Regular Meeting of the Milton Public Library Board
November 4, 2026 at 7:00 PM
Main Boardroom

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

Agenda

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

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

Guests: Janine Gallagher, Director, Human Resources, Town of Milton
Monica Nowak, Manager, Human Resources, Town of Milton

1. Land Acknowledgement — All

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

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

2. Convene and Confirm Agenda — All

3. Declaration of Interest — All

4. Confidential Session

Confidential Session to discuss:

- sensitive personal matters about an identifiable individual, including Board members;
- labour relations or employee negotiations

Confidential Reports Circulated under Separate Cover

4.1. Collective Bargaining Update — SDM

1

5. Correspondence

5.1. Correspondence to Formal Request: Screen-Free Early Childhood Spaces at Milton Public Library

6. Consent Agenda

6.1. Approval of the Minutes of September 16, 2026

6.2. Approval of the Confidential Minutes of September 16, 2026

6.3. 2026 September YTD Operating and Capital Variance Report

6.4. Departmental Report – 2026 Q3

6.5. 2027 Board Meeting Schedule

6.6. 2027 Closures Schedule

6.7. CEO Update Report

6.8. Collection Focus Group Report

6.9. 2025 Ontario Library Statistics

7. Discussion Items

7.1. 2025 Audit and Charitable Status Update	SDM
7.2. 2027 Operating Budget and 10-Year Capital Forecast Approval	SDM
7.3. Annual Patron Survey	CD
7.4. Customer Experience Guidelines	CD
7.5. IT Security Policy	KK

8. Reports and Updates

8.1. Committee Updates

8.2. Council Updates

9. Other Business

10. Future Meeting and Events

Next Board Meeting: Wednesday November 25 2026

Indigenous Veterans Day Ceremony: November 6, 2026

11. Adjournment

MILTON PUBLIC LIBRARY BOARD CORRESPONDENCE
November 4th, 2026

To: Milton Public Library Board

From: Sarah Douglas-Murray

Subject: Formal Request: Screen-Free Early Childhood Spaces at Milton Public Library

Memo:

The purpose of this memo is to inform the Milton Public Library Board that the Library received a formal request from Nafeesa Salar on October 8th, 2026, regarding Screen-Free Early Childhood Spaces at Milton Public Library.

The correspondence is attached for the Board's information.

Attachment 1: Formal Request: Screen-Free Early Childhood Spaces at Milton Public Library

From: Nafeesa Salar
Sent: October 8, 2026 11:36 PM
To: Sarah Douglas-Murray
Cc: Milton Public Library
Subject: Formal Request: Screen-Free Early Childhood Spaces at Milton Public Library

Dear Ms. Douglas-Murray and Members of the Milton Public Library Board,
I am writing to formally submit the following proposal regarding screen-free early childhood play areas at Milton Public Library. I would appreciate it if this letter could be circulated to all members of the Library Board and included for consideration at an upcoming Board meeting. Could you also advise me of the process for making a public delegation to the Board regarding this matter?
I am writing as a Milton resident, parent, and educator and on behalf of many other parents, to express a concern regarding the presence of interactive gaming screens in the library's toddler and early childhood play areas, and to formally request that the Board reconsider their place in these spaces. I recognize and appreciate Milton Public Library's commitment to providing educational resources for children and families. In fact, the library's 2024 Annual Report highlights its investment in digital learning, including the introduction of AWE tablets offering more than 75 educational programs and the integration of computers and tablets into the Main Library's redesigned children's area.
While these initiatives were undoubtedly intended to support learning, I believe they raise an important question: **Are interactive digital games the most developmentally appropriate and valuable use of spaces dedicated to our youngest library visitors?**
Educational apps are not necessarily educational experiences.
The term "educational" is frequently used to describe digital games that introduce letters, numbers, colours, shapes, and other early learning concepts. However, the presence of academic content does not automatically translate into meaningful learning. In their peer-reviewed research review, Putting Education in "Educational" Apps: Lessons From the Science of Learning (Hirsh-Pasek et al., 2015), researchers identified four characteristics of effective learning: active, engaged, meaningful, and socially interactive experiences. They also emphasized that tapping, swiping, and responding to digital prompts should not be confused with the deeper cognitive engagement required for meaningful learning. While some carefully designed applications can support learning, not all educational apps are equally effective, and the educational label alone is insufficient evidence of developmental benefit.

