leadership and management staff have registered to attend.

The OLS will also be running the [2025 OLS Virtual Conference for Public Library Board Members](#) on Thursday November 20, 2025 from 5:30 – 8:45 p.m.. Sessions include a Conflict of Interest 101 as well as a presentation from the OLS on the [Valuing Ontario Libraries Toolkit \(VOLT\)](#).

#### **OLA Super Conference**

OLA Super Conference will be held in Toronto January 28-31. Board Member Boot Camp will be held on Saturday January 31, 2025 from 9 a.m. – 4 p.m. The MPL Board is encouraged to send a representative. Board Members are also welcome to attend the full conference.

### **New Councillor Meeting**

Following his by-election win in October, Councillor George Minakakis was invited to MPL to learn about the MPL Strategic Master Plan, 2025 accomplishments to date, as well as 2026 budget priorities.

### **Commonwell LEAF Grant**

The MPL Makerspace Project at Beaty Branch is in the running for a Commonwell LEAF (Learning & Engagement Accelerator Fund) grant. The grant is an Ontario based community-grant initiative that funds local projects aimed at enhancing learning, engagement, and community spaces.

### **ULC Innovation Award Proposal – Empowering Senior Artists**

A proposal was submitted for consideration under the ULC Innovation Award – Equity and Inclusion stream, focused on the Empowering Senior Artists project. This initiative aims to highlight and support creative contributions from senior members of the community.

### **Provincial Senior Community Grant Submission**

The Director of Support Services is preparing a submission for the Provincial Senior Community Grant to support programming and services for older adults in Milton.

### **MetLib Conference – Isolation**

The Director of Support Services and Customer Experience recently presented on MPL's initiatives funded through the New Horizons for Seniors Program (NHSP) over the past few years. The presentation received very positive feedback from the audience, highlighting MPL's commitment to senior engagement and inclusive programming.

### **Library Count Week**

Library Count Week is a week when public libraries in Ontario measure their activities to gather statistical information used in the Annual Survey of public Libraries (ASPL). The data collected during Library Count Week helps libraries identify trends in usage and opportunities for growth. MPL held our Count week from November 3-9, 2025.

### **ULC 2025 Library Insights Survey**

Milton Public Library is a participant in the [Urban Libraries Council Library Insights Survey](#). This annual survey of public libraries across the United States and Canada, provides a data-informed look into how libraries have been strengthening their operations and purposefully serving their communities since the pandemic.

### **Red Scarf Campaign**

On October 8 MPL launched the annual Red Scarf campaign in partnership with the Postvie Health Network (formerly Halton AIDS Network). The project encourages the community to knit red scarves, mitts and hats leading up to World AIDS Day on December 1<sup>st</sup>. Donation bins have been placed out at all branches to receive the knitting. Red yarn has been purchased for our knitting groups – and they have already started.

### **Fill a Crib Campaign**

The *Fill a Crib* campaign, organized by the Milton Public Library in partnership with the Milton Community Resource Centre (MCRC), invites community members to donate essential baby items to support local families in need. This drive focuses on collecting diapers, formula, baby food, and other essential items to "fill a crib" and provide a helping hand to parents and caregivers in the community. The campaign will begin on November 28.

### **Collections**

#### **Weeding and Book Sale**

The weeding process of children's materials is underway, which helps to refresh the collection. A pop-up book sale of weeded adult fiction materials was organized, resulting in a revenue of approximately \$1,800.

#### **Diversity Audit Update**

Staff have now audited a total of approximately 15,000 unique items in MPL's collection, totaling 15% of the entire print collection. Currently, approximately 6700 unique titles have been categorized as either containing DEI content, written by an author of a racialized or minority group, or containing DEI characters, totaling 6.7% of the collection so far.

#### **Library of Things**

In advance of the approaching holiday season, Staff is also planning on purchasing a number of board games to add to the Library of Things collection at Sherwood and Beaty.

### **Communications & Marketing**

#### **Media Coverage Highlight and Tracking Document**

The Year to Date media coverage tracking document through October 31 is attached to this report.

### **Staffing & Training**

#### **Staff Training and Development Day**

The final Staff Training and Development day of 2025 will be held on Monday November 17, 2025. The full day session will include the results of the patron and staff surveys, provide an overview of the Collections Strategy, include a work shop on 2026 work plan development as well as a presentation on AI facilitated by McMaster University.

#### **Staffing Updates**

Throughout the fall MPL has recruited for a number of vacant positions. Currently the Associate (2) and Assistant (2) positions have been filled and staff are currently interviewing for the Marketing and Communications Assistant and Collection Librarian – Adult positions.

## **Technology**

### **Gaming Computers at Beaty**

Two gaming computers are now available at the Beaty Branch. A library card is required to log in, and headphones can be borrowed from the Customer Service desk. The computers will be located in the corner outside of the “Group Study Room”.

### **Wacom Tablets**

Staff is working to introduce new technology “Wacom Tablets” to its patrons. The tablets function as a digital canvas for creating artwork, editing photos, and animating. Based on the popularity, and the staff will potentially add additional tablets to Sherwood’s Tech Hub.

### **Projector in the Teal Room at Main**

A new technology has been installed in the Teal Room, which replaced the end of life projector.

## **Facilities**

### **Main Library – Children’s Area enhancements**

The Main Library saw the introduction of new Children’s furniture, including a writing center, a puppet theatre and new reading nook.

### **Mini-Sorter Project Installation**

The Mini-Sorter to be installed at the Exterior Book Drop at Main Branch has been ordered and is expected to be delivered in early 2026. Library staff have been working with Town facilities staff to plan for exterior modifications and installation. Installation is expected in late March in order to avoid winter weather conditions.

## **Customer Experience**

### **Active Cardholders**

MPL Active Cardholders now number 63,706 or 42% of Milton’s population (2024 Census estimates).

### **Mental Health Programs for Adults**

In partnership with Art as Therapy, MPL has launched two new art therapy programs:

- Permission to Pause – for new parents to unwind and connect
- Cultivating Calm – for seniors to help combat isolation, especially during the colder months

Both programs take place on Tuesdays at Sherwood, running weekly.

Additionally, in partnership with Holding Space Halton, we’re offering drop-in sessions where adult patrons can engage in open conversations about death and dying, helping to foster understanding and alleviate fear surrounding these topics.

### **Indigenous Veterans Day**

MPL recognized Indigenous Veterans Day on Friday, November 7, 2025 at our Beaty Branch. This important day provides us with the opportunity to recognize and honour the courage, service, and sacrifices of Indigenous veterans who have contributed to Canada's military efforts throughout history.

### **Winter Break programming for Children**

Santa Claus will be visiting Milton Public Library for storytime on December 22<sup>nd</sup> at the Main branch which looks to be a fun day for kids 2 and over. To help keep kids engaged over the winter break, MPL has planned several programs which focus on creating, coding, and exploration.

### **MPL Strategic Master Plan Alignment**

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

Pillar: Telling Our Story

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

Pillar: Creating a Robust & Resilient Organization

Objective: Provide a framework for strong governance.

### **Recommendation:**

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

Press/ Media Hits			
Media/Org/Partner Outlet	Date it appeared/ran	Type of media (online, TV, radio, etc	Link
<b>Burlington Gazette</b>	02-Oct-25	<b>Online</b>	<a href="#">Library CEO prepares to report to the membership on what's working - Burlington Gazette</a>
FM101	03-Oct-25	Radio	<a href="#">Milton Public Library holding Taylor Swift event for local teens and tweens</a>
Milton Today	03-Oct-25	Online	<a href="https://www.miltontoday.ca/local-news/force-of-nature-milton-mourns-matriarch-of-hadfield-family-11300305">https://www.miltontoday.ca/local-news/force-of-nature-milton-mourns-matriarch-of-hadfield-family-11300305</a>
FM101	08-Oct-25	Radio	<a href="#">MPL's Medicine Learning Garden officially closes for the season - FM101 Milton Now</a>
Nation Talk	08-Oct-25	Online	<a href="#">MPL's Medicine Learning Garden officially closes for the season – miltonnow.ca</a>
Milton Today	16-Oct-25	Online	<a href="#">See the latest local innovations at Milton Public Library Tech Fair - MiltonToday.ca</a>
FM101	20-Oct-25	Online	<a href="#">The history behind Milton's Farrell Court and Zilio Terrace</a>
FM101	29-Oct-25	Online	<a href="#">Teens invited to crochet poppies ahead of Remembrance Day   FM101 Milton Now</a>
Milton Today	29-Oct-25	Online	<a href="#">Red Scarf Project invites youth to help raise HIV/AIDS awareness - MiltonToday.ca</a>
FM101	30-Oct-25	Online	<a href="#">Special ceremony being held at Milton library branch ahead of Indigenous Veterans Day</a>
FM101	30-Oct-25	Online	<a href="#">Special ceremony being held at Milton library branch ahead of Indigenous Veterans Day</a>
Your TV/ Halton News	27-Oct-25	Online/ TV	<a href="https://yourtv.tv/node/374878">https://yourtv.tv/node/374878</a>

## Discussion Item 6.1

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas-Murray, CEO  
Sonia Li, Supervisor, Finance & Administration  
**Date:** November 19, 2025  
**Subject:** 2026 Budget Update Report

### Recommendation:

That the Milton Public Library Board receives 2026 Budget Update Report.

### Background:

On September 8, 2025 ES-042-25-2026 Budget Call Report was presented to the Town of Milton Council and the recommendation was approved. The Mayor was requested to consider preparing the 2026 budget in alignment with the Town's Council-approved strategic plans and long-term studies with a proposed local residential property tax increase of 7.94% (estimated to result in a total tax rate increase of 5.20% including the regional and education portions of the levy).

On November 12th, 2025, the Town of Milton released the 2026 Budget book.

### Report:

The 2026 Operating Budget and 10-year Capital forecast for Milton Public Library, as presented at the October Board meeting, have been submitted. The 2026 total gross operating budget totals \$6,892,660 (net \$6,658,971). The capital budget for 2026 totals \$1,392,156 and 10-year forecast for 2027-2035 totals \$14,892,819.

The full 2026 Budget book can be accessed from the link below and the Library specific content is included in the attachment *Town of Milton 2026 Budget Reference Document – Overview – Library Related*.

Link: <https://pub-milton.escribemeetings.com/Meeting.aspx?Id=48b0881a-036a-41a1-93b3-b3b94c3fd3b9&Agenda=Agenda&lang=English>

Library Related Sections in the 2026 Budget book locate in the following pages:

- Page 9/10 – connection to the Strategic Plan
- Page 17 – growth highlight
- Page 18 – service level changes
- Page 31 – operating impacts from capital
- Page 58/61 – Options to change tax impact

More details are included in the Attachment 2 Town of Milton 2026 Budget Reference Document – Library Detail.

The Council Budget workshop is scheduled for November 24, 2025. The 2026 Budget will be discussed at a Council Meeting scheduled for December 1, 2025

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

**Pillar: Building Strong Infrastructure**

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

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

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

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

**Objectives:**

Provide a framework for strong governance.

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

**Recommendation:**

That the Milton Public Library Board receives 2026 Budget Update Report.



# 2026 BUDGET REFERENCE DOCUMENT OVERVIEW



# 2023-2027 Strategic Plan

The strategic plan creates a shared vision that guides the work of Council and staff to meet the needs of the evolving community. The plan identifies the needs of the organization and community for the upcoming term of Council as well as for the longer term.

The 2026 Budget supports the five strategic themes of the plan through both new and multi-year projects as outlined below:

## 1. Invest in People



- Investment in new staffing resources in priority areas
- Continued investments to support the most recent non-union employee value proposition review (CORS-046-23) as well as the outcomes of the most recent collective bargaining agreements

## 2. Innovate in Technology and Process



- Upgrade of the Town's Computer Aided Dispatch system, which is a critical component in the organization's ability to dispatch emergency resources within the community quickly and efficiently (capital project C241106)
- Continued upgrades to networking, infrastructure, power, and communications across all Town facilities (capital project C242001)
- Continued progress towards multi-year initiatives that were initiated through prior capital budgets such as Next-Generation 911 emergency communications and dispatch services, financial management system, property tax system and public portal, and website redevelopment, many with expected go-live dates in 2026.

## 3. Quality Facilities and Amenities



- Expansion of Park Improvements with a focus on drainage and re-grading of baseball diamonds, irrigation repairs and asphalt repairs (capital project C470001)
- Construction of Apple Park Village Square in the Boyne development area (capital project C525120)
- Redevelopment of various parks including Rotary Park (capital project C510141), Wallbrook Park (capital project C510171), Harwood park (capital project C510172) and Barclay Park (capital project C510174)
- Planned improvements for various recreation facilities including:
  - Memorial Arena roof and other upgrades (capital project C582134)
  - Milton Sports Centre pool and other upgrades (capital project C582148)
  - Library Beaty Branch upgrades to children's area and conversion of lounge to makerspace and program room (capital projects C588201 and C801317)
  - Leisure Centre (capital project C582105), Mattamy National Cycling Centre (capital project C582160), FirstOntario Arts Centre Milton (capital project C583101)

# 2023-2027 Strategic Plan

## 4. Connected Transit and Mobility



- Investment in Transit
  - Annualization of expanded transit service introduced in 2025 - Sunday Service and extended service to 10:30pm on weekdays
  - Expansion of transit service in Boyne, Derry Green and MEV areas starting Sept 2026 with buses purchased in 2025
  - Purchase of five (5) additional 12-metre buses in 2026 to continue to expand growth related service in Boyne and Derry Green areas in 2027 (capital project C570103)
  - Design of Transfer Hub at the MEV/Velodrome (capital project C595105)
- Road Construction and Rehabilitation
  - Urbanization of Fifth Line - Derry Road to Britannia Road (capital project C340047)
  - Urban Milton Intersection Improvements (capital project C340093)
  - Rehabilitation of Morobel Drive - Steeles Ave to North End (capital project C331002), Pearl Street - Commercial to East End (capital project C331003) and 5 Side Road - Dublin to RR25 (capital project C331004)
  - Assumption of, and funding contribution towards, the 16 Mile Creek Crossing (capital project C391002)
  - Annual asphalt overlay, expanded asphalt, surface treatment, crack sealing and guiderail needs programs to maintain the Town's road system
- Investments in Active Transportation
  - New trails in Boyne area (capital project C381003)
  - Recreational Trail Lights conversion to LED (capital project C530103)

## • Traffic and Road Safety

- Traffic Safety Services Review (capital project C400110)
- New Pedestrian Crossovers at various locations (capital project C400112)
- Preemption Traffic Control Equipment Replacement (capital project C400120)
- Traffic Calming funding asphalt speed cushions and other measures (capital project C400126)
- Introduction of annual Streetlight Rehabilitation Program (capital project C410101)

## 5. Planned Community Growth



- To prepare for the deployment of a fifth full-time front line fire suppression apparatus and maintain existing service levels, the 2026 budget includes four additional full-time fire suppression personnel. This initiative will be complemented by enhancements to the part-time firefighter program. The additional staffing and resources will improve the department's capacity to manage high-rise and multi-residential incidents, while also providing critical support for handling concurrent emergency responses. This proposal includes the acquisition of one new Pumper vehicle (capital project C710107)
- Library Main Branch Conceptual Plan and Floor Space Audit (capital project C598027) and Library Outreach Vehicle (capital project C801316)
- Development of a Complete Street Design Guidelines (capital project C900305)

# Operating Overview

## Growth/Volume Change:

Growth/volume changes are the costs and revenues required to extend existing services to newly developed neighbourhoods and employment areas within Milton. In 2026 there are \$8.19 million in growth related pressures. The most significant driver relates to transfers to reserves to fund the future rehabilitation of newly assumed developer contributed or Town constructed assets, such as roads and stormwater systems. The transfers form an important part of the Town's asset management strategy, as they ensure that with the continued growth in Town assets the existing infrastructure funding deficit is not further increased.

As the Town grows and more properties are developed, the increased value of the developed properties is captured in the Town's property tax assessment base and provides incremental tax revenue to help pay for the increased need for services that result from growth. Weighted assessment growth of 3.30% has been reflected in the 2026 Budget. The 3.30% represents the net assessment growth, as reductions in assessment resulting from Assessment Review Board (ARB) decisions or requests for reconsideration have been included with the overall change in weighted assessment. The table below provides additional details on the growth-related items impacting 2026.

Growth Related Impact	Impact (\$ millions)	Description
Infrastructure Reserves	\$ 3.94	Increased transfers mainly related to Developer Assumed assets (\$0.84M), assessment growth (\$1.27M), operating impacts from capital projects (\$1.31M), and DC legislated exemptions (\$0.50M).
Transit	\$ 1.97	Represents the incremental net cost of Transit service expansion from 2025.
Internal Support	\$ 1.30	Mainly attributed to an increase in technology programs and services (\$0.58M) to ensure efficient operation of the municipality as the Town grows, as well as 5 additional positions to support growth within the program areas (\$0.72M).
Fire and Rescue Services	\$ 0.88	The main driver is new Fire Suppression staff planned to start part way through 2026 (\$0.23M), the annualization of new Fire Suppression staff introduced part way through 2025 (\$0.34M), as well as transfers to reserve for the future replacement of new fire fleet and equipment expected to be procured in 2026 (\$0.18M).
Traffic Safety	\$ 0.21	Primarily due to 1 new position in Traffic (\$0.12M), maintenance and lifecycle costing associated with growth related traffic infrastructure (\$0.04M) and increased hydro costs associated with streetlights in new subdivisions (\$0.03M).
Roads	\$ 0.14	Relates to the expansion of road maintenance associated with anticipated assumptions of subdivisions.
Library	\$ 0.12	The increase is largely related to the annualization of the operating impacts associated with the remote hold lockers introduced in 2025, as well as growth related increases in electronic products and materials.
Recreation	\$ (0.32)	Relates to the net revenue impact of increased demand in various recreation programs.
Miscellaneous	\$ (0.05)	
<b>Subtotal</b>	<b>\$ 8.19</b>	
Assessment Growth Revenues	(3.67)	Net assessment growth at 3.30%.
<b>Deficit/(Surplus)</b>	<b>\$ 4.52</b>	

# Operating Overview

## Service Level Change:

Service Level changes reflect differences in the costs or revenues that result from the introduction of, discontinuance of, or revision to an existing service level. They represent a change in the level of service provided to the community.

Program Area		Description	Increase/ Decrease in Service	2026 Impact	Page
Licensing and Enforcement	After-Hours Call Centre	An increase in after-hours call centre funding due to anticipated call volumes. This will ensure continued customer service intake support outside of regular business hours, as well as continuation of officer safety check-ins.	SL ↑	\$ 17,000	S-30
Licensing and Enforcement	Good Neighbour Campaign	Represents funding to hire four (4) summer student positions on a permanent basis to run the Be a Good Neighbour campaign annually which educates Milton residents about Town by-laws including property standards, noise, litter, parking etc.	SL ↑	70,040	S-31
Fire and Rescue Services	Personal Protective Equipment	Increased transfers to reserve to fund expanded costs associated with the replacement of personal protective equipment for the Fire and Rescue division.	SL ↑	100,000	S-32
Operations	Parks Improvements	Increased transfers to reserve to fund an expansion of the annual Park Improvements program such as enhanced ball diamond drainage works, concrete pads for soccer fields, cricket pitch improvements and asphalt repairs.	SL ↑	100,000	S-103
Library Services	Makerspace at Beaty Branch	Lifecycle provision that is associated with the implementation of a new Makerspace with existing lounge area at the Beaty Library branch.	SL ↑	25,000	S-222
Library Services	Outreach Vehicle	The 2026 capital budget includes a Library Outreach vehicle to extend library services to underserved and growing communities, seniors' residences, rural areas, and special events. This initiative will result in operating impacts of \$93,900 in 2027 and \$167,900 in 2028, once the new service is fully annualized.	SL ↑	-	S-223
Library Services	Overdue Fines for Children and Teens books	Elimination of overdue fines for Children and Teens (books only) is reflective of a broader movement among public libraries to remove fines and encourage more inclusive borrowing practices.	SL ↑	65,920	S-224
Downtown Milton Business Improvement Area (BIA)	Special Events	Continuation of \$38,281 of funding from the Town to Downtown Milton BIA in support of summer event, funded from the Ontario Lottery and Gaming proceeds in 2026.	SL ↑	-	S-102
<b>Total</b>				<b>\$ 360,960</b>	

# Capital Overview

## Operating Impacts from 2026 Capital Projects

Investing in new and expanded infrastructure can have a significant financial impact on future operating forecasts and tax levies. Infrastructure projects can result in ongoing operational expenditures to support new or expanded services, increased expenditures for maintenance of infrastructure, or conversely, result in operational savings through efficiencies. In accordance with the Town's Financial Principles Policy No. 110, contributions to reserve are also introduced with the addition of new infrastructure to prevent increases in the Town's annual infrastructure deficit. When considering the capital program, it is imperative that the future operating impacts are

adequately identified and factored into the decision-making process as they will impact future operating forecasts. The following table summarizes the operating impacts of the 2026 capital program while detailed operating impacts associated with each capital project are included in the departmental details sections of the 2026 Budget Reference Document - Supplementary Information.

The impacts from the 2026 capital program will increase the operating tax levy by \$1.5 million in 2026. In 2028, once the costs are fully annualized, the overall impact from the 2026 capital program will be \$3.5 million per year, or 3.45% based on current tax levy rates.

Project	2026 Impact*	2027 Impact*	2028 Impact*	Annualized Tax Levy Impact**	Rationale
Transit	\$ 1,633	\$ 713,889	\$ 1,518,541	1.50%	Operating costs and annual contributions to reserves for long-term renewal of transit buses and related infrastructure.
Transportation	775,058	787,070	901,341	0.89%	Costs to maintain new roads and related infrastructure as well as an annual contribution to reserves for long term infrastructure renewal.
Information Technology	144,451	223,951	310,451	0.31%	Software licensing and infrastructure expansion to ensure business continuity and continued growth are adequately provisioned for all Town information and technology requirements. Also includes contributions to reserves for future replacement requirements.
Fire and Rescue Services	265,918	265,918	270,918	0.27%	Operating costs and annual contribution towards equipment replacement for fire equipment and vehicles.
Library	25,000	121,900	192,900	0.19%	Annual contribution to reserves for expanded service offerings at Beaty Branch and long-term renewal of the library outreach vehicle.
Operations Fleet	118,745	131,506	131,506	0.13%	Operating costs and annual contribution towards equipment replacement for fleet to provide road and park maintenance activities.
Parks and Trails	97,336	81,967	81,967	0.08%	Annual contribution to reserves for long term infrastructure renewal and asset replacements, operating costs to support new trails in the Boyne Secondary Plan area which are partially offset by projected savings from the recreational trails LED conversion programs.
Public Facilities	80,333	79,138	79,138	0.08%	Operating expenses associated with the contributions to reserve for future replacement for long-term infrastructure renewal and asset replacements.
	<b>\$ 1,508,474</b>	<b>\$ 2,405,339</b>	<b>\$ 3,486,762</b>	<b>3.45%</b>	

\* Represent impacts from the 2026 capital program only and will be fully annualized by 2028.

\*\* The percentages (%) are relative to 2025 tax rates applied to projected 2025 assessment values.

# Options to Change the Tax Rate Impact

## Service Level Reductions or Service Delivery Modifications

One method of delivering a lower property tax rate on a sustainable basis is by reducing the level of certain services provided or amending the way in which those services are delivered.

Recommended in 2026 are the addition of priority positions to enable existing levels of service to be maintained within Milton's growing community.

Also recommended in 2026 are various service enhancements in the areas of park improvements, expansion of Transit service, licencing and enforcement, and reduction of library fines. To achieve a lower tax rate, Council could consider deferring staffing identified for 2026 or reducing the new service enhancements with considerations as outlined below.

Should Council wish to pursue a lower tax rate through service level reductions, detailed costing can be prepared in the service area that Council wishes to explore.

Description	2026 Operating Impact	Considerations
Staffing	Various	Priority staff positions have been identified for 2026 with a net total operating impact of \$1.3 million, of which approximately \$0.34 relates to additional fire staff. An option for Council to reduce the tax impact could be to reduce the staffing additions in 2026. It should be noted that a deferral of positions may translate to a reduced service level being provided by the related program area, and may result in an additional funding pressure in future years' budgets.
Defer new transit routes/service hours planned for 2026 (using new vehicles procured in 2025)	\$ 425,155	The 2025 capital budget included the purchase of six (6) new 12-metre diesel buses and one new six-metre bus which will be delivered in 2026. These buses are intended to service growth in the Boyne, Derry Green and MEV areas beginning in September 2026, in line with Service Plan recommendations and growth targets. However, an option to reduce the tax pressure could be to defer the introduction of service to April 2027, which would be the earliest date it could then be reintroduced.
Park Improvements	\$ 100,000	The 2026 Parks Improvement program (capital project C470001) reflects an expansion in scope to this annual program compared to 2025. Key additions include ball diamond drainage works (culverts, swaling, sod, fencing), concrete pads for soccer player benches and dugouts, cricket pitch improvements, and enhanced asphalt repairs. These upgrades go beyond routine maintenance and address long-standing infrastructure needs to improve field usability, safety, and accessibility. The expanded scope was funded through an increased transfer to Town reserves in the amount of \$100,000. An option for Council would be to revert to the previous service levels provided annually and eliminate the planned additions to this program in 2026.
Library - Deferral of Overdue fines for Children and Teens	\$ 65,920	As approved by the Milton Public Library (MPL) Board through resolution #25-1985, a proposal has been put forward in the 2026 budget to eliminate overdue fines for Children and Teen materials (books only) as part of its ongoing commitment to equitable access and barrier-free service. The initiative reflects a broader movement among public libraries to remove fines and encourage more inclusive borrowing practices. All other neighbouring municipalities including Oakville, Halton Hills, Burlington, Mississauga, Hamilton, Guelph, and Toronto are fine free. An option for Council would be to choose to continue with overdue fines for children and teens.
Library - Deferral of Beaty Branch Improvements	\$ 25,000	In collaboration with the Town of Milton, MPL is intending to design and implement a dedicated Makerspace within the existing lounge area at the Beaty Branch (see capital projects C588201 and C801317). This space will support a wide range of STEAM-based equipment and activities, fostering creativity, digital literacy, and hands-on learning for all ages and was approved by the MPL Board through resolution #25-1987. This project will result in ongoing operating impacts associated with transfers to reserve for the future replacement of the new furniture and equipment required in the amount of \$25,000.

# Options to Change the Tax Rate Impact

## Implement Service Level Enhancements and Growth-Related Needs

Through master plans, service delivery reviews, or other Town planning processes, opportunities to augment the service offerings to residents were identified and, in some cases, approved by Council subject to the approval of the required funding required. The following list captures some of the previously identified and new opportunities that are available to Council.

Setting service level standards and establishing the tax rates are responsibilities of Council, and the items below (or otherwise identified by Council) are certainly within Council's prerogative to enact. Prior to further increases in service levels, it may be prudent to first further address the existing funding deficits or utilization of unsustainable funding sources as they relate to the infrastructure and services that are currently provided.

Description	2026 Operating Impact	Considerations
Library - Community Engagement Librarian	\$113,413	At a meeting on June 18, 2025, the Library Board endorsed the creation of a full-time Community Engagement Library position to support system-wide outreach, access, and community development. Given the pressure on tax rates, this position has not yet been incorporated into the 2026 budget but is requested by the MPL Board resolution to be considered by Council as part of the Town's 2026 Budget process.
Transit Service - Recognize lifecycle costing associated with new bus purchases in 2026	\$502,673	2026 is anticipated to include the procurement of five (5) new 12-metre buses to provide service in line with the recommendations included in the Transit Master Plan. The buses will result in ongoing operational expenses associated with service provision as well as long-term reserve contributions to support future asset replacement. Town practice is to begin transferring lifecycle funds to reserve in the year of capital budget approval. To manage budget pressures, the reserve transfer of \$502,673 associated with these vehicles was deferred to 2027, placing future pressure on the 2027 budget. An option for Council would be to advance the transfer to reserve to 2026.
Additional fire staffing related to the addition of a fifth truck (based on a May 1 start date)	\$1,389,635	To prepare for the deployment of a fifth full-time front line fire suppression apparatus and maintain existing service levels, four (of twenty required) full-time fire suppression staff were included in the 2026 budget. This initiative will be complemented by enhancements to the part-time firefighter program. The remaining firefighters are planned for 2027/28 and would be required to meet existing service levels and help manage high rise and other multi-residential unit incidents. The requirement of a fifth truck is based on the Fire Master plan and validated by a critical tasking review completed by the Fire Management Team.  An option for Council is to advance the hiring of some or all the remaining 16 additional firefighters to 2026 to ease a portion of the tax pressures otherwise anticipated for future years.



# LIBRARY SERVICES



# Department Overview

## The Milton Public Library

The Milton Public Library reports to the Milton Public Library Board (MPLB) which also approves the Library budget, for consideration by Council. The Milton Public Library (MPL) system provides the community with resources, materials, programs, and services to support and encourage life-long learning at the Main Library, Beaty, and Sherwood locations. The MPLB is a formal Governance Board that sets goals and objectives to meet the community's public library needs.

- Provides circulation services through the check-out and check-in functions, re-shelving materials, registering and orienting new library patrons, receiving fines and other fees, and conducting inter-library loans with other libraries.
- Provides information services through reference work, reader's advisory, and planning and executing programs for children, teens, and adults as well as building partnerships through networking and community connections.
- Monitors and manages the collections' growth and condition. Provides technical services to order, receive, track, process, catalogue and repair all materials in the system.
- Offers accessible spaces for individuals and groups to work, meet, learn and study.
- Administers maintenance of IT functions and all system computers and their associated software and services, including the library catalogue servers, the phone system, the firewall, the e-mail and voice mail servers, the web page, and e-resources.
- Provides support for the Library Board, short- and long-term planning, budgeting, staff management, facility management, records management, labour management issues, marketing, and strategic communications as well as public relations.
- Provides access to technology and digital resources through Wi-Fi, public computers, printing and 3D printing services, and digital literacy programs.

# Operating Details

	2024 Actuals	2025 Projected Actuals	2025 Budget	2026 Non-Recurring	2026 Status Quo/ Contractual	2026 Growth/Volume Change	2026 Service Level Change	2026	% Change Presented/P.Y. Approved
<b>LIBRARY</b>									
EXPENDITURES									
Salaries and Benefits	3,824,890	4,117,002	4,247,411	-	100,337	42,737	-	4,390,485	3.4%
Administrative	56,467	74,182	82,182	-	2,085	1,200	-	85,467	4.0%
Financial	6,232	6,500	6,500	-	-	-	-	6,500	0.0%
Transfers to Own Funds	931,527	753,543	753,543	-	(12,292)	24,867	25,000	791,118	5.0%
Purchased Goods	476,869	609,963	571,886	-	27,953	54,272	-	654,111	14.4%
Purchased Services	559,604	500,528	521,114	-	(80,416)	13,768	-	454,466	(12.8%)
Reallocated Expenses	383,766	420,766	420,766	-	89,747	-	-	510,513	21.3%
<b>Total EXPENDITURES</b>	<b>6,239,355</b>	<b>6,482,484</b>	<b>6,603,402</b>	<b>-</b>	<b>127,414</b>	<b>136,844</b>	<b>25,000</b>	<b>6,892,660</b>	<b>4.4%</b>
REVENUE									
Financing Revenue	(23,622)	(22,884)	(22,884)	-	1,105	-	-	(21,779)	(4.8%)
Grants	(103,626)	(60,601)	(55,704)	-	-	-	-	(55,704)	0.0%
Recoveries and Donations	(24,378)	(26,529)	(5,000)	-	-	-	-	(5,000)	0.0%
User Fees and Service Charges	(154,359)	(210,029)	(206,875)	-	5,060	(15,311)	65,920	(151,206)	(26.9%)
<b>Total REVENUE</b>	<b>(305,985)</b>	<b>(320,043)</b>	<b>(290,463)</b>	<b>-</b>	<b>6,165</b>	<b>(15,311)</b>	<b>65,920</b>	<b>(233,689)</b>	<b>(19.5%)</b>
<b>Total LIBRARY</b>	<b>5,933,370</b>	<b>6,162,441</b>	<b>6,312,939</b>	<b>-</b>	<b>133,579</b>	<b>121,533</b>	<b>90,920</b>	<b>6,658,971</b>	<b>5.5%</b>
<b>TOTAL LEVY REQUIREMENTS</b>	<b>5,933,370</b>	<b>6,162,441</b>	<b>6,312,939</b>	<b>-</b>	<b>133,579</b>	<b>121,533</b>	<b>90,920</b>	<b>6,658,971</b>	<b>5.5%</b>

# Service Level Change

## SERVICE LEVEL CHANGE

<b>Department</b>	Library Services
<b>Division</b>	Library Services
<b>Program</b>	Beaty Branch Makerspace

DESCRIPTION OF SERVICE							
<p>As outlined in the 2025-2029 Strategic Master Plan, Milton Public Library (MPL) is committed to enhancing access, innovation, and lifelong learning by expanding service offerings and adapting library spaces to reflect evolving community needs. In collaboration with the Town of Milton, MPL is intending to design and implement a dedicated Makerspace within the existing lounge area at the Beaty Branch (see capital projects C588201 and C801317). This space will support a wide range of STEAM-based equipment and activities, fostering creativity, digital literacy, and hands-on learning for all ages. This project has been aligned to coincide with the replacement of flooring and other state of good repair renovation and construction at Beaty Branch to ensure fiscal responsibility and minimized public impacts. This project was approved by the MPL Board through resolution #25-1987.</p> <p>The Makerspace represents a strategic investment in supporting skills development and inclusive programming. Reflected as a service level increase to the 2026 Operating Budget are the operating impacts associated with transfers to reserve for the future replacement of the furniture and equipment.</p>							
Staffing Impacts				Financial Impacts			
	2026	2027	2028		2026	2027	2028
<b>Staff Complement Impact (Number of FTE's)</b>				<b>Expenditures</b>			
Full-time				<i>Transfer to Own Funds</i>	\$ 25,000	\$ 25,000	\$ 25,000
Part-time							
Contract				<b>Revenues</b>			
Casual							
<b>Total Impact</b>	-	-	-	<b>Net Cost</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>

# Service Level Change

## SERVICE LEVEL CHANGE

<b>Department</b>	Library Services
<b>Division</b>	Library Services
<b>Program</b>	Library Outreach Vehicle

DESCRIPTION OF SERVICE							
<p>Included in the 2026 Capital Budget, as approved by the Milton Public Library (MPL) Board through resolution #25-1986, is a Library Outreach Vehicle (capital project C801316) to begin operations in 2027. This mobile unit will extend library services to underserved and growing communities, seniors' residences, rural areas, and special events. It will also support MPL's hold locker locations and enhance courier services between branches. Equipped with a collection of up to 2,000 items, public Wi-Fi, and on-site programming capabilities, the vehicle will operate six days a week with multiple outreach stops per day.</p> <p>This initiative aligns with MPL's Strategic Master Plan (2025-2029) and responds to Milton's rapid growth and infrastructure gaps. By delivering services directly to residents, the Outreach Vehicle will promote equitable access, increase circulation and membership, and foster digital inclusion. Outreach locations will be determined through demographic analysis and community consultation closer to the launch date.</p> <p>The total capital investment required in 2026 is \$297,980, covering vehicle purchase, customization, technology, collections, and contingency. Annual operating costs begin in 2027 at \$96,900, increasing to \$167,900 in subsequent years to support staffing, maintenance, fuel, insurance, and lifecycle provisions.</p> <p>To support the operation of the Library Outreach Vehicle, MPL will require two part-time Customer Service Associates starting in 2027, each working 24 hours per week. This staffing model enables the vehicle to operate six days per week, with outreach stops scheduled across weekday afternoons/evenings and weekends.</p>							
Staffing Impacts				Financial Impacts			
	2026	2027	2028		2026	2027	2028
<b>Staff Complement Impact (Number of FTE's)</b>				<b>Expenditures</b>			
Full-time				<i>Salaries and Benefits</i>		\$ 65,000	\$ 130,000
Part-time		1.37	1.37	<i>Transfers to Own Funds</i>		25,000	25,000
Contract				<i>Purchased Goods</i>		2,100	4,200
Casual				<i>Purchased Services</i>		3,300	5,600
				<i>Fleet Expenses</i>		1,500	3,100
				<b>Revenues</b>		-	-
<b>Total Impact</b>	-	1.37	1.37	<b>Net Cost</b>	\$ -	\$ 96,900	\$ 167,900

# Service Level Change

## SERVICE LEVEL CHANGE

<b>Department</b>	Library Services
<b>Division</b>	Library Services
<b>Program</b>	Elimination of Overdue Fines for Children & Teens

DESCRIPTION OF SERVICE							
<p>In accordance with approval by the Milton Public Library (MPL) Board through resolution #25-1985, the MPL is proposing the elimination of overdue fines for Children and Teen materials (books only) as part of its ongoing commitment to equitable access and barrier-free service. This change aligns with MPL's strategic goals to foster literacy and community engagement, particularly among youth and families who may be disproportionately impacted by financial penalties. The initiative reflects a broader movement among public libraries to remove fines and encourage more inclusive borrowing practices. All other neighbouring municipalities including Oakville, Halton Hills, Burlington, Mississauga, Hamilton, Guelph, and Toronto are fine free.</p> <p>The financial impact of this change is a reduction of \$65,920 in projected fine revenue. MPL will monitor borrowing patterns and return rates following implementation and assess the long-term effects on service delivery and community outcomes.</p>							
Staffing Impacts				Financial Impacts			
	2026	2027	2028		2026	2027	2028
<b>Staff Complement Impact (Number of FTE's)</b>				<b>Expenditures</b>			
Full-time				<b>Revenues</b>			
Part-time				<i>User Fees and Service Charges</i>	\$ 65,920	\$ 65,920	\$ 65,920
Contract							
Casual							
<b>Total Impact</b>	-	-	-	<b>Net Cost</b>	<b>\$ 65,920</b>	<b>\$ 65,920</b>	<b>\$ 65,920</b>

# Capital Program Summary

Description	Page	Expenditures	Reserves / Reserve Funds	Development Charges	Capital Provision	Grants / Subsidies	Debentures / Long Term Liability	Recoveries / Donations
<b>Library</b>								
<b>Library</b>								
C800100 Automation Replacement	S-226	291,445	291,445					
C800121 Collection - Replacement	S-227	540,491	540,491					
C801311 Furniture Replacement	S-228	107,740	107,740					
C801316 Library Outreach Vehicle	S-229	297,980	74,495	223,485				
C801317 Beaty Branch - Renovations	S-231	154,500	154,500					
<b>Total Library</b>		<b>1,392,156</b>	<b>1,168,671</b>	<b>223,485</b>				
<b>Total Library</b>		<b>1,392,156</b>	<b>1,168,671</b>	<b>223,485</b>				

# Capital Program Details

## Automation Replacement

Project ID: C800100

Library

Description	Budget						
	Total	2026	2027	2028	2029-2031	2032-2035	
<p>This project will continue the cyclical replacement of equipment including laptop kiosks, laptops, MacBook's, iPad tablets, self-checkout machines, RFID technology and other related devices.</p> <p>The cost is based on 2025 market quotes indexed for inflation.</p>	<b>Expenditures</b>						
	Town Admin & Contingency						
	Furniture, Fixtures & Equip	2,831,172	282,956	282,956	282,956	848,868	1,133,436
	Professional Fees						
	Land & Buildings						
	Utilities						
	Facility Contracts						
	Road Contracts						
	Landscaping						
	Personnel & Other	84,938	8,489	8,489	8,489	25,467	34,004
	<b>Expenditures Total</b>	<b>2,916,110</b>	<b>291,445</b>	<b>291,445</b>	<b>291,445</b>	<b>874,335</b>	<b>1,167,440</b>
	<b>Funding</b>						
	Reserves/Reserve Funds	2,916,110	291,445	291,445	291,445	874,335	1,167,440
Development Charges							
Capital Provision							
Grants/Subsidies							
Debentures							
Recoveries/Donations							
Other Funding							
<b>Funding Total</b>	<b>2,916,110</b>	<b>291,445</b>	<b>291,445</b>	<b>291,445</b>	<b>874,335</b>	<b>1,167,440</b>	
<b>Priority</b>							
<b>Category</b>	<b>Score</b>	<b>Rationale</b>					
Health and Safety Issues	0						
Cost Savings/Payback	0						
State of Good Repair	4	Replacement of equipment at end of life ensures the library can continue to operate at the existing levels of service.					
Growth Related Need	0						
Service Enhancement	0						
Tied to Another Jurisdiction	0						

# Capital Program Details

## Collection - Replacement

Project ID: C800121

Library

Description	Budget						
	Total	2026	2027	2028	2029-2031	2032-2035	
<p>This project is to replace and/or refresh the Library collection including books, DVD's, CD's, e-books, e-audio books, e-videos, technology, and other loanable items.</p> <p>Cost estimates are based on 2025 market quotes.</p>	<b>Expenditures</b>						
	Town Admin & Contingency						
	Furniture, Fixtures & Equip	<b>6,422,088</b>	524,749	551,256	575,198	1,874,391	2,896,494
	Professional Fees						
	Land & Buildings						
	Utilities						
	Facility Contracts						
	Road Contracts						
	Landscaping						
	Personnel & Other	<b>192,662</b>	15,742	16,538	17,256	56,232	86,894
	<b>Expenditures Total</b>	<b>6,614,750</b>	<b>540,491</b>	<b>567,794</b>	<b>592,454</b>	<b>1,930,623</b>	<b>2,983,388</b>
	<b>Funding</b>						
	Reserves/Reserve Funds	<b>6,614,750</b>	540,491	567,794	592,454	1,930,623	2,983,388
Development Charges							
Capital Provision							
Grants/Subsidies							
Debentures							
Recoveries/Donations							
Other Funding							
<b>Funding Total</b>	<b>6,614,750</b>	<b>540,491</b>	<b>567,794</b>	<b>592,454</b>	<b>1,930,623</b>	<b>2,983,388</b>	
<b>Priority</b>							
<b>Category</b>	<b>Score</b>	<b>Rationale</b>					
Health and Safety Issues	0						
Cost Savings/Payback	0						
State of Good Repair	5	To replace and/or refresh the Library collection in order to maintain relevance for the community.					
Growth Related Need	0						
Service Enhancement	0						
Tied to Another Jurisdiction	0						

# Capital Program Details

## Furniture Replacement

Project ID: C801311

Library

Description	Budget						
	Total	2026	2027	2028	2029-2031	2032-2035	
<p>This project is to replace existing furniture at the Main library, Beaty Branch and Sherwood Library that has reached the end of its lifespan due to wear and tear.</p> <p>Cost estimate are based on 2025 market quotes, indexed for inflation.</p>	<b>Expenditures</b>						
	Town Admin & Contingency						
	Furniture, Fixtures & Equip	1,087,860	104,602	104,602	104,602	313,806	460,248
	Professional Fees						
	Land & Buildings						
	Utilities						
	Facility Contracts						
	Road Contracts						
	Landscaping						
	Personnel & Other	32,636	3,138	3,138	3,138	9,414	13,808
	<b>Expenditures Total</b>	<b>1,120,496</b>	<b>107,740</b>	<b>107,740</b>	<b>107,740</b>	<b>323,220</b>	<b>474,056</b>
	<b>Funding</b>						
	Reserves/Reserve Funds	1,120,496	107,740	107,740	107,740	323,220	474,056
Development Charges							
Capital Provision							
Grants/Subsidies							
Debentures							
Recoveries/Donations							
Other Funding							
<b>Funding Total</b>	<b>1,120,496</b>	<b>107,740</b>	<b>107,740</b>	<b>107,740</b>	<b>323,220</b>	<b>474,056</b>	
<b>Priority</b>							
<b>Category</b>	<b>Score</b>	<b>Rationale</b>					
Health and Safety Issues	0						
Cost Savings/Payback	0						
State of Good Repair	4	Orderly replacement of library furniture, shelving and carpet.					
Growth Related Need	0						
Service Enhancement	0						
Tied to Another Jurisdiction	0						

# Capital Program Details

## Library Outreach Vehicle

Project ID: C801316

Library

Description	Budget					
	Total	2026	2027	2028	2029-2031	2032-2035
<p>Guided by the Strategic Master Plan, Milton Public Library remains committed to advancing service delivery, strengthening relationships, and increasing access across the system.</p> <p>Community engagement and the ability to reach residents both within and beyond the library's physical walls have emerged as key priorities. This project is a key strategic investment that will allow MPL to deliver on these goals and better serve Milton's growing population.</p> <p>The outreach vehicle would extend the services of MPL to new communities awaiting planned library facilities. It will also be used to provide library services to populations who experience barriers to visiting existing library locations.</p> <p>This project will result in ongoing operating costs associated with service provision, technology, maintenance contracts and licenses, insurance, staffing as well as transfers to reserves to fund lifecycle provision costs.</p> <p>Costing is based on consultation with Town fleet staff as well as consultation with other library systems who have implemented similar vehicles.</p>						
<b>Expenditures</b>						
Town Admin & Contingency						
Furniture, Fixtures & Equip	<b>289,301</b>	289,301				
Professional Fees						
Land & Buildings						
Utilities						
Facility Contracts						
Road Contracts						
Landscaping						
Personnel & Other	<b>8,679</b>	8,679				
<b>Expenditures Total</b>	<b>297,980</b>	<b>297,980</b>				
<b>Funding</b>						
Reserves/Reserve Funds	<b>74,495</b>	74,495				
Development Charges	<b>223,485</b>	223,485				
Capital Provision						
Grants/Subsidies						
Debentures						
Recoveries/Donations						
Other Funding						
<b>Funding Total</b>	<b>297,980</b>	<b>297,980</b>				
	Priority					
Category	Score	Rationale				
Health and Safety Issues	0					
Cost Savings/Payback	0					
State of Good Repair	0					
Growth Related Need	5	To address community needs in growth areas and among residents with limited access until new library branches are operational.				
Service Enhancement	0					
Tied to Another Jurisdiction	0					

# Capital Program Details

## Library Outreach Vehicle

Project ID: C801316

Library

	Operating Impact					
	2026 Growth / Volume Changes	2026 Service Level Changes	2027 Growth / Volume Changes	2027 Service Level Changes	2028 Growth / Volume Changes	2028 Service Level Changes
<b>Expected Expenditures</b>						
Salaries and Benefits			65,000		130,000	
Transfers to Own Funds			25,000		25,000	
Purchased Goods			2,100		4,200	
Purchased Services			3,300		5,600	
Fleet Expenses			1,500		3,100	
<b>Total Expected Expenditures</b>			<b>96,900</b>		<b>167,900</b>	
<b>Total Operating Impact</b>			<b>96,900</b>		<b>167,900</b>	

# Capital Program Details

## Beaty Branch - Renovations

Project ID: C801317

Library

Description	Budget						
	Total	2026	2027	2028	2029-2031	2032-2035	
<p>As outlined in the 2025-2029 Strategic Master Plan, Milton Public Library (MPL) is committed to enhancing access, innovation, and lifelong learning by expanding service offerings and adapting library spaces to reflect community needs.</p> <p>MPL will work in collaboration with the Town of Milton to design and implement the Makerspace by utilizing the existing lounge area within the Beaty Branch facility. The Makerspace will be designed to support a broad range of STEAM-based equipment and activities, with a focus on creativity, digital literacy, and skills development. The design and construction of the Makerspace is budgeted under capital project C588201 - Beaty Branch Improvements. This capital project provides for the new furniture and equipment required for the space.</p> <p>The development of a dedicated Makerspace at the Beaty Branch represents a key strategic investment in supporting digital literacy, hands-on learning, and creative exploration for all ages.</p> <p>Costing is based on individual quotes for planned technology and furniture.</p> <p>This project will result in ongoing operating impacts associated with transfers to reserve for the future replacement of the furniture and equipment.</p>	<b>Expenditures</b>						
	Town Admin & Contingency	150,000	150,000				
	Furniture, Fixtures & Equip						
	Professional Fees						
	Land & Buildings						
	Utilities						
	Facility Contracts						
	Road Contracts						
	Landscaping	4,500	4,500				
	Personnel & Other						
	<b>Expenditures Total</b>	<b>154,500</b>	<b>154,500</b>				
	<b>Funding</b>						
	Reserves/Reserve Funds	154,500	154,500				
	Development Charges						
Capital Provision							
Grants/Subsidies							
Debentures							
Recoveries/Donations							
Other Funding							
<b>Funding Total</b>	<b>154,500</b>	<b>154,500</b>					
<b>Priority</b>							
<b>Category</b>	<b>Score</b>	<b>Rationale</b>					
Health and Safety Issues	0						
Cost Savings/Payback	0						
State of Good Repair	0						
Growth Related Need	4	To meet program needs for growing community.					
Service Enhancement	4	To ensure community have access to technology and resources.					
Tied to Another Jurisdiction	0						

# Capital Program Details

## Beaty Branch - Renovations

Project ID: C801317

Library

	Operating Impact					
	2026 Growth / Volume Changes	2026 Service Level Changes	2027 Growth / Volume Changes	2027 Service Level Changes	2028 Growth / Volume Changes	2028 Service Level Changes
<b>Expected Expenditures</b>						
Transfers to Own Funds		25,000		25,000		25,000
<b>Total Expected Expenditures</b>		<b>25,000</b>		<b>25,000</b>		<b>25,000</b>
<b>Total Operating Impact</b>		<b>25,000</b>		<b>25,000</b>		<b>25,000</b>

## Discussion Item 6.2

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas-Murray, CEO  
Sonia Li, Supervisor, Finance & Administration  
**Date:** November 19, 2025  
**Subject:** 2024 Ontario Library Statistics – Comparator Libraries

### Recommendation:

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

### Background:

Each year, public libraries and First Nation public libraries are required to complete the Annual Survey of Public Libraries (ASPL). The Ontario government publishes the survey results, highlighting key metrics and trends in public library services, including use of technology and digital services, types of activities and programs, etc. It also enables peer comparisons, helping libraries assess their performance relative to similar systems across the province, identify areas for improvement and support evidence-based planning and advocacy.