What young children need from their environments.
The Canadian Paediatric Society's guidance on screen use in early childhood emphasizes the importance of prioritizing face-to-face interactions, physical play, and developmentally appropriate experiences. It recommends limiting routine screen exposure for children ages two to five and avoiding routine screen use for children younger than two, apart from video chatting. For toddlers and preschoolers, hands-on experiences offer rich opportunities to develop language, creativity, fine motor coordination, problem-solving, executive functioning, and social skills. Consider the learning that takes place when children build structures, complete

puzzles, sort objects, engage in pretend play, or collaborate with peers. These activities invite children to experiment, make decisions, solve problems, and interact with the physical world. Such experiences are not simply recreational. They are foundational to early childhood development.

The unique role of public libraries.
Screens and digital entertainment are already readily available in many aspects of children's lives. Public libraries have an opportunity to offer something increasingly valuable: accessible, thoughtfully designed environments that encourage reading, exploration, creativity, and human connection without digital distractions. For families who intentionally limit screen exposure, the presence of highly stimulating digital games in designated play areas can also make these spaces difficult to navigate. This is not a request to eliminate technology or digital literacy opportunities from Milton Public Library. Digital resources can continue to serve an important purpose in other designated areas. Rather, I am asking the library to recognize the distinct developmental needs of toddlers and young children and to prioritize those needs in the design of their play environments.

Our request.
We respectfully ask the Board to consider the following:
1. Remove interactive gaming screens and tablets from designated toddler and early childhood play areas across Milton Public Library branches.
2. Replace these screens with developmentally appropriate, hands-on materials, including puzzles, building materials, manipulatives, imaginative-play stations, and rotating activity invitations.
3. Establish screen-free early childhood play spaces as a guiding principle for future library planning and renovations.
4. Consult parents, early childhood educators, and child development specialists when evaluating these spaces.
5. Review the educational objectives and supporting research behind the current use of interactive gaming screens in early childhood areas.

I understand that Milton Public Library has already invested resources in digital learning, and I recognize that changes may require planning and budgetary consideration.

With renovations and new children's activity stations for example planned at the Beaty Branch, there is also an opportunity to incorporate these considerations into future library design.

I believe our public libraries can offer children something more valuable than another opportunity to interact with a screen: the space and freedom to explore, imagine, create, and connect.

I would appreciate a written response outlining the Board's position on this request, as well as information about the process for bringing this proposal forward for formal consideration.

Thank you for your time, consideration, and continued service to Milton families.

Sincerely,
Nafeesa Salar Milton Resident, Parent, and Educator

_____

Research references:

Hirsh-Pasek, K., et al. (2015). Putting Education in "Educational" Apps: Lessons From the Science of

Learning. Psychological Science in the Public Interest, 16(1), 3–34. https://doi.org/10.1177/1529100615569721 Canadian Paediatric Society (2022).

Screen time and preschool children: Promoting health and development in a digital world. https://cps.ca/en/documents/position/screen-time-and-preschool-children American Academy of Pediatrics (2024).

Literacy Promotion: An Essential Component of Primary Care Pediatric Practice. Pediatrics. https://doi.org/10.1542/peds.2024-069091

From: Sarah Douglas-Murray
Sent: October 9, 2026 12:05 PM
To: Nafeesa Salar
Subject: RE: Formal Request: Screen-Free Early Childhood Spaces at Milton Public Library

Dear Ms. Salar,

Thank you for your thoughtful letter and for taking the time to share your perspectives regarding early childhood play spaces at Milton Public Library.

Your correspondence will be circulated to all members of the Milton Public Library Board as correspondence for the November 4, 2026 Board meeting. Board members will have an opportunity to review your submission and, should they wish, may request that staff prepare a report on the matter for consideration at a future meeting.

With respect to delegations, the Board's Procedural By-Law provides that delegations may address the Board on matters included on a meeting agenda. If a staff report related to this matter is placed on the agenda for a future Board meeting, such as November 24, 2026, you would be welcome to request delegation status at that time in accordance with the Board's delegation procedures.

Thank you again for your engagement and interest in Milton Public Library's services for children and families.

Thank you,
Sarah

From: Nafeesa Salar
Sent: October 20, 2026 9:30 PM
To: Sarah Douglas-Murray
Subject: Re: Formal Request: Screen-Free Early Childhood Spaces at Milton Public Library

Hi Ms. Douglas,
Thank you for your prompt response. I look forward to hearing any updates, and I sincerely hope our input will be brought forward at the board meeting.
There is a large community of parents hoping to see our libraries better reflect and accommodate our children's developmental needs. We believe libraries have an important role to play in supporting early learning, and we would love to see these spaces evolve in ways that are both developmentally appropriate and responsive to the families they serve.
I would be happy to share further insights, gather additional community feedback, or assist in any way that might be helpful as these discussions move forward.
Thank you again for your time and consideration.
Warm regards,
Nafeesa

Consent Agenda Item 6.1

Regular Meeting of the Milton Public Library Board
September 16, 2026 at 7:00 PM
Main Boardroom

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

Minutes

Members: Sana Malik, 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)

Regrets: Ragy Sharkawy

Guests: Janine Gallagher, Director, Human Resources, Town of Milton
Monica Nowak, Manager, Human Resources, Town of Milton

Meeting Commenced at 7:00pm

1. **Approval of Agenda**

Motion #26-2062
That the Milton Public Library Board approve the Agenda of the September 16, 2026 Meeting.