### Report:

The Ontario government published the 2024 Ontario Library Statistics database in October 2025. 365 public libraries and First Nation public libraries participated in the survey. As a consistent contributor, Milton Public Library actively participated in the annual survey and provided valuable data that reflects its dedication to community engagement, digital innovation and service excellence.

As indicated in the **Appendix Comparator Library Data 2024**, MPL continues to exceed the average among peer libraries in the following areas:

- Public Access Workstations per 1,000
- Program Attendance per capita
- In-person Visits and E-Visits per capita
- Active Cardholder of population
- Turnover Rate

Compared with 2023 results, MPL also demonstrated strong improvements in Total Staff (FTE) per 1,000, Program Attendance per capita and E-Visits per capita, which indicating a strong community engagement and high growth in digital service usage.

MPL will continue to leverage insights from the Ontario Library Statistics to inform service planning and evaluation. By aligning these findings with the Library's strategic priorities and Master Plan, MPL aims to further enhance service delivery, expand access to resources, and strengthen its role as a vital community hub.

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

**Pillar: Building Strong Infrastructure**

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

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

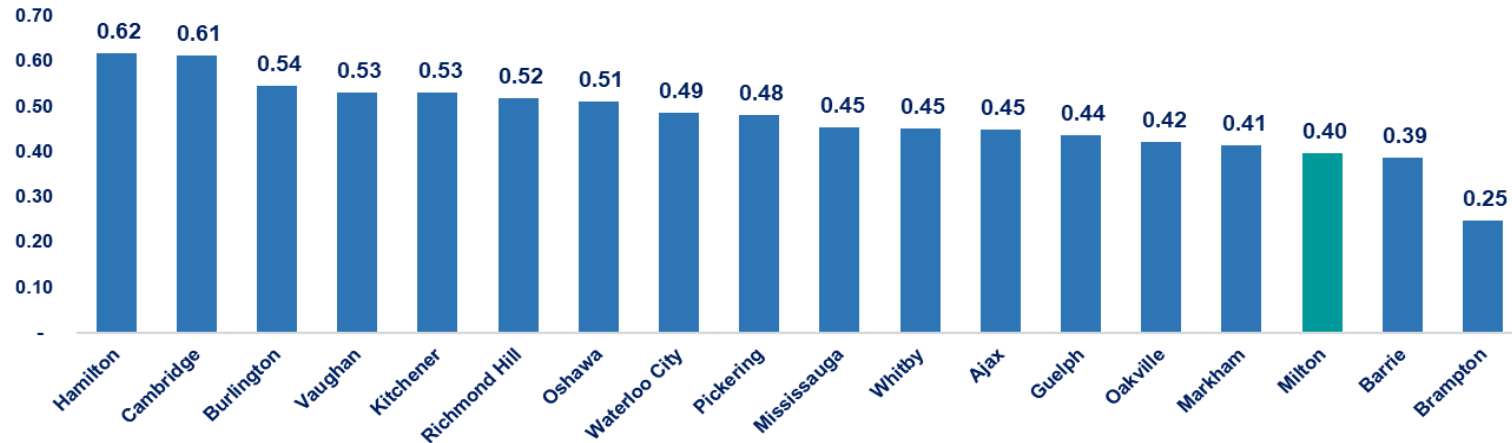
Explore innovative alternative service delivery models that extend service beyond MPL's existing physical locations.

**Recommendation:**

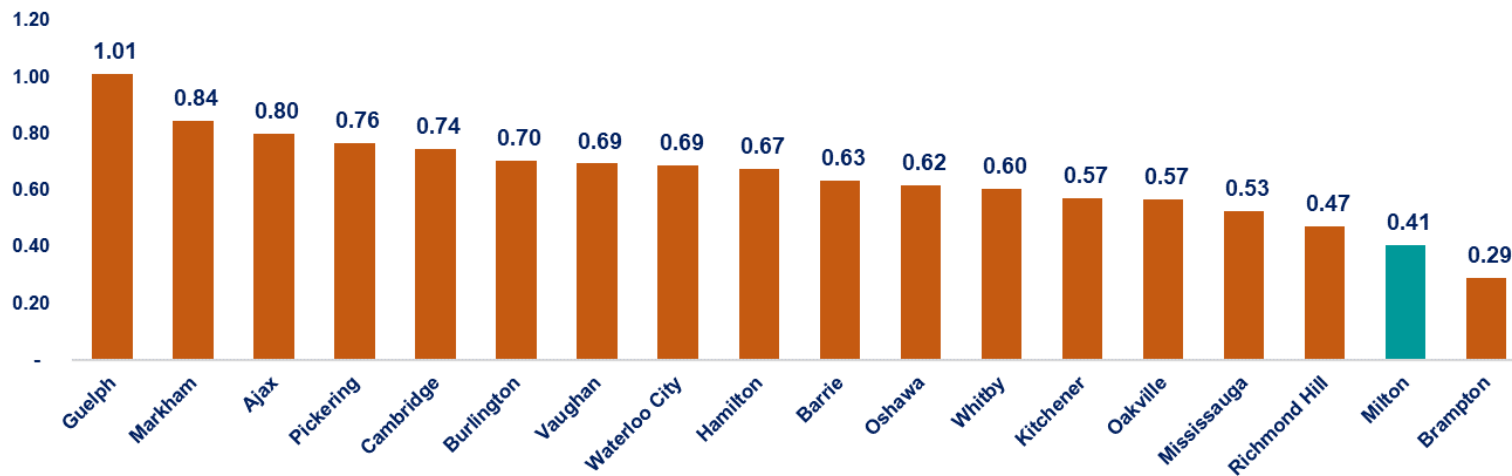
That the Milton Public Library Board receives 2024 Ontario Library Statistics – Comparator Libraries Comparison report.

## Appendix – Comparator Library Data 2024

**2024 Total Sq.Ft.  
per Capita**

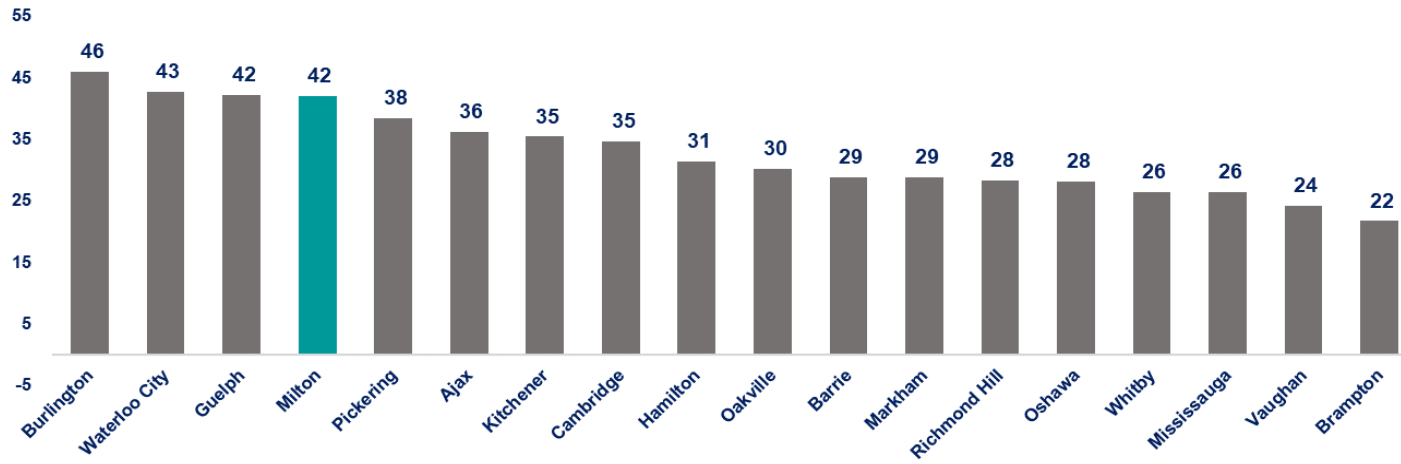


**2024 Total Staff (FTE)  
per 1,000**

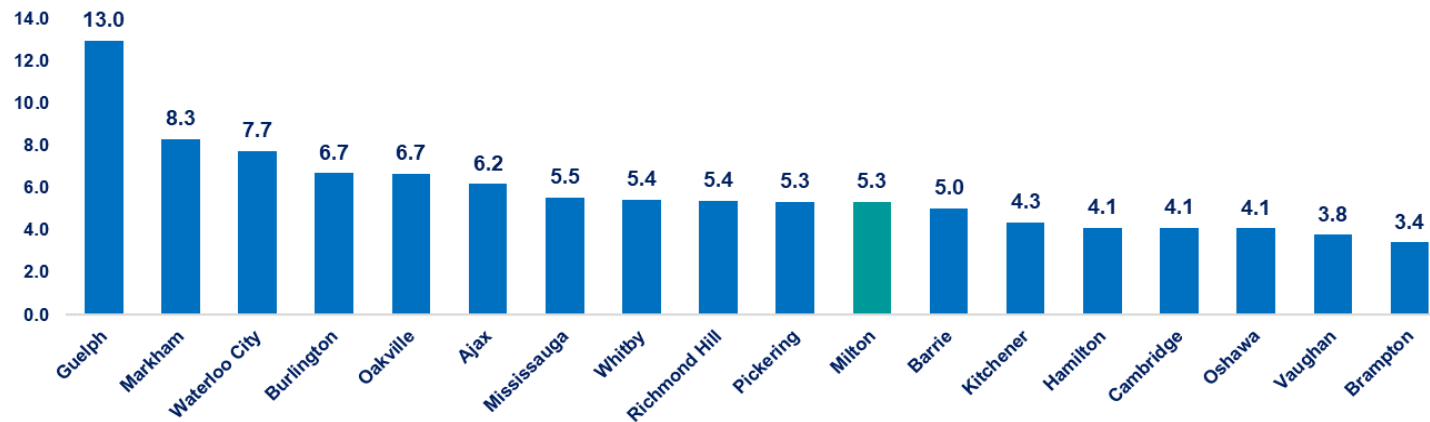


## Appendix – Comparator Library Data 2024

2024 Active Cardholder as % of population

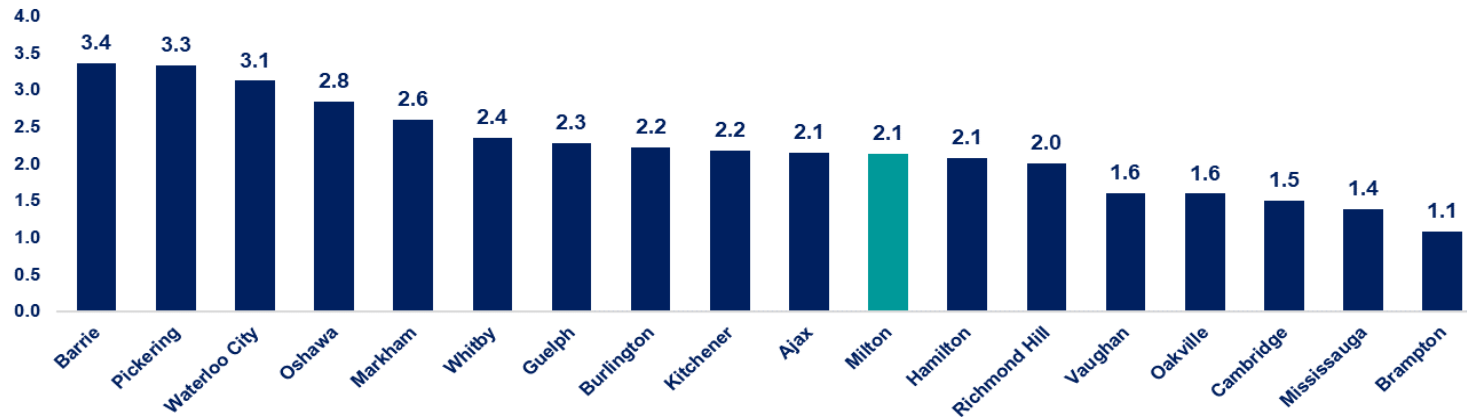


2024 Annual Circulation per capita

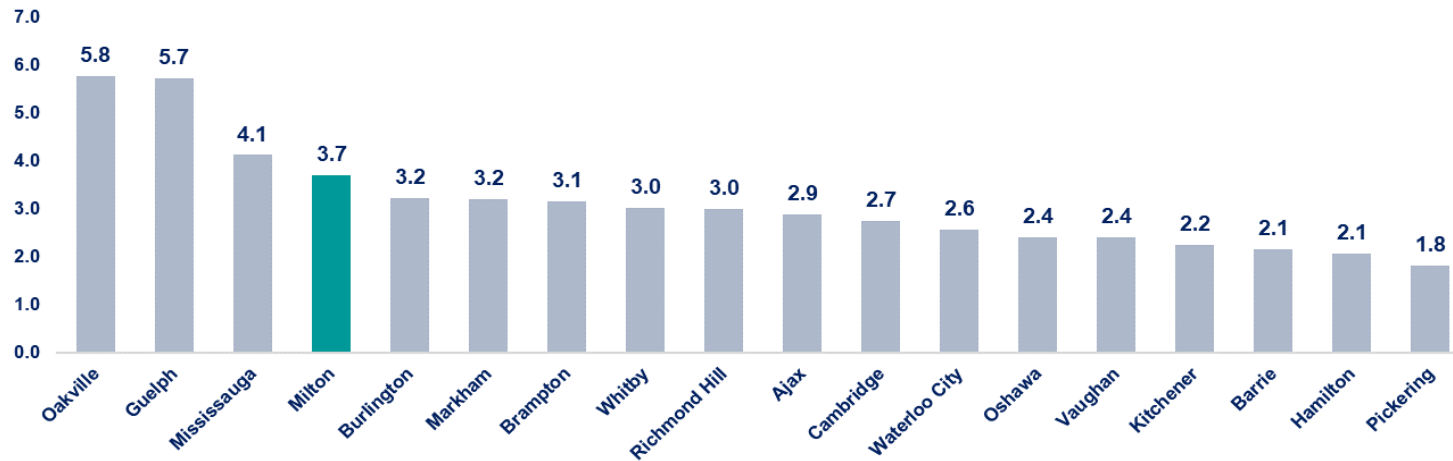


## Appendix – Comparator Library Data 2024

2024 Holdings (Items)  
per capita

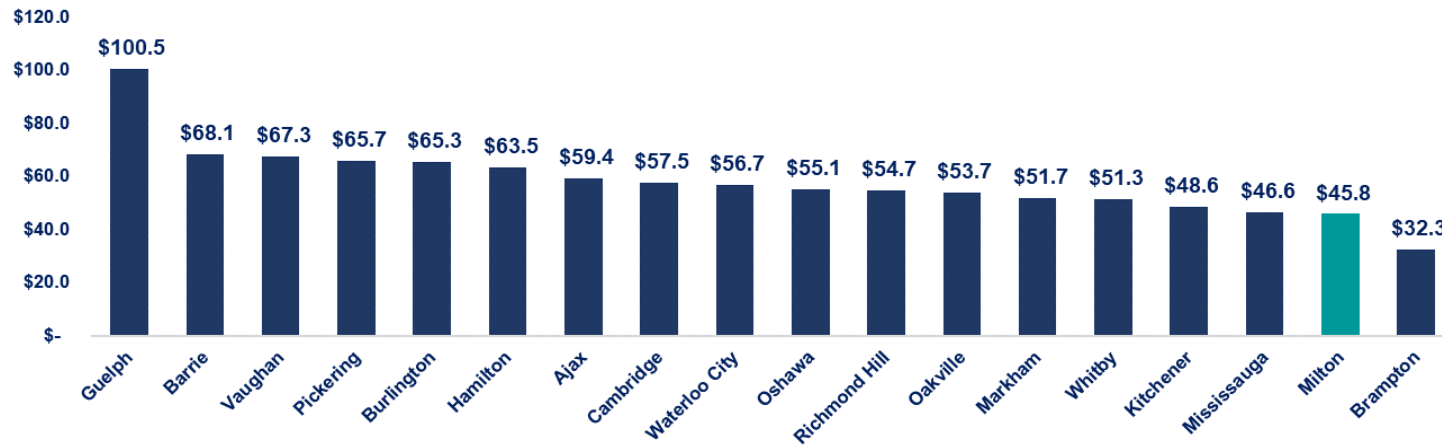


2024 Turnover Rate



## Appendix – Comparator Library Data 2024

2024 Municipal Revenue  
per capita

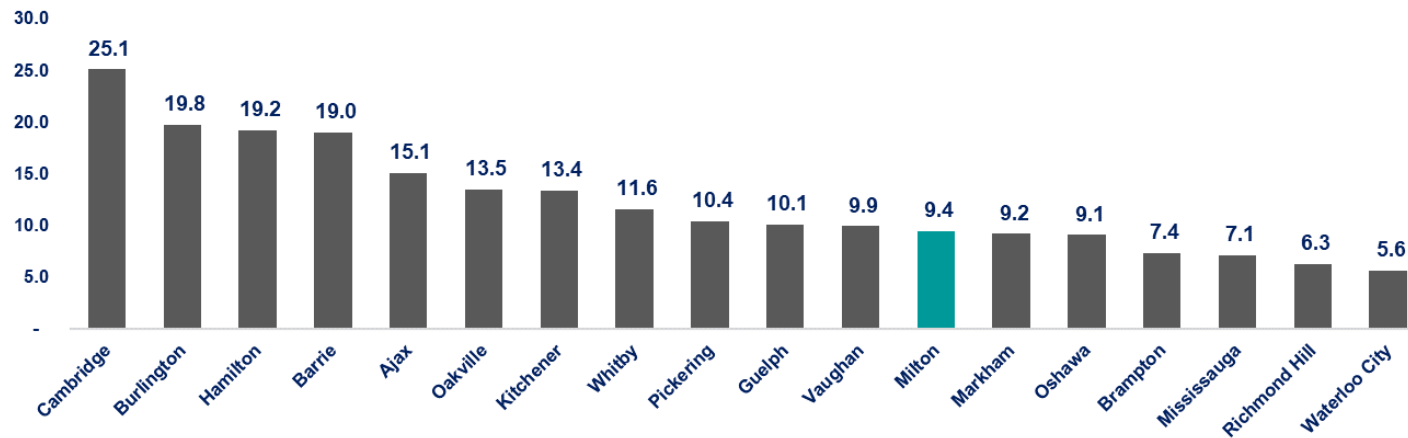


2024 Operating Budget  
per capita

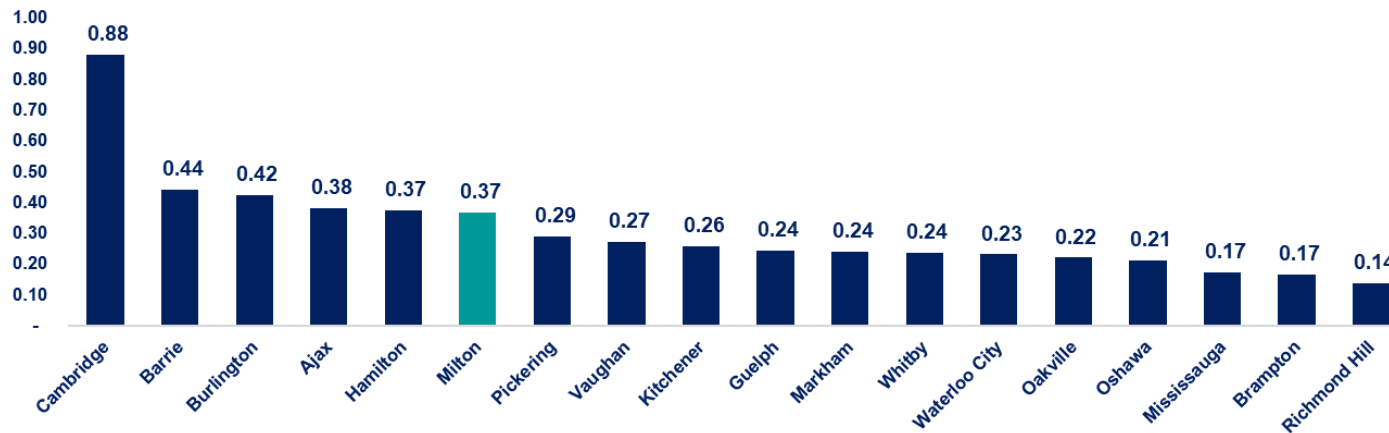


## Appendix – Comparator Library Data 2024

**2024 # of Library Programs  
per 1,000**

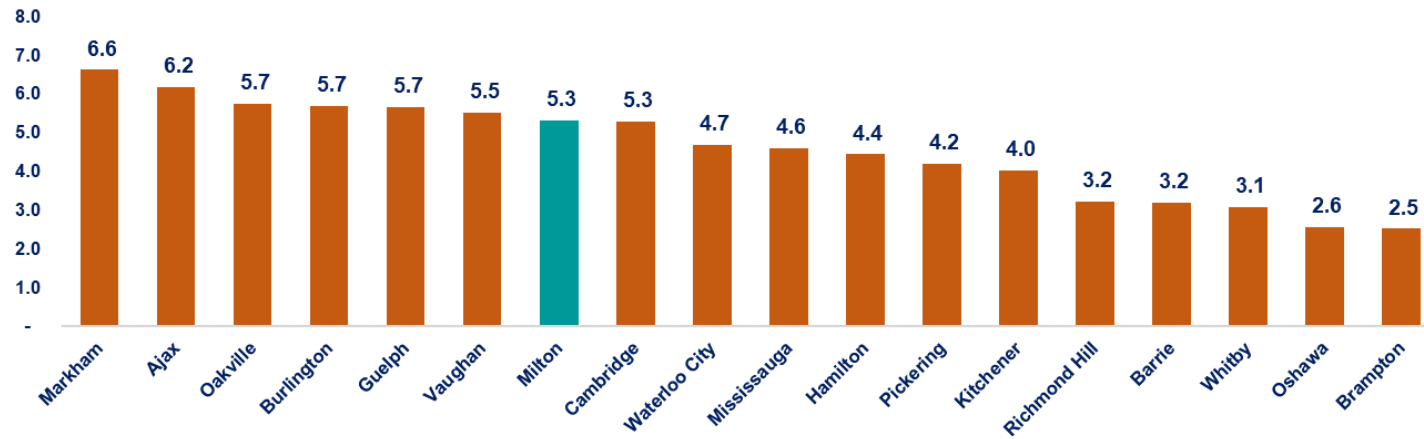


**2024 Program Attendance  
per capita**

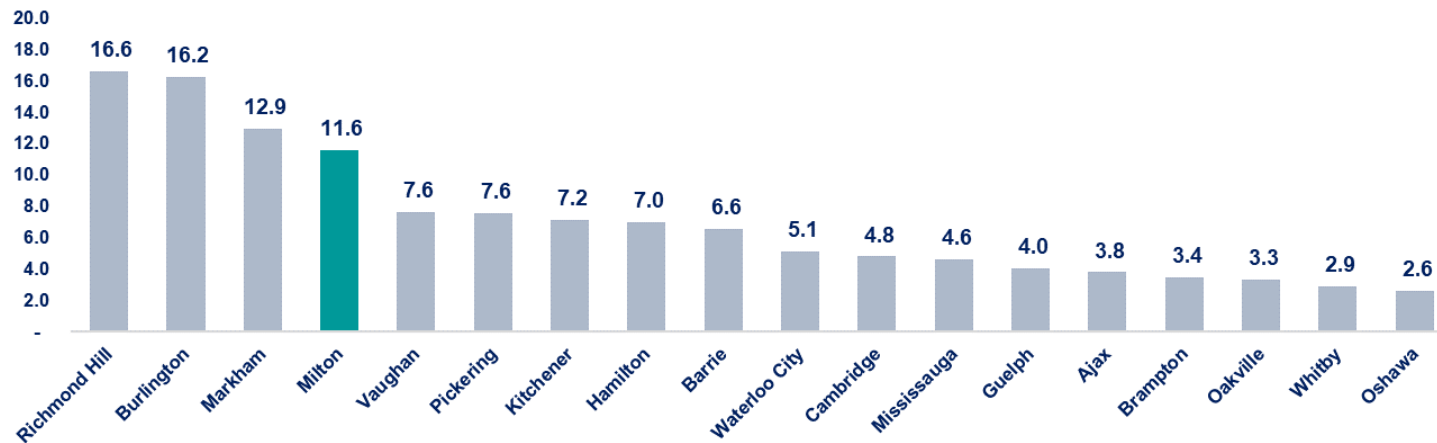


## Appendix – Comparator Library Data 2024

**2024 In-Person Visits  
per capita**



**2024 E-Visits  
per capita**



## Discussion Item 6.3

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas-Murray, CEO  
Kanta Kapoor, Director, Support Services  
**Date:** November 19, 2025  
**Subject:** **Digital Strategy and Technology Roadmap 2025–2029**

**Recommendation:**

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.

**Background:**

Milton Public Library (MPL) has developed a comprehensive Digital Strategy and Technology Roadmap to guide its digital transformation from 2025 to 2029. This strategy builds on recent successes including a redesigned website, mobile app enhancements, and expanded digital equity initiatives and reflects the evolving needs of Milton’s growing and diverse community.

The strategy was informed by:

- Extensive community and staff engagement, including surveys and focus groups
- Internal data analysis and usage trends across MPL’s digital platforms
- Sector benchmarking and alignment with the Town of Milton’s “Digital by Default” principle
- MPL’s Strategic Pillars and commitment to accessibility, inclusivity, and lifelong learning

Internal stakeholders have reviewed the final draft and is now presented to the Board for approval.

**Report:**

In 2025, Milton Public Library (MPL) completed several foundational initiatives that support the Digital Strategy and Technology Roadmap, including:

- Launch of a redesigned mobile app with enhanced functionality
- Migration to Polaris ILS and Vega Discover for improved patron experience
- Expansion of device lending, mobile printing, and smart kiosk services

- Deployment of hold lockers in select sites within communities
- Implementation of multi-factor authentication, cybersecurity insurance, and phishing simulations
- Introduction of advanced staff cybersecurity training and a formal cyberattack response plan
- Launch of the SMS notifications for patron engagement

These achievements lay the groundwork for the strategic priorities outlined in this roadmap.

The Digital Strategy and Technology Roadmap (2025–2029) provides a future-focused framework to advance digital equity, modernize infrastructure, enhance user experience, empower staff and patrons, and leverage data for continuous improvement.

The strategy supports MPL’s Strategic Pillars:

- **Telling Our Story:** Through data dashboards and personalized engagement
- **Building Strong Infrastructure:** Via scalable IT systems and cloud-first services
- **Creating a Robust & Resilient Organization:** Through cybersecurity governance and staff training
- **Delivering Quality Services:** By enhancing digital access, discoverability, and support tools

Key priorities are divided into three broad categories:

### 1. Technology Infrastructure Plan

- Scalable and Resilient Infrastructure
- Cybersecurity and Data Protection
- Smart and Mobile Services
- Cloud-First Strategy
- IT Governance and Policy Development
- Support and Maintenance

### 2. Digital Services and Innovation

- Personalized and Data-Informed Services
- Innovation in Programming and Learning
- Inclusive and Accessible Design, including adaptive technologies and multilingual support
- Expand Staff Capacity and Training
- Enhance Accessibility and Inclusion

### 3. Data and Analytics Strategy

- Building a Data-Informed Culture
- Developing a Digital Engagement Dashboard
- Personalizing Services Through Analytics
- Supporting Strategic Planning and Reporting

The strategy includes a five-phase Implementation Roadmap (2025–2029), with annual work plans to be presented to the Board for review and approval.

#### **Strategic Alignment:**

This strategy fulfills the following 2025 MPL Strategic Pillar & Objective:

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

**Objective:** Strengthen MPL’s digital infrastructure and service delivery through scalable systems, inclusive design, cybersecurity governance, and data-informed planning.

#### **Recommendation:**

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 2026–2029 be approved.

# Digital Strategy and Technology Roadmap (2025 – 2029)

# Table of Contents

1. Executive Summary .....	5
2. Introduction .....	6
3. Environmental Scan.....	7
3.1 Community Survey Overview.....	7
3.1.1 Community Satisfaction with Technology Services.....	7
3.1.2 The use of technology services at the library.....	8
3.1.3 Main Reasons for Using Technology .....	9
3.1.4 Satisfaction with the current technology services provided by the Library....	11
3.1.5 Community Satisfaction with MPL’s Public Computers .....	12
3.1.6 Community Satisfaction with Public Wi-Fi .....	13
3.1.7 Community Satisfaction with Tech Hub Services.....	14
3.1.8 Technology Discovery and Use Impact.....	15
3.1.9 Accessibility Ratings.....	17
3.1.10 Skills the Community want to Learn.....	18
3.1.11 Preference of Format for Learning.....	20
3.2 Staff Technology Experience and Insights .....	21
3.2.1 Staff Ratings of Technology Effectiveness .....	21
3.2.2 Frequency of Technical Issues (Staff Tools) .....	22
3.2.3 Feedback and Small Wins.....	24
3.3 Digital Platforms and Usage Trends .....	25
3.3.1 Website Usage.....	25
3.3.2 Mobile App Usage .....	26
3.3.3 Chat with a Librarian Function .....	27
3.3.4 Event and Space Booking with LibCal.....	28
3.3.5 Wifi Usage.....	29
4 . Digital Equity and Access.....	31
4.1 Access to Digital Devices .....	31
4.2 MPL’s Participation in the Bridge Toolkit Project .....	32



5	. IT Infrastructure and Cybersecurity .....	33
5.1	Network Security: Servers Management.....	33
5.2	Upgrading the Integrated Library System (ILS) and Discovery.....	34
5.3	Cybersecurity Initiatives .....	35
6	. SWOT Analysis .....	37
6.1	Strengths .....	37
6.2	Weaknesses.....	38
6.3	Opportunities.....	38
6.4	Threats.....	39
7	. Strategic Alignment and Core Values .....	40
7.1	MPL’s Strategic Alignment.....	40
7.2	MPL’s Core Values Alignment.....	41
7.3	Alignment with the Town of Milton’s Digital Strategy.....	41
8	. Technology Infrastructure Plan.....	44
8.1	Scalable and Resilient Infrastructure.....	44
8.2	Cybersecurity and Data Protection .....	44
8.3	Smart and Mobile Services .....	44
8.4	Cloud-First Strategy .....	44
8.5	IT Governance and Policy Development.....	45
8.6	Support and Maintenance.....	45
9	. Digital Services and Innovation .....	46
9.1	Expanding Digital Access and Engagement.....	46
9.2	Innovation in Programming and Learning .....	46
9.3	Inclusive and Accessible Design .....	46
10	. Data and Analytics Strategy .....	47
10.1	Building a Data-Informed Culture .....	47
10.2	Developing a Digital Engagement Dashboard.....	47
10.3	Personalizing Services Through Analytics .....	47
10.4	Supporting Strategic Planning and Reporting .....	47
10.5	Ensuring Privacy and Ethical Use .....	48
11	. Strategic Recommendation .....	49
11.1	Strengthen Cybersecurity Governance.....	49
11.2	Expand Staff Capacity and Training.....	49



11.3 Enhance Accessibility and Inclusion.....	49
11.4 Leverage Data for Decision-Making.....	49
11.5 Foster Community Partnerships.....	49
11.6 Enhanced Staff Tools.....	49
11.7 Implement IT Asset Management.....	50
11.8 Optimize IT Support Workflows.....	50
11.9 Strengthen Document Governance.....	50
11.10 Expand Business Intelligence Capabilities.....	50
11.11 Strengthen IT Governance and Policy Framework.....	50
12. Implementation Roadmap.....	52
12.1 Phase 1: Foundation (2025) <i>Completed</i> .....	52
12.2 Phase 2: Expansion (2026).....	52
12.3 Phase 3: Optimization and Innovation (2027).....	53
12.4 Phase 4: Expansion and Integration (2028).....	53
12.5 Phase 5: Strategic Renewal (2029).....	54



# I. Executive Summary

Milton Public Library (MPL) is embarking on a transformative journey to redefine its digital future through the Digital Strategy and Technology Roadmap (2026 to 2029). This strategic framework builds upon recent successes, including a redesigned website, mobile app enhancements, and expanded digital equity initiatives. It reflects the evolving needs of Milton’s diverse and growing community.

Guided by the Town of Milton’s “Digital by Default” principle and MPL’s core values of accessibility, inclusivity, and lifelong learning, the strategy outlines a comprehensive plan to:

- Advance digital equity and access through expanded device lending, adaptive technologies, and inclusive design
- Modernize infrastructure and cybersecurity with cloud migration, network upgrades, and robust security protocols
- Deliver seamless and personalized user experiences via mobile-first platforms, CRM tools, and data-informed services
- Empower staff and community through targeted training, digital literacy programs, and innovative learning spaces
- Leverage data and analytics to drive continuous improvement, strategic planning, and impact measurement

The roadmap is informed by extensive community and staff engagement, including surveys that revealed high satisfaction with current technology services and a strong appetite for emerging skills such as AI, coding, and digital media. It also identifies areas for growth, such as improving accessibility, promoting underutilized services, and addressing technical challenges.

Structured into five implementation phases from 2025 to 2029, the strategy ensures a scalable, resilient, and inclusive approach to digital transformation. Key milestones include the launch of kiosks, a robust & secure IT infrastructure, a digital engagement dashboard, AI-powered support tools, the Beauty branch Makerspace and planning for future branches. Through this strategy, MPL reaffirms its role as a digital enabler, learning hub, and inclusive community space. It is positioned to meet the challenges of tomorrow while delivering exceptional public service today.



## 2. Introduction

As Milton grows and evolves, so too must its public library. Milton Public Library (MPL) stands at a pivotal juncture, where tradition meets transformation. Recognizing the increasing importance of digital services in fostering learning, creativity, and connection, MPL is embracing a strategic shift. This shift is not only a response to local needs but also reflects broader national priorities, including alignment with the Government of Canada's Digital Ambition. This federal framework emphasizes user-centered services, secure and modern technology, and the ethical use of data—all of which are echoed in MPL's digital roadmap.

The Digital Strategy and Technology Roadmap (2025 to 2029) is the result of extensive engagement with staff and the community. It reflects shared aspirations for a more accessible, inclusive, and innovative library experience. The strategy builds on recent successes and responds to emerging needs, such as improved accessibility, greater awareness of underutilized services, and growing interest in digital skills like AI, coding, and media creation.

This strategy represents a commitment to inclusive innovation and resilient infrastructure. It positions MPL as a digital enabler and learning hub, ready to meet the challenges of tomorrow while continuing to deliver exceptional service today. By integrating national and municipal digital priorities, MPL ensures that its services remain future-ready, community-driven, and responsive to the evolving digital landscape.



# 3. Environmental Scan

The environmental scan provides a comprehensive overview of Milton Public Library’s current digital landscape, highlighting strengths, usage trends, and areas for growth. This analysis draws on internal data, staff and community feedback, and a review of existing digital assets and infrastructure.

## 3.1 Community Survey Overview

A total of **677 community members** participated in the survey, providing valuable insights into how residents engage with Milton Public Library’s digital and technology services. Their feedback serves as a key foundation for understanding community needs, shaping priorities, and informing the analysis that follows

### 3.1.1 Community Satisfaction with Technology Services

Milton Public Library’s community survey results reveal a strong endorsement of its current technology services. Over 85% of respondents reported being either “Satisfied” or “Very Satisfied” with MPL’s technology offerings, affirming the library’s strategic investments in digital infrastructure and services.

Key insights include:

- **Technology Discovery & Impact:** Many patrons discovered new technologies and accomplished tasks they couldn’t do elsewhere, positioning MPL as a vital digital enabler and learning hub.
- **Accessibility Ratings:** While most users rated accessibility positively, a notable minority found services inaccessible. This feedback reinforces MPL’s commitment to inclusive design and the integration of adaptive technologies.
- **Skills Community Wants to Learn:** Survey participants expressed strong interest in learning AI, coding, 3D printing, and digital media skills, guiding future programming priorities and supporting MPL’s lifelong learning goals.



## Suggestions for Improvement:

- Enhance physical accessibility of technology
- Digitize traditional knowledge resources
- Improve website accessibility
- Provide better support for neurodivergent users
- Preferred Learning Formats: The community showed varied preferences for learning formats, which will inform the design of future workshops and digital literacy initiatives.

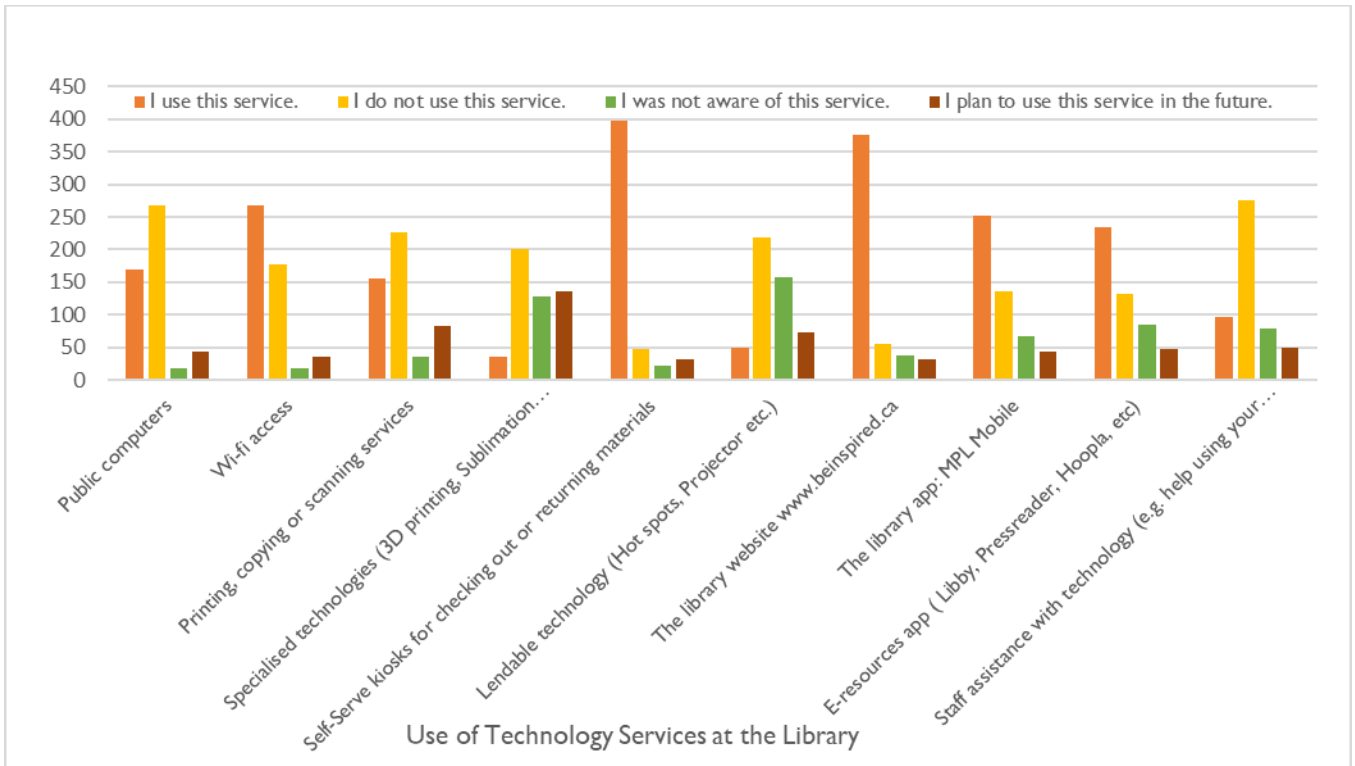
These findings validate MPL's current direction and highlight opportunities to further enhance technology services in alignment with community needs.

### 3.1.2 The use of technology services at the library

Milton Public Library continues to serve as a vital digital access point for the community, offering a range of technology services that support learning, connectivity, and convenience. Insights from the community survey reveal strong engagement with MPL's core digital tools, reinforcing the library's role in bridging the digital divide and empowering residents in their daily lives.

Survey responses show strong engagement with Milton Public Library's technology services. Self-Service Kiosks were the most used, with 397 respondents. The Library Website followed with 375 users. Wi-Fi Access and Public Computers each had 268 users. Printing, Copying, and Scanning Services were used by 226 respondents, and Lendable Technology by 218. The Library App (MPL Mobile) had 252 users, while E-resources Apps like Libby/OverDrive had 234. Specialized Technology tools were used by 200 respondents.





*Chart 1: Use of Technology Services at the Library*

These findings affirm MPL’s role in supporting digital inclusion and convenience, while also pointing to opportunities to enhance awareness and utilization of emerging or lesser-known services. As MPL continues to evolve its digital strategy, understanding how patrons engage with technology services is essential. These insights will inform future enhancements, ensuring that MPL remains responsive to community needs and continues to provide equitable access to digital resources across all branches.

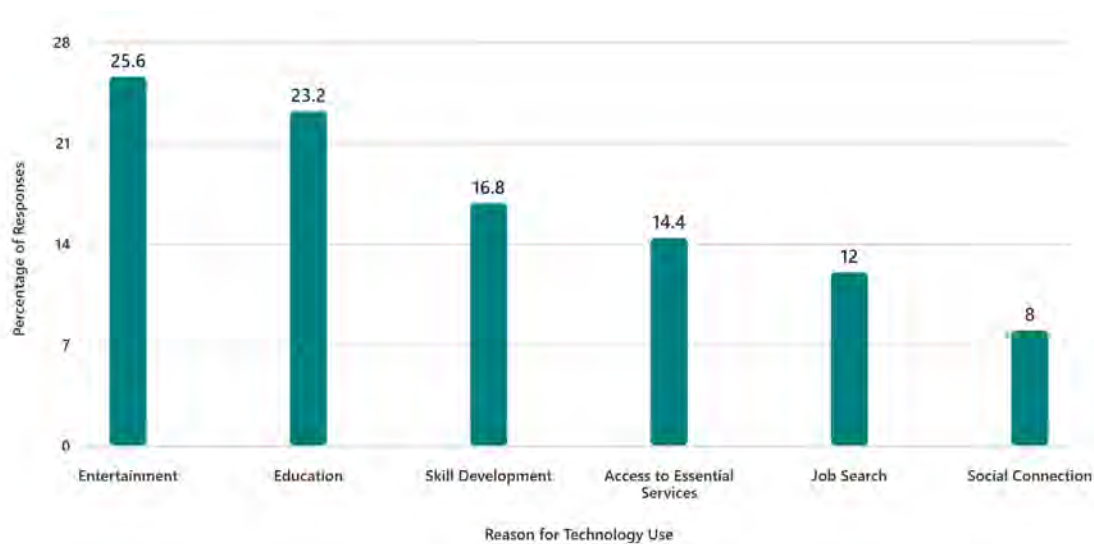
### 3.1.3 Main Reasons for Using Technology

The Milton Public Library remains a cornerstone of digital access and innovation in the community, providing technology services that cater to Milton Public Library continues to be a cornerstone of digital access and innovation in the community, offering technology services that reflect the diverse interests and evolving needs of its patrons. Whether for entertainment, education, skill development, or accessing essential services, MPL’s digital offerings play a central role in fostering engagement and inclusion.



Insights from the community survey reveal the primary motivations behind technology use at MPL, offering a deeper understanding of how patrons interact with digital tools and platforms. The data highlights a broad spectrum of engagement, with patrons leveraging technology for personal enrichment, practical tasks, and lifelong learning. This diversity of use underscores MPL’s success in cultivating a technology ecosystem that is both versatile and responsive.

The findings also emphasize the importance of maintaining a balanced and inclusive approach to digital service delivery, one that supports casual users, job seekers, students, and underserved populations alike. By offering flexible and accessible technology services, MPL continues to meet patrons where they are, ensuring that digital tools enhance the library experience for all.



*Chart 2: Main Reasons for using technology at the Library*

As MPL advances its digital strategy, these insights will inform the refinement of programs and services to better align with patron expectations. By leveraging data to guide decision-making, MPL can enhance user experience, expand digital literacy initiatives, and ensure that technology remains a gateway to opportunity, creativity, and connection for every member of the community.



### 3.1.4 Satisfaction with the current technology services provided by the Library

Technology services, including public computers and Wi-Fi access, are foundational to Milton Public Library’s digital infrastructure. These tools serve as vital gateways for connectivity, learning, and access to information particularly for patrons who may lack reliable digital resources at home. Community survey results demonstrate high satisfaction with these offerings, reinforcing MPL’s commitment to providing dependable and inclusive technology across all branches. By maintaining and enhancing these services, MPL continues to bridge the digital divide and empower residents to fully participate in today’s information-rich society.

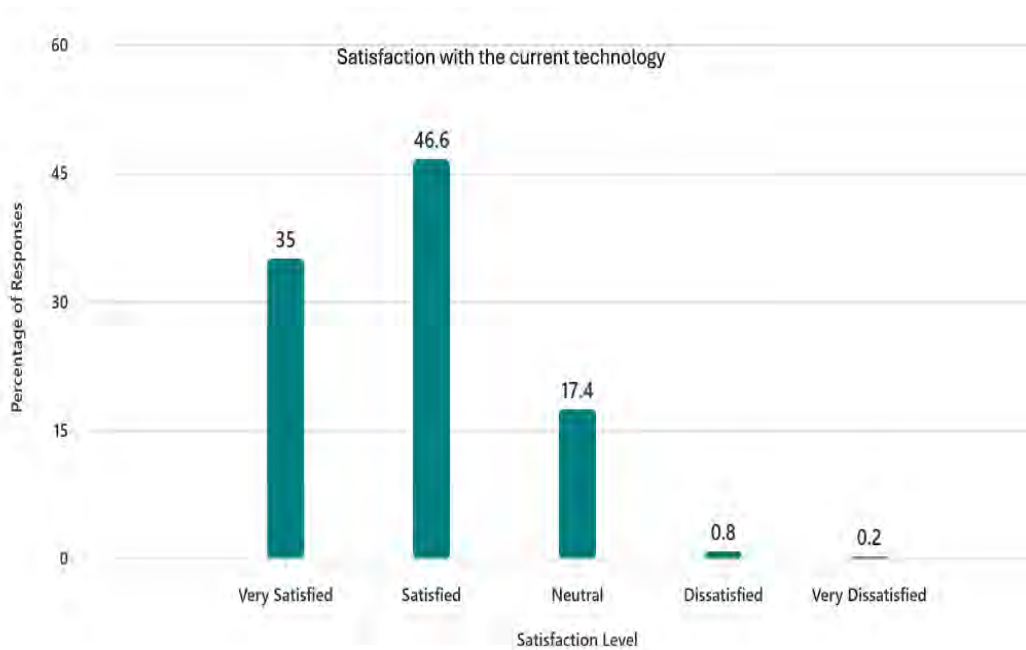


Chart 3: Satisfaction with current technology

The survey responses indicate a strong overall satisfaction with MPL’s technology services. A combined 81.6% of respondents reported being either satisfied (46.6%) or very satisfied (35.0%), reflecting the effectiveness of MPL’s strategic investments in digital infrastructure and public access tools. Meanwhile, 17.4% of patrons expressed a neutral stance, suggesting opportunities to enhance engagement and service delivery further. Only a small fraction of respondents reported dissatisfaction, with 0.8% expressing

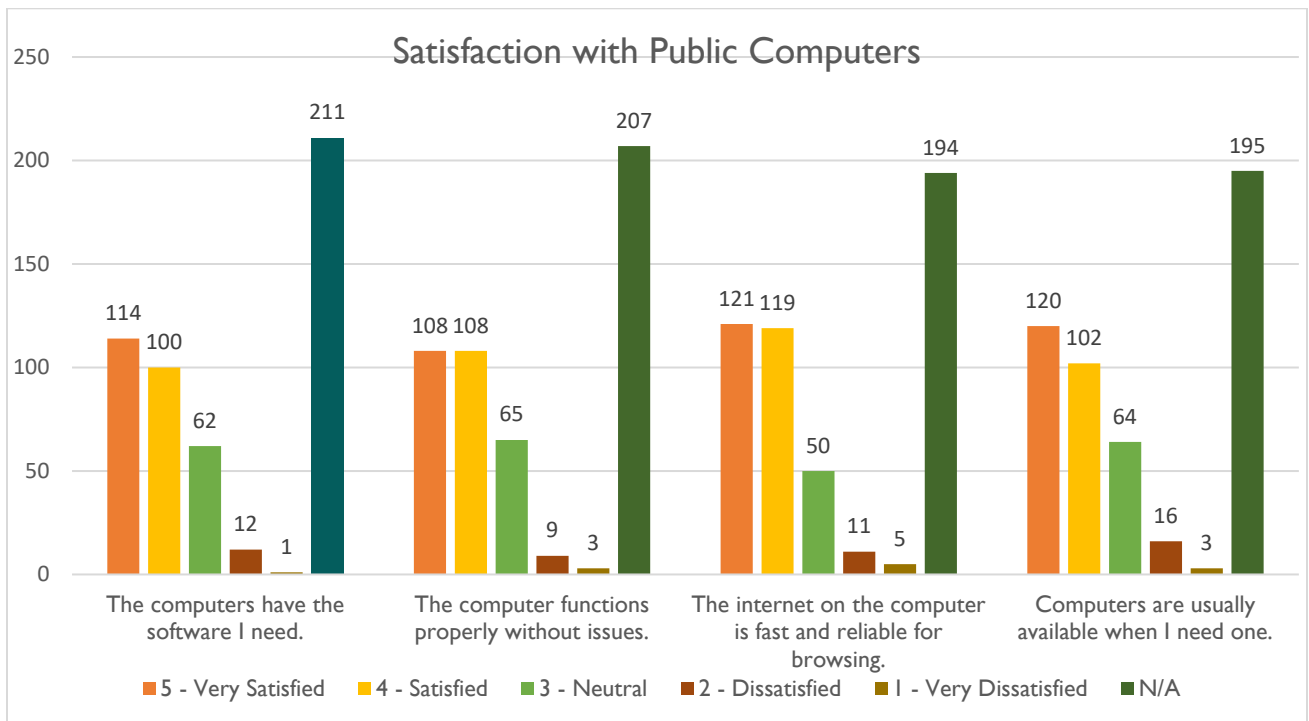


dissatisfaction and 0.2% being very dissatisfied, underscoring the library’s success in maintaining high service standards.

These insights highlight MPL’s strength in digital service provision while pointing to areas for continued improvement and outreach. As MPL continues to evolve its digital strategy, these findings reinforce the importance of maintaining high-quality technology services while expanding outreach and education. By promoting awareness, offering staff-led tech support, and tailoring services to diverse user needs, MPL can further strengthen its role as a trusted digital hub. Continued investment in public technology will be key to fostering inclusion, digital literacy, and meaningful community connections.

### 3.1.5 Community Satisfaction with MPL’s Public Computers

Milton Public Library’s commitment to digital inclusion is reflected in its provision of public computers and Wi-Fi, which continue to serve as essential resources for patrons seeking connectivity, information, and access to technology. These services are particularly vital for individuals who may lack reliable internet or devices at home.



**Chart 4: Satisfaction with public computers**



While overall satisfaction is strong, the significant number of “N/A” responses ranging from 194 to 211 suggests that a portion of patrons either do not use these services or are unaware of their availability. This presents an opportunity for MPL to enhance outreach and visibility, particularly among underserved groups who may benefit from public access to technology.

The findings validate MPL’s strategic investments in connectivity and digital tools, but also highlight the need for continued efforts to ensure equitable access. To strengthen community engagement and digital equity, MPL should continue enhancing the visibility of its public technology offerings. Strategies such as targeted promotion, staff-led tech orientations, and outreach to underserved groups can help bridge awareness gaps. As MPL evolves its digital strategy, maintaining and improving access to public computers and Wi-Fi will be key to fostering inclusion, digital literacy, and meaningful community connections.

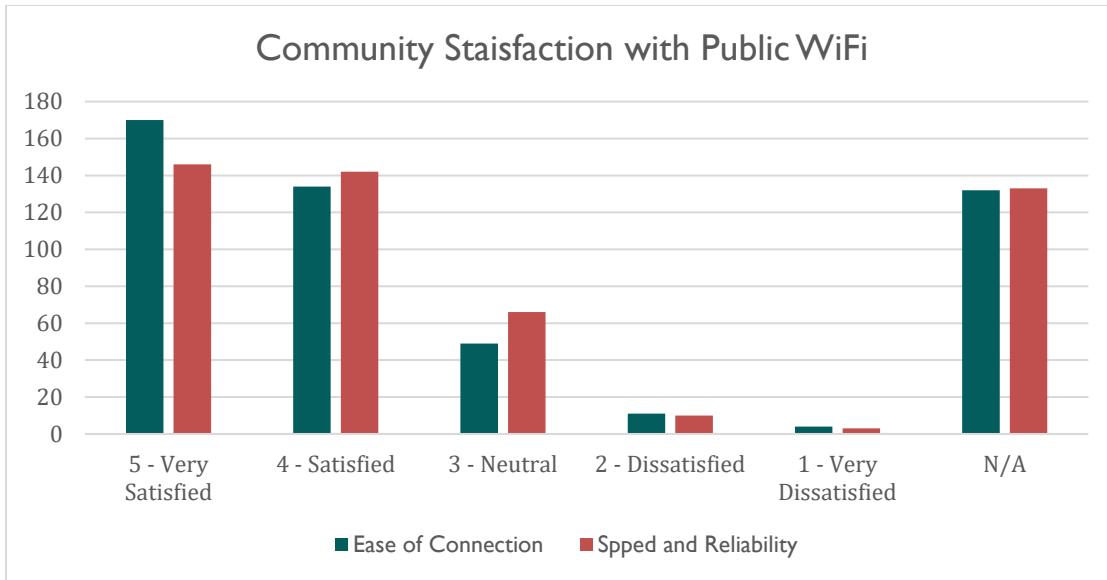
### **3.1.6 Community Satisfaction with Public Wi-Fi**

Milton Public Library’s public Wi-Fi service continues to be a key digital resource for the community. To assess user experience and identify areas for enhancement, MPL conducted a survey focusing on two core aspects: ease of connection and speed/reliability.

Survey results show a strong level of satisfaction. For ease of connection from personal devices, 46.2% of respondents were very satisfied and 36.41% were satisfied, making up over 82% of responses. Neutral feedback accounted for 13.32%, while only 4.08% expressed dissatisfaction.

Regarding speed and reliability for online tasks, 39.78% were very satisfied and 38.69% were satisfied, totaling nearly 79%. Neutral responses were 17.98%, and dissatisfaction was minimal at 3.54%.





**Chart 5: Satisfaction with Public Wi fi**

Recent survey results confirm that Milton Public Library’s public Wi-Fi service is effectively meeting the needs of most users, particularly in terms of accessibility and performance. While the majority of respondents expressed satisfaction, a small proportion reported neutral or negative experiences—highlighting an opportunity for targeted improvements to ensure consistently high-quality connectivity for all patrons.

Over the years, MPL has made strategic investments in its Wi-Fi infrastructure, providing reliable high-speed internet not only within its facilities but also extending coverage to exterior areas. This outdoor access has proven especially valuable to the community, offering connectivity during after-hours and enhancing MPL’s role as an accessible digital hub.

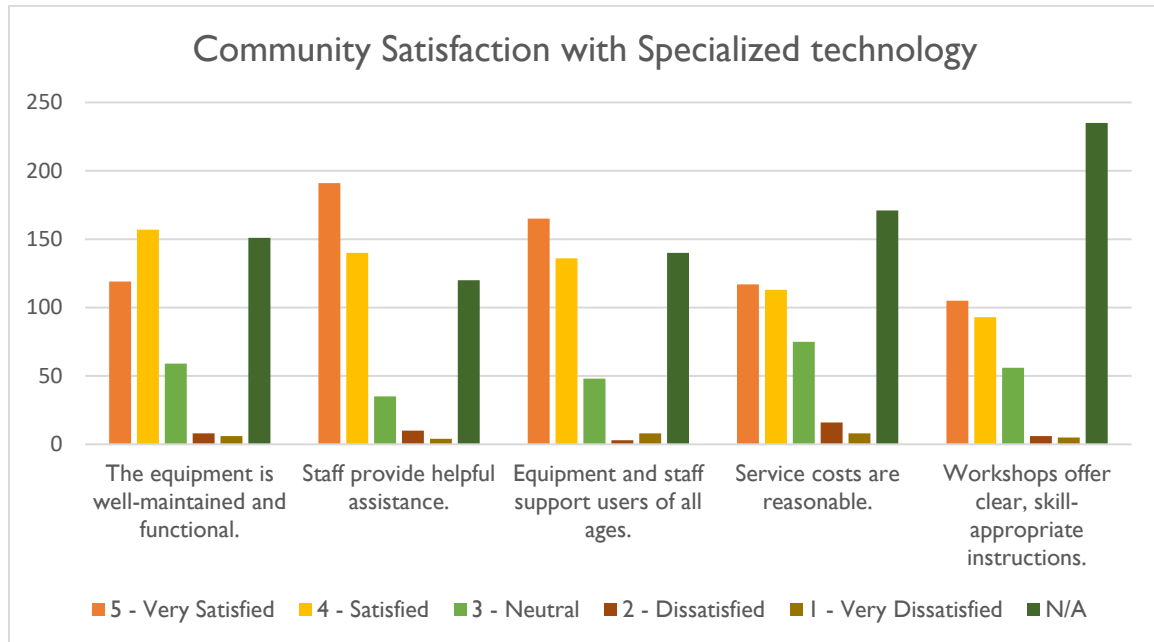
### 3.1.7 Community Satisfaction with Tech Hub Services

Milton Public Library’s Tech Hub offers access to specialized technology such as 3D printers and sublimation printers, along with workshops and staff support. To evaluate the effectiveness and impact of these services, MPL conducted a community survey focusing on key aspects of the Tech Hub experience.

Survey results show high satisfaction across most areas. Respondents rated staff assistance especially well, with 191 very satisfied and 140 satisfied. Equipment maintenance also received strong feedback, with 157 very satisfied and 119 satisfied. Support for users of all ages and reasonable service



costs were similarly well-regarded. While workshop satisfaction was positive overall, a large number of respondents (235) indicated they had not participated, suggesting an opportunity to increase awareness and engagement.



**Chart 6: Satisfaction with Tech Hub Technology**

Overall, the Tech Hub is meeting community expectations, particularly in staff support and equipment quality. Continued promotion of workshops and inclusive programming may help broaden participation and enhance the impact of these specialized services.

### 3.1.8 Technology Discovery and Use Impact

Milton Public Library plays a pivotal role in enabling digital exploration and learning for its patrons. Survey responses indicate that many users have discovered new technologies and accomplished tasks they could not complete elsewhere, thanks to MPL’s accessible and supportive digital environment. This section explores both the positive impact of MPL’s technology services and the areas where awareness and accessibility can be strengthened.



**Table I: Positive Feedback Themes**

<b>Theme</b>	<b>Survey Statement</b>	<b>Strongly Agree/ Agree</b>	<b>Insight`</b>
Ease of Use	“I can easily find and use technology services”	187 / 148	Tech services are intuitive and accessible
Staff Support	“Library staff provide effective support”	148 / 124	Staff are helpful in navigating tech
Tech Discovery	“I have discovered new technology through the library”	196 / 57	MPL enables digital exploration
Meeting Needs	“The technology and services meet my needs”	188/80	Offerings align with user expectations

**Table II: Challenges and Mixed Feedback**

<b>Theme</b>	<b>Survey Statement</b>	<b>Response</b>	<b>Insight</b>
Awareness Gaps	“Used library tech to complete tasks I couldn’t do elsewhere”	230 N/A Low Awareness	Need better promotion/onboarding
Learning Gaps	“Used library tech to learn new skills”	172 N/A Moderate Awareness	Underutilized learning potential
Accessibility	“Tech services are accessible to everyone”	136 SA / 111 A / 113 N Mixed	Accessibility is positive but uneven
Library Access Role	“Library is one of few places to access tech”	49 SA / 113 A / 113 NMixed	MPL is important but not sole access point



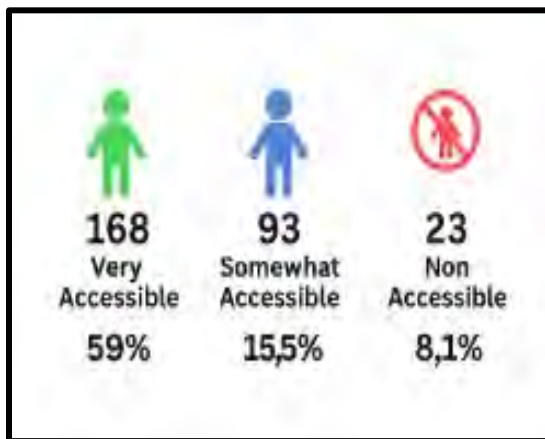
The feedback reveals a strong endorsement of MPL’s digital services, with high levels of agreement around ease of use, staff support, and the discovery of new technologies. These responses affirm MPL’s position as a trusted digital enabler and learning hub, where patrons feel empowered to explore and engage with technology.

However, the data also highlights notable gaps in awareness and usage. A significant number of respondents selected “N/A” when asked about using library technology to complete tasks or learn new skills, suggesting that many patrons may be unaware of the full range of services available. Additionally, mixed responses around accessibility and MPL’s role as a primary access point for technology indicate that further outreach and inclusive design improvements are needed.

To address these challenges, MPL should prioritize targeted promotion of underutilized services, enhance onboarding experiences, and continue investing in adaptive technologies. By bridging these gaps, MPL can ensure that all patrons, regardless of background or ability, can fully benefit from its digital offerings and continue to discover new opportunities for learning and growth.

### 3.1.9 Accessibility Ratings

Accessibility remains a cornerstone of Milton Public Library’s digital strategy, ensuring that all patrons, regardless of ability, background, or circumstance, can engage meaningfully with technology services. This section presents community feedback on the perceived accessibility of MPL’s digital offerings, providing insight into both strengths and areas for improvement.



**Chart 7: Accessibility Rating**

While most respondents rated accessibility positively, a notable minority found services inaccessible. This supports the strategy’s emphasis on inclusive design and adaptive technologies.



The feedback on accessibility underscores the importance of continuing to prioritize inclusive design and adaptive technology across MPL’s digital services. While many patrons rated accessibility positively, the presence of “Somewhat Accessible” and “Non-Accessible” responses signals that barriers still exist for some users.

To address these gaps, MPL should expand its investment in accessible tools such as screen readers, multilingual interfaces, and neurodiversity-friendly platforms. Enhancing staff training in inclusive service delivery and improving the usability of digital interfaces will also be key to ensuring that all patrons can confidently engage with technology.

By embedding accessibility into every aspect of its digital strategy from infrastructure and software to programming and support, MPL can foster a more equitable and empowering library experience for all members of the community.

### **3.1.10 Skills the Community want to Learn**

As digital technologies continue to evolve, community interest in acquiring future-ready skills is growing rapidly. Survey responses reveal a strong appetite among Milton Public Library patrons for learning a wide range of digital competencies from emerging technologies like artificial intelligence and coding to creative tools such as graphic design and video editing. This feedback highlights the library’s critical role in supporting lifelong learning, digital literacy, and workforce development through accessible and inclusive programming.





**Chart 8: Skills Community Want to Learn**

The survey results reveal a clear demand for future-focused and creative digital skills among MPL patrons. High interest in areas such as artificial intelligence, coding, 3D printing, graphic design, and video editing reflects a community eager to engage with emerging technologies and digital storytelling tools. This presents a significant opportunity for MPL to position itself as a leader in digital literacy and innovation.

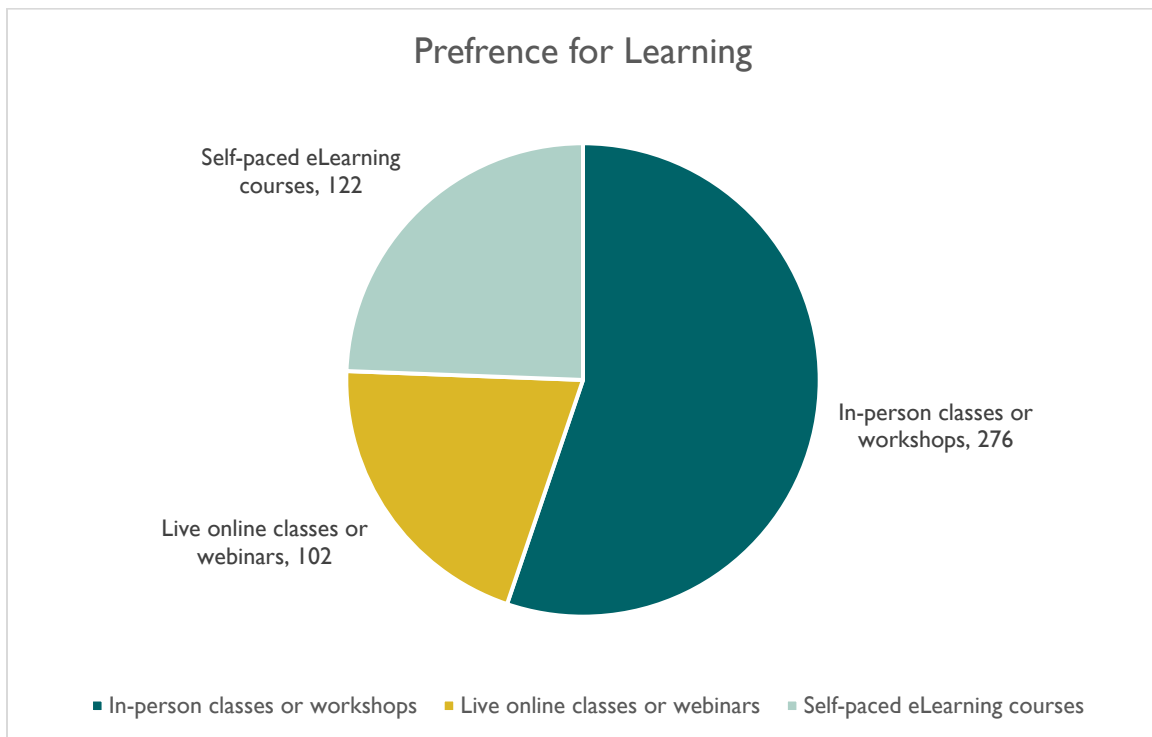
To meet this demand, MPL should prioritize the development of hands-on workshops, maker programs, and guided learning experiences tailored to different age groups and skill levels. Investing in accessible tools and platforms such as programming laptops, design software, and maker equipment will be essential to support this learning. Additionally, partnerships with local tech organizations and educational institutions can enhance program delivery and provide real-world relevance.

By aligning its programming with community interests, MPL can foster lifelong learning, support workforce development, and empower patrons to thrive in a digital-first world.



### 3.1.11 Preference of Format for Learning

Understanding how patrons prefer to learn is essential to designing effective and inclusive programming. Survey results indicate a strong preference for in-person learning experiences, with many respondents valuing the interactivity, engagement, and support that face-to-face formats provide. At the same time, there is growing interest in flexible and blended learning models that incorporate digital components, reflecting the need for adaptable approaches that accommodate diverse schedules and learning styles.



**Chart 9: Format the community want to use for learning**

The community’s clear preference for in-person learning reinforces MPL’s role as a trusted space for hands-on education and social connection. This format aligns well with the library’s strengths in delivering high-quality, interactive programs that foster engagement and skill development.

However, the interest in blended and online formats presents an opportunity to expand MPL’s reach and accessibility. By integrating digital elements such as follow-up eLearning modules, virtual workshops, and gamified content, MPL can support patrons who prefer or require remote access to learning. Enhancing the design and interactivity of online offerings will be key to increasing participation and satisfaction.



Strategically, MPL should continue to position in-person programs as its core offering while promoting online formats as flexible complements. This dual approach will ensure that learning opportunities remain inclusive, responsive, and aligned with the evolving preferences of the Milton community.

## 3.2 Staff Technology Experience and Insights

In addition to community feedback, **37 staff members** participated in the survey, sharing their experiences and perspectives on Milton Public Library’s technology tools and digital services. Their input provides valuable context for understanding internal strengths, challenges, and opportunities to enhance staff efficiency and service delivery.

### 3.2.1 Staff Ratings of Technology Effectiveness

Understanding staff experiences with internal technology tools is essential to ensuring operational efficiency and service quality. This section presents staff feedback on the effectiveness of various devices and systems used across MPL branches. The ratings provide insight into which tools are performing well and which may require upgrades or support, helping guide future investments in technology infrastructure

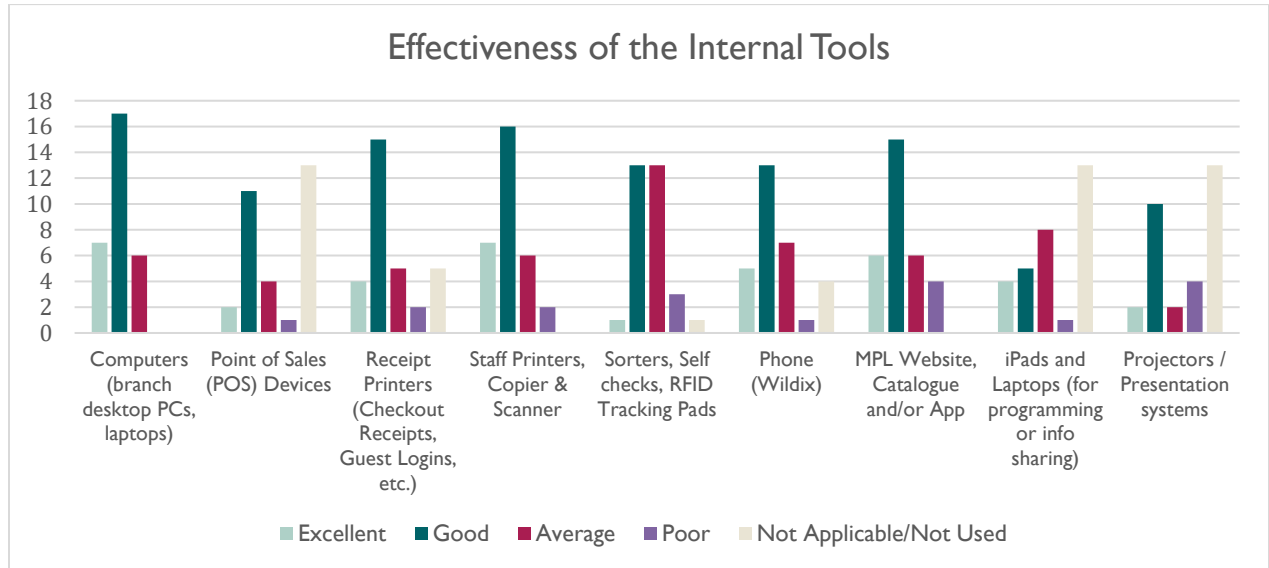


Chart 10: Staff assessment of the effectiveness of MPL’s internal technology tools

The survey results reveal strong satisfaction with core operational tools such as sorters, self-checks, receipt printers, and staff printers, which received the highest combined “Excellent” and “Good” ratings. These tools are clearly



meeting staff needs and should continue to be supported and maintained as part of MPL’s technology backbone.

Computers also performed well, though with slightly more variability in ratings, suggesting that while generally reliable, they may benefit from targeted improvements or updates. In contrast, tools like the Wildix phone system and iPads/laptops received more moderate ratings, indicating mixed user experiences and potential usability or performance issues.

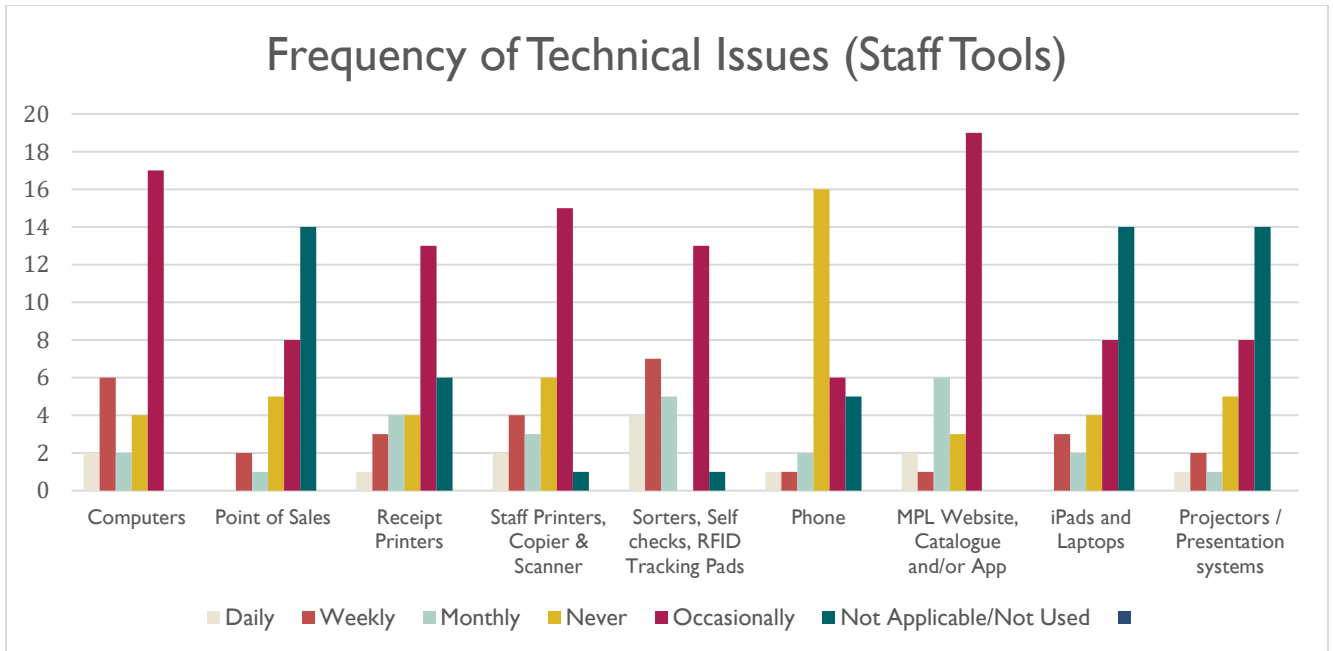
The lowest-rated tool projectors and presentation equipment had the fewest “Excellent” ratings and a higher proportion of “Average” and “Poor” responses, pointing to a clear need for review and potential replacement. Additionally, the high number of “Not Applicable” responses for certain tools suggests limited relevance to some staff roles, which should be considered when planning future deployments.

These findings offer valuable guidance for MPL’s technology lifecycle planning. By continuing to support high-performing tools and addressing areas of concern, such as presentation equipment and sorter, MPL can enhance staff efficiency and service delivery. Future investments should be based on ongoing staff feedback to ensure that technology remains aligned with operational needs.

### **3.2.2 Frequency of Technical Issues (Staff Tools)**

Reliable technology is essential for staff to deliver consistent and high-quality service across Milton Public Library branches. This section presents staff-reported data on the frequency of technical issues experienced with various tools, offering insight into which systems are dependable, and which may require attention. Understanding these patterns helps MPL prioritize maintenance, support, and future upgrades to ensure operational efficiency.





*Chart 1 I: Staff-reported frequency of technical issues with MPL’s technology tools.*

The chart reveals that core tools such as computers, staff printers, and the MPL website/catalogue are performing reliably, with most staff reporting no technical issues. This stability is a positive indicator of MPL’s investment in foundational infrastructure and its impact on daily operations.

Moderately reliable tools including receipt printers, sorters/self-checks, and iPads/laptops show occasional disruptions, suggesting a need for targeted troubleshooting and support. These tools are widely used and integral to service delivery, so addressing intermittent issues can significantly improve staff productivity and patron experience.

The most concerning findings relate to Point of Sales (POS) devices and projectors/presentation equipment, which were reported to have frequent technical problems. These tools may require immediate review, maintenance, or replacement to prevent service interruptions and ensure staff confidence in using them.

The frequency of technical issues provides a practical perspective for prioritizing maintenance and support. Tools with recurring problems, including sorter and presentation equipment, should be reviewed promptly to reduce disruptions and improve reliability. These insights will help shape a responsive support framework and ensure that staff have access to dependable tools for serving the community effectively.



### 3.2.3 Feedback and Small Wins

Feedback and small wins play a pivotal role in fostering engagement, building momentum, and reinforcing positive change. In this section, MPL explores how iterative feedback loops and celebrating incremental successes have contributed to the overall progress of its initiatives. These elements not only validate MPL’s approach but also empower staff to remain invested and motivated.

**Table 3: Feedback**

Feedback	Action
Additional Printer at Main	Completed
Express Printing at Main	Completed
Back Computer at Beaty	Completed
Receipt Printers at Beaty/Sherwood	Completed
Polaris Training	Refresher Training
RFID Scanners	Mostly Working
AWE Tablets	Software Upgraded
Self-Checkout Machines Emails	Resolved
Vega Catalogue Results for Series	In Progress
Ipad/ Tablet for Page Staff	In Progress
More Debit Machines at Main	Reviewing the Usage
Sorter Machine	Maintenance Completed
More Patrons’ Desktop at Beaty	Gaming Computers Launched
Teal Room Projector	Completed
Sherwood Ceiling Projector	Under Review
Better Website Layout	Usability Study in Progress
Outlook MFA/ Sign-in issues	MPL follows the protocols
Generic login for Polaris	Accountability and security
Wacom style drawing tablet	In progress
Accessibility Technology	Plan for 2026
Improved Scheduling Software	In Progress
E-Resources	Training is planned
Programming Tech Training	In Progress



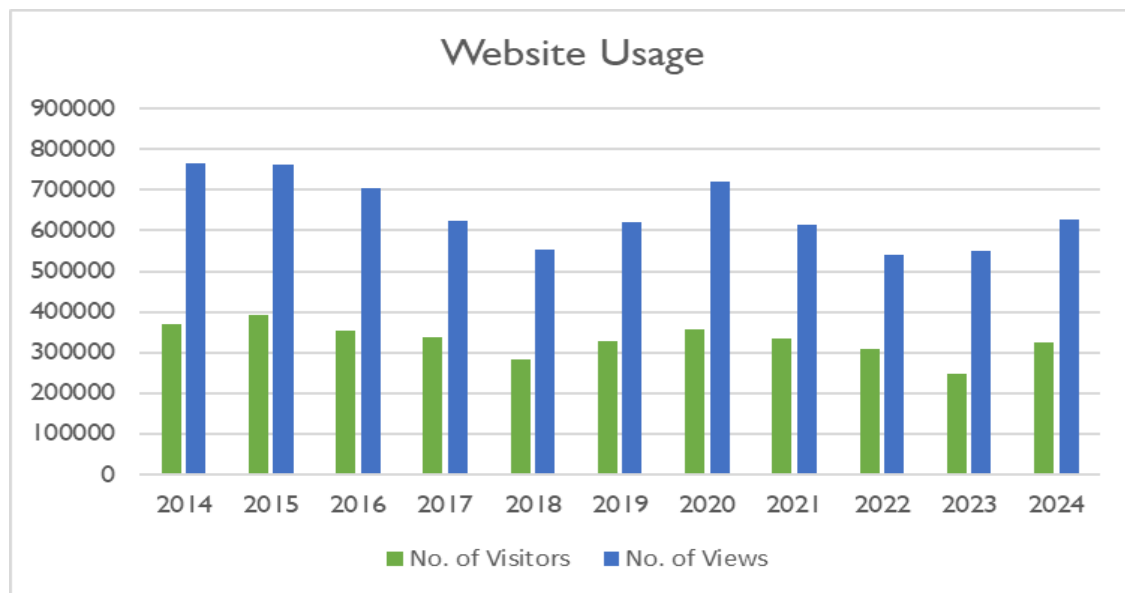
By actively listening to feedback and recognizing small wins, MPL has cultivated a culture of continuous improvement and shared ownership. These practices have proven essential in maintaining transparency, boosting morale, and ensuring that strategies remain responsive and inclusive. As MPL moves forward, these foundational elements will continue to guide its efforts and strengthen its impact.

### 3.3 Digital Platforms and Usage Trends

Building on the assessment of staff tools and their technical reliability, it is equally important to examine how digital platforms are being utilized across the organization. Understanding usage patterns, satisfaction levels, and areas of improvement within these platforms provides valuable insight into staff workflows and service delivery. Section 3.3 explores these trends, highlighting how digital tools support daily operations and where strategic enhancements may be needed to optimize performance and user experience.

#### 3.3.1 Website Usage

The Milton Public Library website serves as a vital digital gateway for patrons to access services, resources, and information. An analysis of usage trends from 2014 to 2024 reveals periods of growth, decline, and stabilization. After a noticeable drop in engagement in 2017 and 2018, usage began to recover in 2019, with a significant spike in 2020 during the pandemic. From 2021 onward, both visitor and view counts stabilized



**Chart 12: Website Usage**

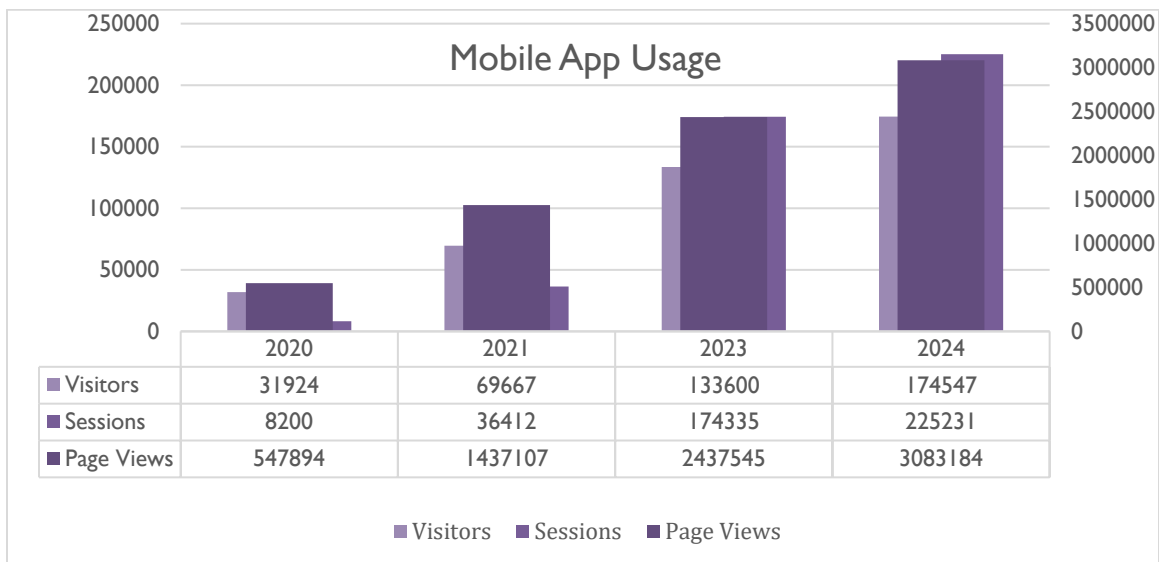


The post-2021 stabilization of website usage reflects a dependable level of engagement but also signals a need for renewed innovation. The Fall 2023 redesign has laid a strong foundation for future growth, offering improved structure and functionality. To build on this momentum, MPL should focus on enhancing content, streamlining navigation, and integrating features that reflect evolving patron needs.

As MPL continues to expand its digital strategy, the website must remain aligned with broader organizational goals. Prioritizing accessibility, personalization, and mobile optimization will ensure the platform remains inclusive and responsive. Regular usability testing and analytics should guide iterative improvements, helping MPL maintain a website that is not only functional but also engaging and future ready.

### 3.3.2 Mobile App Usage

The Milton Public Library mobile app has rapidly evolved into a key digital engagement tool. Between 2020 and 2024, the app experienced a remarkable 462% increase in page views, reflecting growing patron reliance on mobile access for browsing, account management, and program registration. The app’s intuitive design and expanding functionality have contributed to higher user retention and deeper interactions.



**Chart 13: Mobile App Usage**



The mobile app's continued growth underscores its strategic role within Milton Public Library's digital ecosystem. High engagement levels reflect strong user satisfaction and highlight opportunities to enhance personalization through features such as predictive search, tailored content, and AI-powered support.

To maintain this momentum, MPL must ensure that the app's backend infrastructure can scale effectively with increasing usage while preserving speed and reliability. Ongoing investment in mobile-first design, accessibility, and seamless cross-platform integration will be critical to meeting the evolving expectations of patrons.

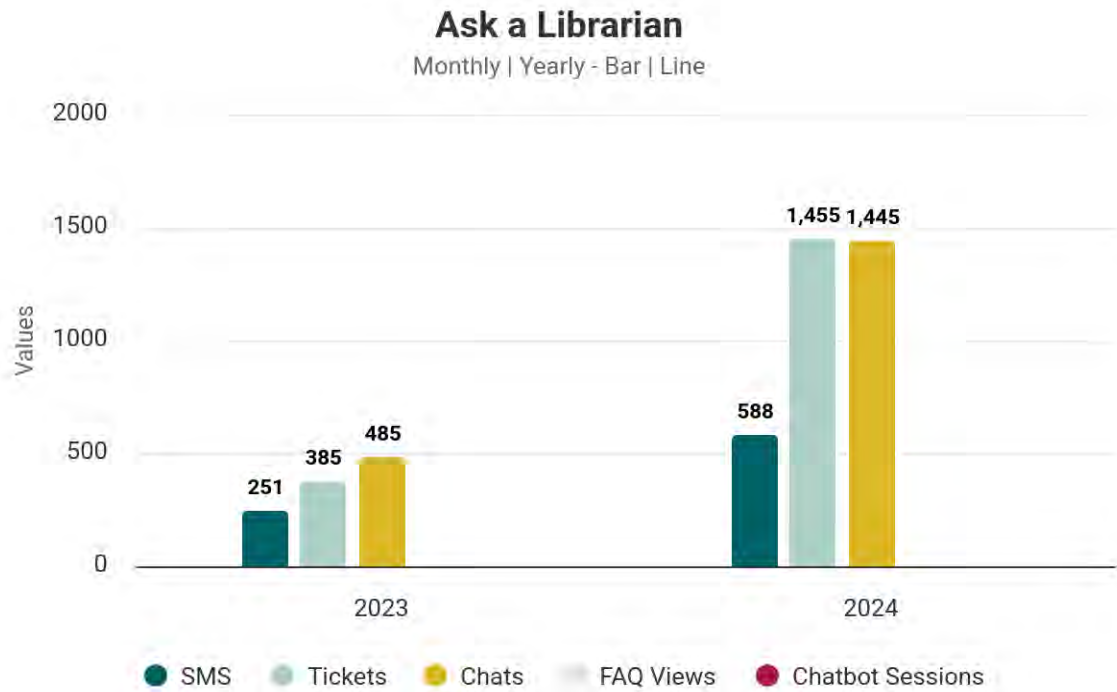
In early 2025, MPL launched an overhauled mobile app that offers deeper integration with the Integrated Library System (ILS) and introduces advanced functionalities, including SMS notifications, item lookup via ISBN scanning, self-checkout, and multilingual support.

As MPL advances its digital roadmap, the mobile app should remain a cornerstone of service delivery bridging convenience, innovation, and community connection in a format that aligns with modern patron behavior.

### **3.3.3 Chat with a Librarian Function**

Since its launch in 2024, the Chat with a Librarian feature has quickly become the preferred method of communication for MPL patrons. Supporting both online and offline interactions, the service efficiently converts chats into support tickets, contributing to a centralized knowledge base. In early 2025, SMS services were introduced as part of the Integrated Library System (ILS) upgrade, expanding MPL's communication channels. While SMS remains the least-used option, it is currently being utilized for reminders, alerts, and notices, offering a valuable complement to MPL's digital engagement strategy.





**Chart 14: Chat with a Librarian Function Usage**

The strong adoption of chat services reflects MPL’s success in providing responsive, accessible digital support. As chat continues to outperform other communication methods, MPL has an opportunity to further enhance its capabilities by integrating it more deeply into service workflows and expanding real-time support features.

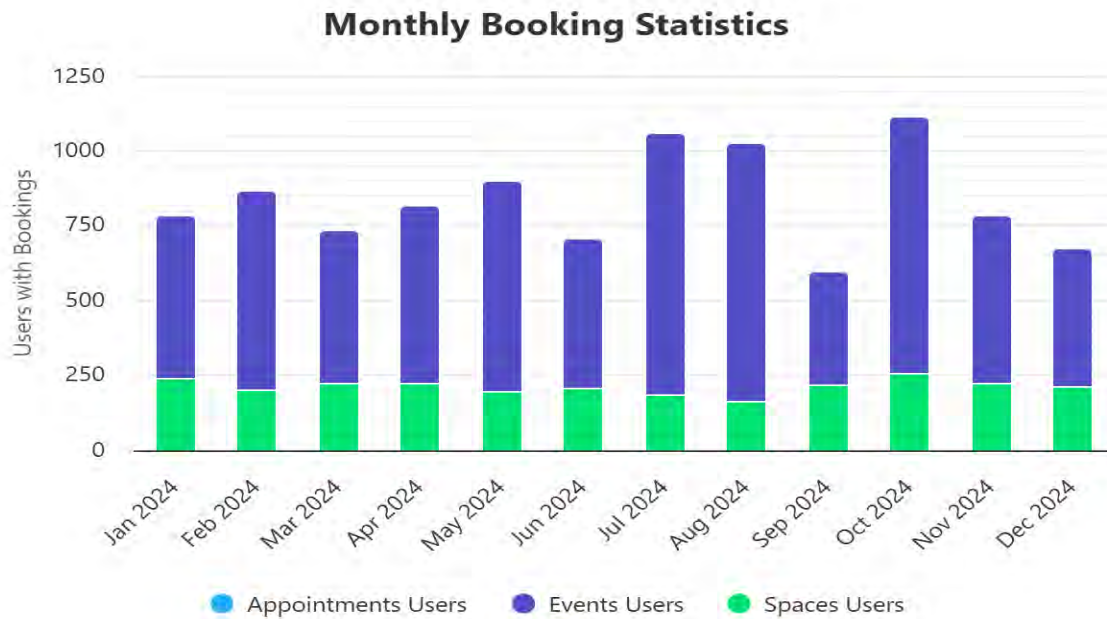
The conversion of chats into support tickets offers valuable insights into patron needs and service gaps. Analyzing this data can inform continuous improvement efforts, staff training, and the development of a robust knowledge base that supports both patrons and internal operations. Continued investment in chat and SMS infrastructure will help MPL maintain high levels of responsiveness and satisfaction in its digital service delivery.

### 3.3.4 Event and Space Booking with LibCal

Launched in 2024, the LibCal platform has quickly become an integral part of Milton Public Library’s digital service offerings. With over 4,256 users registering for events and 1,772 users booking spaces, the platform demonstrates strong engagement with MPL’s programming and facilities. These figures reflect the community’s growing comfort with self-service tools and digital scheduling. However, the Appointments feature remains unused,



suggesting a gap in awareness, relevance, or integration into current workflows.



**Chart 15: LibCal Usage**

The uptake of LibCal for event and space bookings highlights MPL’s success in offering convenient, user-driven access to library services. The platform’s performance affirms its value in streamlining operations and enhancing patron engagement.

The lack of usage of the Appointments feature presents an opportunity for strategic improvement. MPL could pilot this functionality for services such as one-on-one tech help, research consultations, or community support sessions. Doing so would help assess demand, refine implementation, and potentially unlock new efficiencies in service delivery.

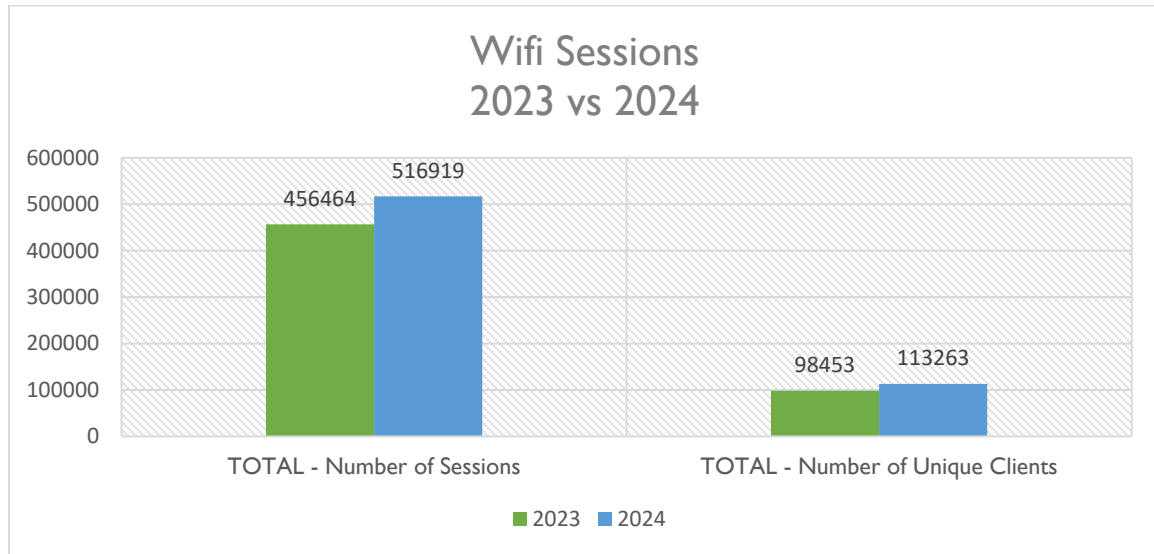
To maximize the platform’s impact, MPL should continue promoting LibCal’s capabilities, ensure staff are trained to support its use, and explore ways to integrate it more deeply into programming workflows. This will help ensure that all features of the platform are fully leveraged to meet community needs.

### 3.3.5 Wifi Usage

WiFi access continues to be a critical component of Milton Public Library’s commitment to digital inclusion. Usage data from 2023 to 2024 shows a clear



upward trend, with total sessions increasing from 456,464 to 516,919 and unique clients rising from 98,453 to 113,263. These figures reflect growing demand for public internet access and suggest that more patrons are engaging with library spaces and digital services while on-site.



**Chart 16: WiFi Usage**

The increase in WiFi usage highlights MPL’s role as a vital access point for connectivity in the community. As more patrons rely on in-branch internet access, MPL must ensure that its network infrastructure can support high traffic volumes without compromising speed or reliability. Upgrades to bandwidth, access points, and security protocols will be essential to maintain service quality.

This data also presents an opportunity to leverage WiFi engagement for broader service planning. Understanding peak usage times can inform staffing, programming, and space utilization decisions. Additionally, the rise in unique clients offers a chance to promote digital services such as the mobile app, online learning tools, and digital collections to users already connected on-site.

To further enhance engagement, MPL could explore the integration of a WiFi login portal that shares updates, events, or surveys. This would allow the library to connect with users in real time and gather valuable feedback to inform future service improvements.



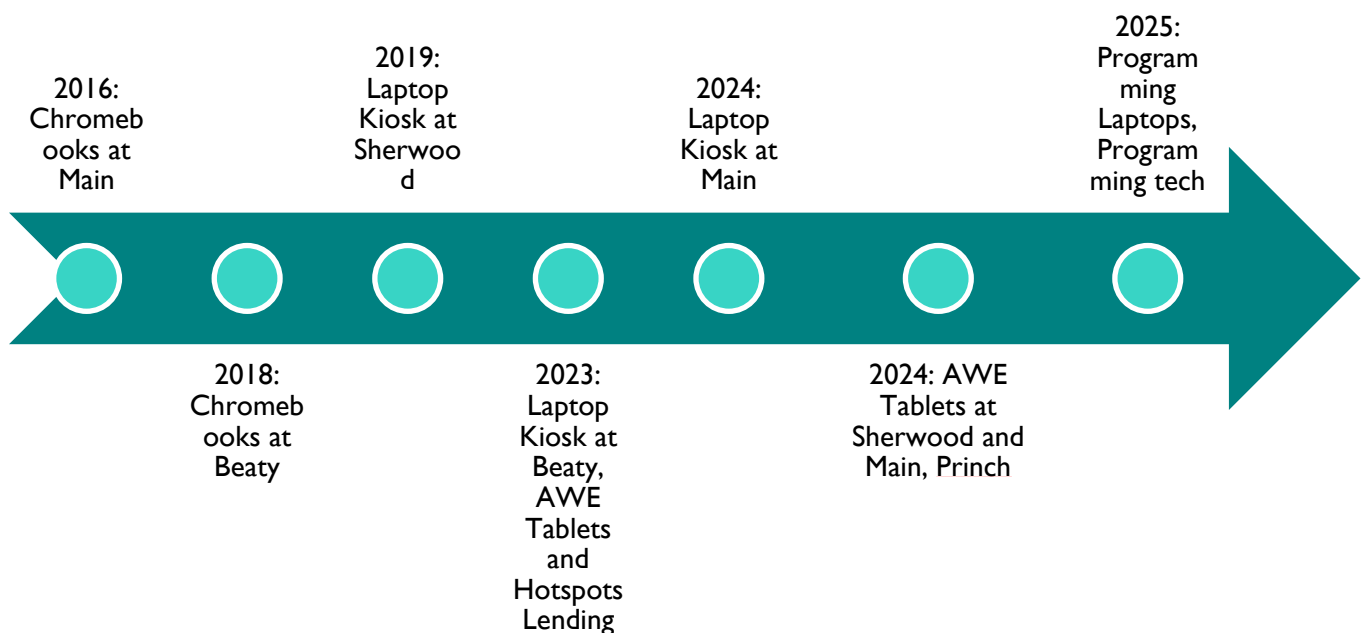
# 4. Digital Equity and Access

As digital services continue to expand, ensuring equitable access for all community members becomes increasingly vital. This section explores how the library supports digital inclusion through infrastructure, tools, and outreach. From WiFi usage trends to mobile engagement and communication platforms, the data highlights both progress and opportunities to strengthen access and bridge digital divides.

## 4.1 Access to Digital Devices

Milton Public Library has demonstrated a sustained and strategic commitment to expanding digital access across its branches. Beginning in 2016 with the introduction of Chromebooks at the Main branch, MPL has steadily broadened its technology offerings to meet evolving community needs. Over the years, this has included laptop kiosks, AWE tablets, hotspot lending, and mobile printing solutions.

By 2025, MPL deepened its investment with programming laptops, tech kits, a Tech Hub at Sherwood, and gaming stations further supporting digital literacy, creativity, and recreational engagement. Looking ahead, the planned Makerspace at Beaty in 2027 will continue this trajectory, offering hands-on access to emerging technologies and innovation.



The timeline of technology rollouts reflects MPL’s long-term vision for digital equity and innovation. By consistently expanding device lending and in-branch access to digital tools, MPL has reduced barriers to participation and empowered patrons of all ages to explore, learn, and connect.

Branch-specific initiatives like the Tech Hub at Sherwood and the upcoming Makerspace at Beaty demonstrate MPL’s responsiveness to localized community needs. These investments not only support lifelong learning and creative exploration but also establish scalable models that can be replicated across the system as demand grows.

Together, these milestones form the foundation of an inclusive digital strategy one that prioritizes access, adaptability, and community empowerment. As MPL continues to evolve in its infrastructure, maintaining this momentum will be key to ensuring that all patrons have the tools and opportunities to thrive in a digital world.

## 4.2 MPL’s Participation in the Bridge Toolkit Project

Milton Public Library has been contributing to the Bridge Toolkit project, a collaborative initiative that strengthens the capacity of public libraries to measure and communicate their impact. As a forward-thinking institution committed to digital equity, innovation, and community engagement, MPL’s involvement in this project reflects its dedication to evidence-based planning and sector-wide knowledge sharing. By participating in the development and application of the Bridge Toolkit, MPL is helping to shape a national framework that empowers libraries to tell their stories through meaningful data, advocate for sustainable funding, and align services with evolving community needs. This partnership reinforces MPL’s strategic commitment to transparency, continuous improvement, and leadership in public service innovation.

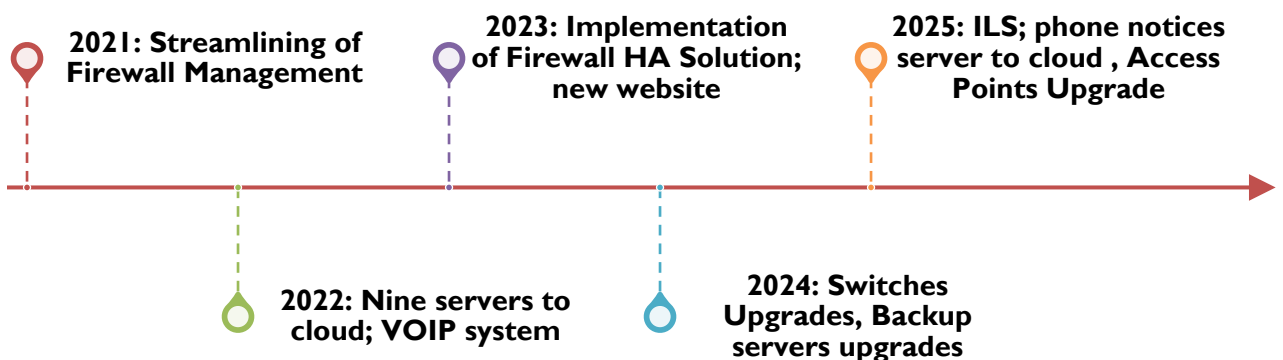


# 5. IT Infrastructure and Cybersecurity

The following sections outline a comprehensive roadmap designed to modernize infrastructure, enhance digital equity, empower staff and patrons, and leverage data for continuous improvement. These priorities are not standalone initiatives; they are interconnected strategies that reflect MPL’s holistic approach to delivering inclusive, future-ready services that respond to the evolving needs of Milton’s diverse and growing population.

## 5.1 Network Security: Servers Management

A resilient and scalable digital infrastructure is essential to delivering reliable library services. Milton Public Library has prioritized the modernization of its network and server environment to support growing operational demands and evolving patron needs. Through strategic upgrades such as firewall enhancements, cloud migration, and server redundancy, MPL has strengthened system performance, improved data security, and laid the foundation for future innovation. These efforts ensure that core services remain accessible, efficient, and adaptable in a rapidly changing digital landscape.



Between 2021 and 2025, Milton Public Library has focused on four key pillars of digital transformation:

- **Security & Reliability:** Strengthened firewall systems and introduced high-availability solutions to ensure robust network protection.

- **Cloud Migration:** Transitioned core servers and services to cloud platforms for scalability and operational efficiency.
- **User Experience:** Launched a new website and upgraded the Integrated Library System (ILS) to enhance patron engagement.
- **Connectivity & Resilience:** Modernized switches, backup servers, and wireless access points to support growing digital demands.

MPL’s investment in network security and server management is more than a technical upgrade. Its commitment to community trust, operational excellence, and digital equity. As the library continues to evolve, this resilient foundation will support innovation, safeguard data, and ensure that patrons can confidently access services in a secure and seamless digital environment.

## 5.2 Upgrading the Integrated Library System (ILS) and Discovery

In early 2025, MPL completed a major upgrade to its ILS, transitioning from the Sierra and Encore systems to Polaris ILS paired with Vega Discover. This change was driven by the need for a more intuitive, scalable, and patron-friendly platform. Polaris offers a robust web-based interface that empowers staff to manage library operations from any location, while Vega Discover enhances the patron experience with responsive design, improved search capabilities, and personalized engagement tools.

Vega Discover offers several advanced features:

- **SMS Notifications:** Patrons can opt-in to receive real-time updates on holds, due dates, and account activity.
- **Enhanced Reading History:** Searchable and sortable reading logs with cover images, authors, and checkout dates.
- **Bookmarking Tools:** Users can save and revisit favorite catalogue searches.
- **Improved Self-Checkout:** Faster and more reliable checkout experience.
- **Multilingual Support:** Expanded language options to better serve Milton’s diverse community.

These upgrades reflect MPL’s commitment to operational excellence, community trust, and digital equity. As the library continues to evolve, its modernized infrastructure will support innovation, safeguard data, and



ensure patrons can confidently access services in a secure and seamless digital environment.

## 5.3 Cybersecurity Initiatives

In response to the growing threat landscape and informed by high-profile cyber incidents such as the ransomware attack on Toronto Public Library, Milton Public Library has taken a proactive and layered approach to cybersecurity. Recognizing the vulnerabilities that public institutions face, MPL has implemented a series of technical and procedural safeguards between 2022 and 2025. These include stronger password policies, network segmentation, restricted access protocols, and staff awareness training. The strategy reflects a commitment to protecting patron data, ensuring service continuity, and aligning with best practices observed across the library sector.

### 2022-2023:

- Strong password policies for staff.
- Separate networks for the Patron network and Corporate network (VLAN, Firewall)
- Restricted access to our servers
- Restricted access and permissions to install apps on PCs
- Antivirus programs are installed on all PCs and Laptops
- Staff cybersecurity awareness

### 2024:

- Penetration testing,
- Cybersecurity Insurance,
- Restricted access to VPN
- Cyber attack response plan
- Multi Factor Authentication across the Board

### 2025:

- Phishing email campaigns
- More Advanced and mandatory Staff trainings

The cybersecurity roadmap is shaped not only by internal risk assessments but also by the lessons learned from sector-wide breaches. MPL's adoption of penetration testing, multi-factor authentication, and a formal cyber attack response plan demonstrates a shift from reactive to preventive security. By



2025, advanced phishing simulations and mandatory staff training further reinforce a culture of vigilance. These measures position MPL to respond swiftly to threats, safeguard digital assets, and maintain public trust in an increasingly complex digital environment.



# 6. SWOT Analysis

As MPL continues to evolve its digital services, a comprehensive SWOT analysis helps identify internal strengths and weaknesses, as well as external opportunities and threats. This assessment provides strategic insights to guide the development and implementation of a forward-thinking digital strategy that meets the needs of the community and staff alike.

## 6.1 Strengths

Milton Public Library (MPL) has established itself as a leader in delivering accessible, innovative, and reliable digital services. A key strength lies in the diversity and quality of technology available to patrons across all branches.

MPL offers a wide array of public-facing tools, including laptop kiosks, up-to-date MacBook lending, hybrid computer setups, and high-uptime Wi-Fi that extends beyond library walls. These services ensure that community members have consistent access to essential digital resources, both during and outside regular operating hours. The library also provides AWE tablets for children, accessible printing solutions via Princh, and self-service options that enhance convenience and independence.

In early 2025, MPL launched a new Polaris Integrated Library System (ILS), replacing its legacy platform to deliver improved performance, flexibility, and staff mobility. This transition was complemented by the introduction of Vega Discover, a modern discovery layer that offers patrons a more intuitive and personalized search experience. Together, these upgrades have significantly enhanced the library's digital infrastructure and user engagement.

The redesigned Solus mobile app, also introduced in 2025, further strengthens MPL's mobile-first approach. With features such as SMS notifications, ISBN-based item lookup, self-checkout, and multilingual support, the app empowers patrons to interact with library services seamlessly from their personal devices.

MPL's commitment to innovation is also evident in its unique maker technologies, including 3D printers and mug presses, which support creative exploration in the Tech Hub and through coding workshops. The library's proactive approach to technology maintenance, usage tracking, and alternative solutions ensures service continuity and reinforces community trust.



These strengths position MPL as a forward-thinking institution, well-equipped to meet the digital needs of a diverse and growing population.

## 6.2 Weaknesses

Despite its progress, Milton Public Library faces several internal challenges that could hinder the full realization of its digital strategy. Space limitations across branches restrict the expansion of tech-enabled areas and accessibility zones, which are essential for inclusive service delivery.

Staff comfort with technology varies, and there is a need for consistent training to ensure all team members can confidently support patrons and leverage digital tools. Accessibility resources are not yet comprehensive, and the absence of dedicated spaces and technologies for patrons with specific needs presents a barrier to equitable access. Additionally, MPL lacks robust workflows for managing and recording data, which affects operational efficiency and strategic planning.

The bookdrop and sorter system, which may be outdated, has shown inconsistencies in performance, leading to potential disruptions in service. Finally, limited in-house software development capacity restricts MPL's ability to customize digital tools and respond quickly to evolving needs. Self-checkout machines are currently not fully accessible to all users, which may hinder equitable service delivery and limit independent use for patrons with disabilities.

## 6.3 Opportunities

Milton Public Library has a wide range of opportunities to strengthen and expand its digital strategy. Increasing marketing and awareness of its technological offerings can significantly boost community engagement and utilization. The development of advanced tech spaces including meeting rooms, maker spaces, A/V zones, and AI studios can position MPL as a hub for innovation and digital literacy. Creating dedicated accessibility areas equipped with inclusive technologies will support equity and broaden the library's reach. Operational efficiency can be improved through the implementation of project management tools and integrated scheduling systems that consolidate platforms like LibCal and Schedule3W.

Conducting data cleanups and integrating analytics will provide better audience insights and enable targeted programming. Partnerships with small IT-related businesses offer potential for hands-on training and community



collaboration. AI technologies can be leveraged to enhance reference and advisory services, while interactive and teen-focused digital initiatives present new avenues for engagement.

Installing TV screens to promote services and progress can improve visibility, and lending out devices such as laptops can help bridge the digital divide. Introducing simple surveys for tech usage, similar to program feedback forms, will help MPL gather valuable insights. Finally, aligning with ISO IT standards and implementing regular security awareness training will enhance MPL's digital resilience and trustworthiness.

## 6.4 Threats

The external digital landscape presents several threats that MPL must navigate to maintain a secure and inclusive environment. Economic and political factors, such as tariffs and funding limitations, may restrict the library's ability to invest in new technologies. The rapid pace of technological change and the high cost of implementation pose ongoing challenges, especially in maintaining up-to-date systems and services.

Cybersecurity risks are a growing concern, requiring continuous staff training and investment in threat mitigation systems. Over-reliance on AI tools could lead to misinformation and compromise service quality if not carefully managed. The digital divide and skills gap among both staff and patrons may hinder the adoption of new technologies and limit engagement. As customer service roles evolve, staff may struggle to keep up with changing expectations, particularly at the Front Desk.

Non-compliance with IT standards could expose MPL to vulnerabilities, and without adequate funding, it may be difficult to implement necessary safeguards. The generalization of frontline staff roles, without specialized tech expertise, may also limit MPL's ability to deliver advanced digital services such as in the specialized spaces like Tech Hub, Maker Studio. To sustain its growth and innovation, MPL must proactively address these threats through strategic planning, staff development, and ongoing investment in digital infrastructure.



# 7. Strategic Alignment and Core Values

MPL's Digital Strategy and Technology Roadmap will be purposefully aligned with the library's strategic pillars and core values, ensuring that every digital initiative contributes to the library's mission of serving the community with excellence, equity, and innovation.

## 7.1 MPL's Strategic Alignment

### ***Telling Our Story***

MPL will use data visualization and storytelling tools to communicate its impact more effectively. Social media analytics and CRM tools will help tailor outreach efforts, while a digital engagement dashboard will provide stakeholders with real-time insights into user engagement and service performance.

### ***Building Strong Infrastructure***

The Digital strategy and Technology roadmap will support the development of scalable IT infrastructure, particularly for new branches like Boyne. MPL will pilot smart kiosks, mobile services, and hold lockers to enhance accessibility and convenience. Cloud-based systems and robust cybersecurity solutions will ensure a secure and adaptable digital environment.

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

MPL will implement IT governance frameworks and establish regular policy review cycles to ensure digital initiatives are sustainable, compliant, and responsive to change. This will strengthen internal capacity and organizational resilience.

### ***Delivering Quality Services***

Digital tools will be used to enhance the responsiveness and quality of MPL's services. From streamlined workflows to improved user interfaces, the focus will be on delivering a seamless and engaging experience for all patrons.



## 7.2 MPL's Core Values Alignment

### ***Intellectual Freedom***

MPL will ensure open access to diverse digital collections and platforms, supporting the free exchange of ideas and information in a digital context.

### ***Inclusivity***

The Digital strategy and Technology roadmap will prioritize the design of accessible services for all demographics, including multilingual support and adaptive technologies for users with varying needs.

### ***Accessibility***

MPL will continue to expand digital access points, ensuring that all community members can benefit from its online and in-branch digital services.

### ***Exceptional Public Service***

By leveraging digital tools, MPL will enhance its responsiveness and service quality, ensuring that patrons receive timely and effective support.

### ***Lifelong Learning***

The library will continue to offer digital programming, tools, and technologies that support learning at every stage of life, from early literacy to adult education.

### ***Accountability***

MPL will use data dashboards and analytics to monitor and report on the performance and impact of its digital services, ensuring transparency and continuous improvement.

## 7.3 Alignment with the Town of Milton's Digital Strategy

MPL's future Digital Strategy and Technology Roadmap will be thoughtfully aligned with the Town of Milton's "Digital by Default" principle, which emphasizes seamless, accessible, and preferred digital services. MPL will continue to prioritize digital access to core library services such as eBooks, databases, and online programming recognizing that digital cannot always be the default in every context. Budget limitations and the diverse needs of the community require a balanced approach that ensures equitable access to both digital and physical resources.



In line with AMULCO guidelines, MPL will aim to allocate approximately 30% of its collection budget to digital resources. This ensures a sustainable investment in digital collections while maintaining robust physical offerings that remain essential for many patrons. MPL's website and mobile platforms will be designed to remain intuitive and inclusive, supporting digital engagement as a key but not exclusive access point for library services.

MPL's roadmap will also align with the Town's five digital themes:

1. **Connecting the Community:** MPL will expand digital access through Wi-Fi, device lending, and inclusion programs, while maintaining physical services for those who rely on them.
2. **Collaborative Platforms:** The library will enhance internal collaboration tools and explore platforms that support community engagement and co-creation.
3. **Digital Service Delivery:** MPL will improve digital services such as online card registration, program sign-ups, and digital borrowing, while ensuring in-person alternatives remain available.
4. **Automation and Mobility:** The strategy will include enhancements to backend automation and mobile-friendly services to improve efficiency and flexibility.
5. **Data Analytics:** MPL will strengthen its data collection and analysis capabilities to inform programming, resource allocation, and strategic planning.

**Additionally,** MPL's Technology roadmap and Digital Strategy will support the Town's enabling infrastructure priorities:

- **Cybersecurity:** MPL will continue to enhance data protection and privacy practices.
- **Cloud First:** The library will expand its use of cloud-based services and storage to improve scalability and resilience.
- **Enhanced Policies:** MPL will develop and maintain robust digital policies to ensure compliance, security, and operational excellence.

## 7.4 Alignment with Canada's Digital Ambition

Milton Public Library's Digital Strategy and Technology Roadmap (2025–2029) aligns with the Government of Canada's Digital Ambition, a national framework that sets out a vision for delivering high-quality, user-centered



digital services across public institutions. The Digital Ambition emphasizes four key outcomes:

- Improved services
- Modern technology
- Better use of data
- Strengthened digital capacity

MPL's commitment to inclusive design, mobile-first platforms, data-informed decision-making, and cybersecurity directly supports these outcomes. For example, the proposed implementation of a WiFi login portal that shares updates, events, and surveys reflects the Digital Ambition's focus on real-time engagement and user-centric service delivery. Similarly, MPL's investment in cloud-based infrastructure, CRM tools, and digital literacy programming aligns with the federal goals of modernizing technology and building digital skills across communities.

By aligning with Canada's Digital Ambition, MPL reinforces its role as a forward-thinking public institution, contributing to a cohesive national effort to enhance digital services, foster innovation, and ensure equitable access for all Canadians.



# 8. Technology Infrastructure Plan

MPL’s future Technology Infrastructure Plan will serve as the foundation for delivering secure, scalable, and responsive digital services across all branches. As the library system grows particularly with the development of new branches like Boyne, this plan will ensure that MPL’s infrastructure evolves to meet increasing demands while remaining aligned with the Town of Milton’s “Digital by Default” principle.

The plan will focus on several key areas:

## 8.1 Scalable and Resilient Infrastructure

MPL will continue to invest in scalable IT systems that support both current operations and future expansion. This includes upgrading network switches, expanding access points, and transitioning more services to cloud-based platforms. These upgrades will ensure high availability, improved performance, and the flexibility to adapt to emerging technologies.

## 8.2 Cybersecurity and Data Protection

With the increasing reliance on digital services, MPL will continue to prioritize cybersecurity through multi-layered protections. This includes ongoing penetration testing, staff training, MFA (multi-factor authentication), and the implementation of a cyberattack response plan. These efforts will safeguard patron data and ensure compliance with evolving privacy standards.

## 8.3 Smart and Mobile Services

To enhance convenience and accessibility, MPL will continue to pilot smart kiosks, mobile service units, and holds lockers within the community. These technologies will continue to extend library services beyond traditional spaces and hours, supporting a more mobile and user-centered experience.

## 8.4 Cloud-First Strategy

MPL will continue its transition to cloud-based systems for core services such as the Integrated Library System (ILS), phone notices, and backup servers. This approach will reduce hardware dependency, improve disaster recovery, and support remote access for staff and patrons.



## 8.5. IT Governance and Policy Development

Milton Public Library will implement a structured IT governance framework to guide decision-making, ensure accountability, and support continuous improvement across its digital services. This includes establishing regular policy review cycles to maintain alignment with best practices, regulatory requirements, and evolving community needs.

Key initiatives under this framework will include:

- **AI Governance Policy:** Develop and implement a formal policy to guide the ethical, secure, and effective use of artificial intelligence technologies. This will ensure responsible innovation and safeguard patron privacy and trust.
- **Document Management Governance:** Strengthen SharePoint implementation with clear governance protocols, including access controls, versioning, retention schedules, and metadata tagging. Regular audits will ensure consistency, security, and compliance.
- **Policy Alignment and Review:** Conduct periodic reviews of IT-related policies to ensure they reflect current standards, support organizational goals, and address emerging risks such as cybersecurity threats and data privacy concerns.

This governance approach will reinforce MPL's commitment to transparency, resilience, and excellence in digital service delivery.

## 8.6 Support and Maintenance

To maintain service quality, MPL will continue to enhance its technical support capacity, including more responsive troubleshooting, especially during evenings and weekends. Investments in equipment maintenance and lifecycle planning will ensure that public and staff-facing technologies remain reliable and up to date.

This infrastructure plan will be a living document, reviewed and updated regularly to reflect technological advancements, community needs, and strategic priorities. It will ensure that MPL remains a resilient, innovative, and accessible public service in a rapidly evolving digital landscape.



# 9. Digital Services and Innovation

MPL's future digital services will be designed to meet the evolving needs of a growing and diverse community, while fostering innovation, inclusion, and engagement. As digital expectations continue to rise, MPL will expand and enhance its service offerings to ensure that patrons can access, explore, and benefit from technology in meaningful ways.

## 9.1 Expanding Digital Access and Engagement

Milton Public Library will continue to enhance access to its digital collections, including eBooks, audiobooks, and research databases, by ensuring that all platforms are intuitive, accessible, and user-friendly. Improvements to the library's mobile app and website will support seamless digital experiences. Patrons will be able to register for library cards, book spaces, sign up for programs, and borrow materials online with ease.

These digital services will be complemented by in-branch technologies such as self-checkouts, smart kiosks, and hold lockers, providing convenient and efficient access to library resources both online and in person.

## 9.2 Innovation in Programming and Learning

MPL will continue to explore emerging technologies such as artificial intelligence, 3D printing, and coding platforms to support lifelong learning and digital literacy. Workshops and hands-on learning opportunities will be expanded for all age groups, including seniors, youth, and job seekers. The library will also explore partnerships with local tech organizations to co-create innovative programming and provide real-world learning experiences.

## 9.3 Inclusive and Accessible Design

Innovation at MPL will be grounded in accessibility and equity. The library will design digital services that are inclusive of all demographics, including multilingual users and those with disabilities. This includes adaptive technologies, customizable interfaces, and accessible content formats. MPL will also explore new ways to support neurodiverse patrons and those with specific sensory or mobility needs.



# 10. Data and Analytics

## Strategy

MPL's future Data and Analytics Strategy will play a central role in shaping responsive, evidence-based services and ensuring accountability across digital initiatives. As the library continues to expand its digital footprint, the ability to collect, analyze, and act on data will be essential for optimizing operations, enhancing user experience, and demonstrating impact.

### 10.1. Building a Data-Informed Culture

MPL will foster a culture where data is used consistently to inform decisions at all levels. Staff will be supported with training and tools to interpret data effectively, enabling them to make informed choices about programming, resource allocation, and service delivery.

### 10.2. Developing a Digital Engagement

#### Dashboard

A centralized digital engagement dashboard will be developed to track key performance indicators (KPIs) across platforms such as website traffic, mobile app usage, program attendance, and digital borrowing. This dashboard will provide real-time insights for staff and stakeholders, supporting transparency and continuous improvement.

### 10.3. Personalizing Services Through Analytics

By leveraging data insights, MPL will tailor communications, programming, and services to better meet the needs of different user segments. This includes using CRM tools and social media analytics to deliver targeted outreach and personalized experiences.

### 10.4. Supporting Strategic Planning and Reporting

Data will be used to support strategic planning, grant applications, and board reporting. Regular analysis will help MPL evaluate the effectiveness of



its digital strategy, measure community impact, and align with municipal and provincial performance expectations.

## **10.5. Ensuring Privacy and Ethical Use**

MPL will uphold strong data governance practices, ensuring that all data collection and usage comply with privacy legislation and ethical standards. Clear policies will be developed to guide responsible data use and protect patron confidentiality.



# 11. Strategic Recommendation

To ensure the successful execution and sustainability of MPL's IT Technology Roadmap and Digital strategy, the following strategic recommendations are proposed:

## 11.1 Strengthen Cybersecurity Governance

Establish a formal cybersecurity governance framework that includes regular audits, and policy reviews. This will ensure accountability and alignment with evolving threats and compliance standards.

## 11.2 Expand Staff Capacity and Training

Invest in ongoing professional development focused on emerging technologies, cybersecurity, and digital literacy.

## 11.3 Enhance Accessibility and Inclusion

Prioritize adaptive technologies, multilingual interfaces, and neurodiversity-friendly design across all digital platforms. Partner with accessibility experts to audit and improve services.

## 11.4 Leverage Data for Decision-Making

Use the digital engagement dashboard and CRM tools to inform programming, outreach, and resource allocation. Ensure staff are trained to interpret and act on data insights.

## 11.5 Foster Community Partnerships

Collaborate with local tech organizations, schools, and businesses to co-create programming, share resources, and expand digital learning opportunities.

## 11.6 Enhanced Staff Tools

Review and upgrade internal staff technology tools to improve operational efficiency and service delivery. Prioritize improvements to underperforming systems such as projectors, POS devices, bookdrops and sorters to address



recurring technical issues and ensure tools are accessible, reliable, and aligned with staff workflows.

## **11.7 Implement IT Asset Management**

Establish a formal IT asset management system to track, manage, and optimize hardware, software, licenses, and contracts. This will improve lifecycle planning, compliance, and cost-efficiency across the organization.

## **11.8 Optimize IT Support Workflows**

Enhance IT support services by introducing centralized documentation, streamlined change management practices, and self-service features. These improvements will reduce resolution times and improve the overall staff experience.

## **11.9 Strengthen Document Governance**

Develop a governance framework for SharePoint and document management, including access controls, versioning, retention schedules, and metadata tagging. Regular audits will ensure consistency, security, and compliance with organizational policies.

## **11.10 Expand Business Intelligence Capabilities**

Build on the digital engagement dashboard by integrating Business Intelligence (BI) tools to track performance across IT services, including the website, intranet, service desk, and public computing. This will support data-driven decision-making and strategic planning.

## **11.11 Strengthen IT Governance and Policy Framework**

Establish a comprehensive IT governance structure to guide decision-making, ensure accountability, and support continuous improvement. This includes regular policy review cycles, enhanced document management practices, and the development of an AI Governance Policy to ensure the ethical, secure,



and effective use of emerging technologies. These efforts will align MPL's digital initiatives with best practices, regulatory standards, and organizational goals.

### **11.12 Enhance Real-Time Engagement via WiFi Portal**

MPL should explore the implementation of a WiFi login portal that shares timely updates, promotes upcoming events, and invites patrons to participate in surveys. This feature would enable MPL to connect with users in real time, increase awareness of services, and gather valuable feedback to inform future programming and service improvements.



# 12. Implementation

## Roadmap

The successful execution of MPL's Digital Strategy will require a phased, structured approach that balances ambition with operational capacity. The roadmap will guide the rollout of digital initiatives over the next three years, ensuring alignment with strategic priorities, community needs, and available resources.

### 12.1 Phase I: Foundation (2025) Completed

- Finalize and approve the Digital Strategy and Technology Roadmap.
- Begin implementation of scalable IT infrastructure upgrades (e.g., access points, cloud migration, ILS enhancements and Discovery system).
- Pilot holds lockers at select sites.
- Expand cybersecurity measures, including phishing simulations and structured staff training.
- Broaden the deployment of mobile app and backend automation tools.
- Expand in-house technical capacity to support customization and rapid response to technical issues.

### 12.2 Phase 2: Expansion (2026)

- Begin targeted staff training on digital tools and accessibility technologies.
- Launch internal IT governance framework and policy review cycles.
- Develop AI Policy with an approved AI tool for the organization.
- Review and update centralized IT asset management system to track and optimize hardware, software, and licenses.
- Launch new digital programming streams (e.g., AI literacy, coding, digital storytelling).
- Strengthen data analytics capabilities and integrate CRM tools for personalized outreach.
- Enhance accessibility features across digital platforms and in-branch technologies.



- Roll-out SharePoint as a primary collaboration, document storage and communication tool.
- Regular upgrades on ILS, Discovery, Mobile and other technology in compliance with best practice and security protocols.
- Upgrade end-of-life technology and servers.

## **12.3 Phase 3: Optimization and Innovation (2027)**

- Initiate BI tool integration with the digital engagement dashboard for expanded performance tracking.
- Launch Maker Space at Beaty Branch
- Deepen partnerships with local tech organizations for co-created programming.
- Conduct a comprehensive review of digital services and infrastructure to inform the next strategic cycle.
- Continue cloud-first migration for remaining systems and services.
- Regular upgrades on ILS, Discovery, Mobile and other technology in compliance with best practice and security protocols.
- Pilot a WiFi login portal to share library updates, promote events, and collect patron feedback in real time. This initiative will support data-informed decision-making and enhance digital engagement.
- Upgrade end of life technology and servers.

## **12.4 Phase 4: Expansion and Integration (2028)**

- Expand mobile services and smart kiosks to additional branches.
- Conduct a second round of penetration testing and cybersecurity audits.
- Regular upgrades on ILS, Discovery, Mobile and other technology in compliance with best practice and security protocols.
- Begin planning for next-generation ILS and digital collections platform.
- Upgrade end of life technology and servers.
- Conduct audits of SharePoint governance, including metadata tagging, access controls, and versioning.



- Expand BI dashboard capabilities to include service desk, intranet, and public computing metrics.
- Plan technology framework for the Boyne Branch.

## **I2.5 Phase 5: Strategic Renewal (2029)**

- Conduct a full strategic review and community consultation to inform the 2030–2033 roadmap.
- Publish a comprehensive digital strategy impact report.
- Upgrade aging infrastructure based on lifecycle assessments.
- Expand makerspace programming and integrate with local innovation hubs.
- Formalize long-term partnerships for digital literacy and workforce development.
- This roadmap will be reviewed annually to ensure responsiveness to emerging technologies, user feedback, and funding realities. Flexibility will be built into each phase to allow for adjustments based on evolving community needs and organizational capacity.



## Discussion Item 6.4

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas-Murray, CEO  
Kanta Kapoor, Director, Support Services  
**Date:** November 19, 2025  
**Subject:** **Circulation Policy (OP-11)**

### **Recommendation:**

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

### **Background:**

The Circulation Policy (OP-11) was formally revised in March 2025 as part of the scheduled policy review cycle. However, an untimely update was required following a fraudulent membership incident reported to the Board at its September 2025 meeting. The incident exposed vulnerabilities in the registration and borrowing processes, prompting immediate action to strengthen safeguards and clarify procedures.

### **Report:**

Staff conducted a comprehensive review of the Circulation Policy (OP-11), incorporating feedback from frontline staff and benchmarking against best practices in other library systems. The revised policy addresses the identified gaps and strengthens MPL’s safeguards.

Key updates include:

- Tiered Membership Model:
  - Basic Membership allows access to core services without ID.
  - Full Membership requires ID and unlocks borrowing of high-value items.

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

Pillar: Creating a Robust & Resilient Organization

Objective: Provide a framework for strong governance.

### **Recommendation:**

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

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Policy Type: **Operational**

Policy Number: **OP - 11**

Policy Title: **Circulation**

Policy Approval Date: June 2012

Policy Review Date: November 2025

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### **Purpose**

The Milton Public Library (The Library) makes materials available to the community equitably to maximize use of the collections. The purpose of this policy is to promote universal access to a broad range of knowledge, experience, information, and ideas, aligning with the Vision, Purpose and Values of the Library. Furthermore, this policy aims to protect intellectual freedom and respect an individual's right to privacy and choice, and ensure stewardship of materials, which are public assets. The Milton Public Library Board ensures fair conditions for library membership and borrowing privileges while protecting resources in a responsible manner and under the Public Libraries Act. R.S.O. 1990, c. P44. The policy applies to physical and digital collections.

### **Scope**

The policy applies to all users of Milton Public Library. It covers activities relating to the registration of Library users and the borrowing and use of Library collections and services. It sets:

- Conditions and use of the Library Card
- Borrowing privileges, responsibilities, and restrictions
- Schedule of fines and fees

### **Policy**

#### **I. Library Membership and Borrowing**

- No fee is charged for admission to the Library
- Any person who lives, works or goes to school in Milton, or any person who lives on a First Nations reserve in Ontario, is eligible for membership with borrowing privileges without charge, and is entitled to use the Library's services. Non-residents may also become members by paying the non-resident fee. See Appendix C for fees
- Milton Public Library offers two tiers of membership: Basic Membership and Full Membership.
  - **Basic Membership** is available to individuals who register online, via QR code, or

- in-person without presenting valid ID. This membership allows access to:
    - Online resources (e.g., Libby, Hoopla)
    - Regular circulating items
    - Desktop computers
    - Ability to place holds on all items (including high-value items)
  - **Full Membership** is granted upon presentation of valid identification that verifies the name and address. This unlocks borrowing privileges for high-value items such as:
    - Video games
    - Library of Things items
    - Laptop Kiosk devices
    - Gaming computers and headphones
- Customer Age Categories
  - A **Child** is an individual from birth up to and including age twelve (12)
  - A **Teen** is an individual from thirteen (13) years up to and including age seventeen (17)
  - An **Adult** is an individual who is eighteen (18) years old and older
- Children under the age of 13 must register for membership accompanied by a parent or guardian who presents identification with name and address. See Appendix A for acceptable documentation.
- Only patrons of the Library in good standing will be allowed to borrow library materials.
- Materials may be borrowed by presenting a membership card. Personal information collected will be subject to policy: OP– 01 Confidentiality and the Protection of Privacy.

## 2. Reciprocal Borrowing Agreements

The Library has reciprocal borrowing agreements with neighbouring libraries Halton Hills, Oakville, Burlington, Hamilton, Guelph, and Wellington County

- As per the reciprocal borrowing agreements, Milton Public Library recognises and accepts library cards from all Halton Region Public Libraries (Halton Hills, Oakville, and Burlington) along with Hamilton Public Library, Guelph Public Library, and Wellington County Library.
- Residents of Halton Hills (Acton, Georgetown, and rural areas), Oakville, Burlington, Guelph, or Wellington County must present their library card from their municipality's Library, in addition to name and address identification, in order to have their card added to the Milton Public Library System.
- Hamilton residents must present their Hamilton Public Library card and address identification to have their card added to the Milton Public Library System. Our borrowing agreement limits these cards to eight items and two holds.
- The patrons can access Library spaces, services, programming, technology and access to the physical collection as per the agreement.

### **3. Non-resident**

- An applicant for membership that does not fit into any of the above categories is subject to a non-resident fee for a one-year membership.
- An applicant must verify address by showing a document bearing their name and current address. See Appendix A for acceptable documentation.
- The membership fee is due each year upon renewal. See Appendix C for fees.

### **4. Conditions of Membership and Card Use**

- Membership is non-transferable
- An Adult or Teen cardholder will be required to renew their Library Card (physical or digital) every two years.
- A parent/guardian will be required to renew their Child's library card (digital or physical) every two years.
- Patrons with Basic Membership may upgrade to Full Membership by presenting valid ID at any branch. Staff will update the patron code accordingly.
- Patrons attempting to borrow high-value items without Full Membership will receive an error message and be advised to upgrade.
- Children under 13 must be registered by a parent or guardian who presents acceptable identification verifying the child's address. See Appendix A.
- An individual is entitled to only one library card.
- Change of address, name, email, or phone number must be reported immediately.
- Borrowing privileges are suspended when fines exceed \$10.00 and will be reinstated when all outstanding accounts are settled.
- Membership can be suspended for violating library policies including the Patron Code of Conduct

### **5. Lost or Stolen Card**

- Loss or theft of a library card must be reported immediately. Members are responsible for any materials borrowed on their cards until loss or theft is reported.
- If reporting by phone, patrons will be asked to verify the information, the Library has on record, e.g., name, address, date of birth, etc.
- If patrons find their card after reporting it lost and have not yet been issued a new card, they must contact staff to reinstate the original card. Patrons will be asked to verify the information before reinstating the card after it has been reported lost.
- When a lost card is reported staff update the Patron Database to ensure that no one can use their old card number.
- The Library will issue a replacement card with no fees.
- Patrons cannot use Library services until they get a replacement card or find their old

card, and have it reinstated by staff.

## **6. Borrowing**

### Loans

- A standard loan period of three weeks exists for materials borrowed, except those materials for which special loan periods have been established. See Appendix B.
- The Library reserves the right to change the loan period without any prior notice.
- Reference works, local history materials, and other special materials for in-house use are not available to borrow.
- The total number of items on loan to anyone member will not exceed 50 items. However, the Library reserves the right to impose borrowing limits on specific collections.
- Some digital services may have additional residency restrictions or licensing limits.
- Special vacation loan period extensions are available upon request. Extended loans do not apply to new material, DVDs, items on hold or any material that may be popular during the suggested loan period extension. Typically, the extension period does not exceed two weeks.
- Borrowing privileges for high-value items (e.g., video games, Library of Things, Laptop Kiosk devices) are restricted to patrons with Full Membership.
- Patrons with Basic Membership may place holds on high-value items but must upgrade to Full Membership to borrow them.

### Renewals

- Most items can be renewed two times, as long as there are sufficient copies available and they are not requested by another patron.
- Patrons must return the items after two renewals.
- If patrons want to return and borrow the same item again, this can be done, as long as no other patrons have requested the item.
- Each renewal extends the due date by the same length of time as initially borrowed. See Appendix B for the complete list of loan periods.
- Some special items such as Frequent Flyer materials cannot be renewed.
- Renewing may happen in person, over the phone during open hours with staff, through "Chat with a Librarian" services, or online through "My Account".
- Patrons who request renewals by phone/chat must indicate their library card number for staff to access their account and perform the renewal. Looking up the account information using a telephone number or last name is not permitted.
- For e-resources, Items are automatically returned at the end of the loan period, preventing late fees.

### Holds/Reserves

- Patrons with a valid Milton Public Library card may place a hold on items
- Patrons can place holds through;

- Online with "My Account"
- MPL mobile app
- Contacting staff on an in-person visit to the Library
- Over the phone
- "Chat with a Librarian" service
- When the item is available, patrons are notified by email or phone, depending on their chosen preference .
- Items will be held for seven days.
- Patrons can place a hold on fifty items at one time.
- All holds automatically expire after two years.
- The Library charges \$1 per item for non-pickup of holds.

#### Cancelling holds

- Patrons can cancel their holds any time before the expiry day.
- The action of canceling a hold cannot be undone.
- Canceling a hold deletes patrons' request for the item and removes them from their position on the waiting list.

#### Freezing holds

- Patrons can freeze their holds to delay the delivery.
- Patrons cannot freeze their holds if the items are "In Transit" or "Ready to Pickup".
- Patrons do not lose their place in line and will continue to move up on the waiting list during the time their hold is frozen.

#### Returns

- Patrons are required to return materials on or before the due date.
- Borrowed items from the Milton Public Library need to be returned to one of the Library's locations or to MPL Hold Lockers.
- 24/7 Book Drops are available when the location is closed.
- If a Milton Public Library item is returned to another library system in error, the cardholder is responsible for all fines and associated charges.

## **7. InterLibrary Loan Services**

Milton Public Library recognizes the value of Interlibrary Loan (ILLO) services in enhancing its collections and meeting the diverse informational needs of its patrons. Through active participation in resource sharing, the Library ensures that customers have efficient access to materials not available within Milton Public Library's collection.

#### Eligibility:

- Milton Public Library cardholders in good standing may request materials through the

Interlibrary Loan service.

- Membership through reciprocal agreements are not eligible to request items on InterLibrary Loan.

Cost:

- Borrowing from other public libraries within Ontario is free of charge.

Loan Periods & Renewals:

- The lending library determines loan periods and may vary. Renewals are subject to the lending institution's policies. Usually, the standard loan period of 21 days applies to most items.

Lost or Damaged Materials:

- Patrons are responsible for any fees or replacement costs imposed by the lending library for lost or damaged items. These charges will be applied to the patron's account.

Request Limitations:

- Certain materials, such as newly released titles, rare items, or reference materials, may not be available for interlibrary loan.

## **8. Circulation Records**

Library Circulation and membership records will be used in accordance with policy:

O.P. – 01 - Confidentiality and the Protection of Privacy Policy.

## **9. Charges**

Damaged/Lost Items

- The Library will charge replacement costs for items that are damaged or lost
- The Library will assess the replacement cost and include the purchase cost and the processing cost of the item.

Overdue Fees and Fines

- The Board establishes fines as a deterrent to the late return of materials. See Appendix C for a fine schedule.
- Fines may be waived for unusual or serious circumstances.

### **Related Documents:**

Milton Public Library. O.P. - 01 - Confidentiality and the Protection of Privacy

## **Appendix A: Acceptable Identification to Verify Name and Address for Membership Registration for Children and Non-Residents of Milton, Ontario.**

Documents are used to verify name and address only. No other information on the document(s) presented is kept on record.

- Identification is required to upgrade from Basic to Full Membership.
- For children, the parent or guardian must present documentation verifying the child's address. Photo ID is not required for the child.

### Acceptable Proofs (Adults / Teens)

- Drivers' license
- Bank account statement
- Any benefit statement issued by the Govt. of Canada
- Utility bills
- Tax assessment or bill
- Paystub
- Mortgage, rental, or lease agreement
- Insurance policy
- Secondary school, college, or university transcript

### Acceptable Proofs (Children)

- Parent's address verification
- Only parents are legal guardians
- Grandparents, Nannies, etc. cannot be legal guardians unless they have documentation to state they are

## Appendix B - Loan Periods

Material Type	Loan Period	Optional Renewals
Books except for Frequent Flyers	21 days	2
Books in high demand	14 days	no renewals
Audiobooks	21 days	2
Kits (except book kits)	21 days	2
Book Club Kits	4 weeks	2
DVDs	7 days	2
Electronic Games	7 days	2
Music CDs	21 days	2
Frequent Flyer Books	7 days	no renewals
Frequent Flyer DVDs	2 days	no renewals
Library of Things Materials	21 or 7days	no renewals
E-books and audiobooks	21 days	2
E-Video	3 Days	Not Applicable
E-Music	7 Days	Not Applicable
Digital magazines	No loan limits/ Some loan expires in seven days	Not Applicable
Streaming services	10 Checkouts/ per month	Not Applicable

## **Appendix C - Fines and Fees**

***Fees are set annually by the MPL Board and are available on the MPL website***

**Report to:** Milton Public Library Board  
**From:** Sarah Douglas-Murray, CEO  
Sonia Li, Supervisor, Finance & Administration  
**Date:** November 19, 2025  
**Subject:** 2026 Work Plan Draft

**Recommendation:**

That the Milton Public Library Board receives the 2026 Work Plan Draft; and

That the Milton Public Library Board provide input and feedback into the 2026 Work Plan Draft.

**Background:**

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

**Report:**

The Milton Public Library Strategic Master Plan was approved at the January 2025 Board Meeting.

The 2026 Work Plan Draft has been updated to reflect ongoing efforts to implement the recommendations outlined in the Milton Public Library Strategic Master Plan, along with several on going operational projects. 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.

The current Work Plan draft is still under refinement to ensure alignment with the Library priorities and strategic objectives. Staff input gathered in November at the Staff Development Day will also be incorporated into the plan to strengthen its relevance and effectiveness. The Board are also encouraged to provide feedback at this meeting. The final version will be circulated in the January 2026 Board meeting for approval.

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

**Pillar: Building Strong Infrastructure**  
**Objective:**

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

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

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

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

**Objectives:**

Provide a framework for strong governance.

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

**Recommendation:**

That the Milton Public Library Board receives the 2026 Work Plan Draft; and

That the Milton Public Library Board provide input and feedback into the 2026 Work Plan Draft.

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	
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	Not Started										X	X	X	
Creating a Robust & Resilient Organization	Annual Task	2026	Canada Summer Jobs Grant Application	DSS	Not Started										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	Not Started									X	X			
Creating a Robust & Resilient Organization	Annual Task	2026	New horizons for Seniors Grant Final Report for the Previous Year	DSS	Not Started				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											
Creating a Robust & Resilient Organization	Governance	2026	Board recruitment for 2027-2030 Term	CEO	Not Started											X	X	X
Creating a Robust & Resilient Organization	Governance	2026	Review and Update of Board On-boarding documents and process	CEO	Not Started			X										
Creating a Robust & Resilient Organization	Governance	2026	Annual ILS Account Management Implementation Plan	DSS	Not Started		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	
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	Councilors Orientation	CEO	In Progress		X	X	X	X	X	X	X	X	X	X	X	X
Creating a Robust & Resilient Organization	Governance	2026	Purchasing Policy Review	CEO	Not Started		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	

**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	Not Started		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	Not Started		X	X											
Delivering Quality Services	Service Improvements	2026	Communication framework to promote collection	DSS	Not Started				X	X									
Delivering Quality Services	Service Improvements	2026	Communication framework to promote technology	DSS	Not Started							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	Deferred	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													
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	Not Started		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	Not Started									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	Not Started		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	Not Started	Notes and timeline to be added	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	Notes and timeline to be added				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	Not Started	Notes and timeline to be added	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	Notes and timeline to be added	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	Notes and timeline to be added	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	Understanding of e-resources offerings		X	X											
Creating a Robust & Resilient Organization	Intellectual Freedom Training	2026	All Staff Training	DSS	Not Started	Understanding of MPL's Intellectual Freedom Values	X	X	X											
Creating a Robust & Resilient Organization	Physical and Digital Displays	2026	Development of a framework for the ongoing Collection Awareness Programme for the CS staff	DSS	Not Started									X	X					
Creating a Robust & Resilient Organization	Collection Awareness Programme	2026	Develop guidelines for physical and digital displays along with framework for staff training	DSS	Not Started												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	Not Started		X	X	X								X	X		
Creating a Robust & Resilient Organization	Professional Development for SS staff	2026	CREW method and best practices for weeding	DSS	Not Started		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	Not Started									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			X	X	X	X	X	X	X	X	X	X	X	X	
Creating a Robust & Resilient Organization	Prioritize staff technology training for allocation of training budget resources immediately.	Ongoing		All			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	Not Started		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	Not Started											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	Not Started			X	X	X									
Creating a Robust & Resilient Organization	Governance	2026	Develop AI Policy with an approved AI tool for the organization.	DSS	Not Started		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	Not Started						X								
Delivering Quality Services	Service Improvements	2026	Launch new digital programming streams	DSS/DCX	In Progress		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	Not Started		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				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		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																	
Delivering Quality Services	Continue to engage area First Nations and Indigenous communities in discussions about how new and existing Milton Public Library branches can be more welcoming of Indigenous Peoples. The role of the Library in addressing applicable Calls to Action of the Truth	Ongoing																	
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.	Ongoing				To define the scope of this													
Building Strong Infrastructure	Pursue a minimum 25,000 square foot library branch as part of a future multi-use community centre in Boyne at the earliest possible opportunity. A space needs study and service delivery plan should inform the design of this future branch.	Ongoing				To define the scope of this													

Building Strong Infrastructure	Prepare an architectural feasibility study that explores how to position the Main Branch to respond to the high degree of pressure it is currently facing as well as supporting objectives of the Town of Milton Official Plan (Draft) and Strategic Plan. The feasibility study should assess	Ongoing																	
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	DSS	Not Started				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 Refurbishment	DSS	Not Started				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				X	X	X	X	X	X	X				
Delivering Quality Services	Service Improvements	2026	Mini Sorter Installation and Delivery	DSS	In Progress		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 ARUPLD 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													
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 ARUPLD Guidelines.	2027	This action has been deferred to 2027 post Makerspace launch	All	Deferred													
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	Not Started	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	
Delivering Quality Services	Annual Task	2026	Battle of the Books	DCX	Not Started	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	Not Started	Planning begins in March, with delivery from June-August			X	X	X	X	X	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		X	X	X									
Creating a Robust & Resilient Organization	Annual Task	2026	Collection Display Schedule	DSS	Not Started		X	X	X									