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

2. **Declaration of Interest:** none

3. **Confidential Session**

The motion was passed to move into Confidential Session.

Motion #26-2063
It was Moved by *Councillor Colin Best,* **Seconded by** *Councillor Sarah Marshall* **to move into the Confidential Session at 7:01pm. Carried**

It was Moved by *Councillor Sarah Marshall,* **Seconded by** *Sana Malik* **to move out of the Confidential Session at 7: 14pm. Carried**

Confidential Session to discuss:

- sensitive personal matters about an identifiable individual, including Board members;
- labour relations or employee negotiations

Confidential Reports Circulated under Separate Cover

3.1. Collective Bargaining Updates

3.2. Staff Engagement Survey Update

4. Consent Agenda

4.1. Approval of the Minutes of June 17, 2026

4.2. Approval of the Confidential Minutes of June 17, 2026

4.3. 2026 August YTD Operating and Capital Variance Report

4.4. Purchasing Report – 2026 September

4.5. Departmental Report – 2026 Q2

4.6. Workplan Update – 2026 Q2

Motion #26-2066
That the Milton Public Library Board approve the Consent Agenda of the September 16, 2026 Meeting.

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

5. Discussion Items

5.1. 2027 Operating Budget and 10-Year Capital Forecast Draft

Motion #26-2067
That the Milton Public Library Board receive the 2027 Operating Budget and 10-Year Capital Forecast Draft Report;

That the Milton Public Library Board direct staff to continue to work with the Town of Milton to finalize the 2027 Operating Budget and 10-Year Capital Forecast as presented, and to bring a finalized Operating Budget submission to the November 4, 2026 Board Meeting for final approval;

That the Milton Public Library Board directs staff to submit the 10 Year Capital Forecast as presented to the Town of Milton and to bring a finalized Capital Budget submission to the November 4, 2026 Board Meeting for final approval.

Moved by *Councillor Sarah Marshall,* **Seconded by** *Sana Malik* **Carried**

5.2. Board Recruitment Update

Motion #26-2068
That the Milton Public Library Board receives the Board Recruitment Update report;

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

5.3. CEO Update Report

Motion #26-2069
That the Milton Public Library (MPL) Board receives the CEO Report for September 2026.

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

6. Reports and Updates

6.1 Committee Updates:

6.2 Council Updates:

Council's last regular meeting was held on the evening of September 14th, primarily focusing on the 2027 Budget report. The Council also discussed about the future Data Centre Development. Staff will prepare a follow-up report and the newly elected Council will ultimately determine matters such as location, size and overall scope.

7. Other Business: None

8. Future Meeting and Events

Board Meeting: Wednesday November 4, 2026

One Book One Milton: Wednesday September 23, 2026

9. Adjournment

Meeting Adjourned: 7:45pm

Motion #26-2070
That Milton Public Library Board approve the adjournment of the September 16, 2026 meeting.

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

Signed: _____
Sana Malik, Chair
Milton Public Library Board

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

Consent Agenda Item 6.3

Report to: Milton Public Library Board

From: Sarah Douglas Murray, CEO

Sonia Li, Supervisor, Finance & Administration

Date: November 4, 2026

Subject: 2026 September YTD Operating and Capital Variance Report

Recommendation:

That the Milton Public Library Board receives the 2026 September 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.

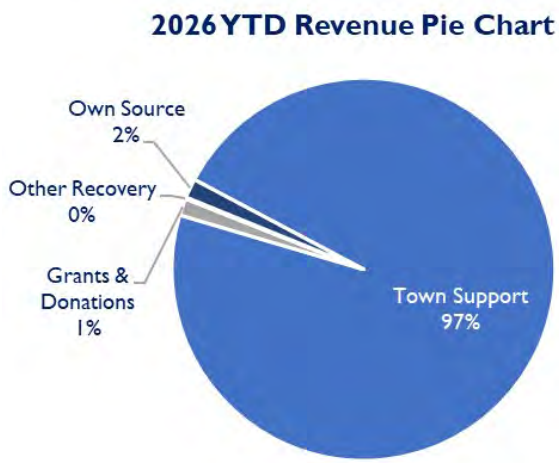
Report:

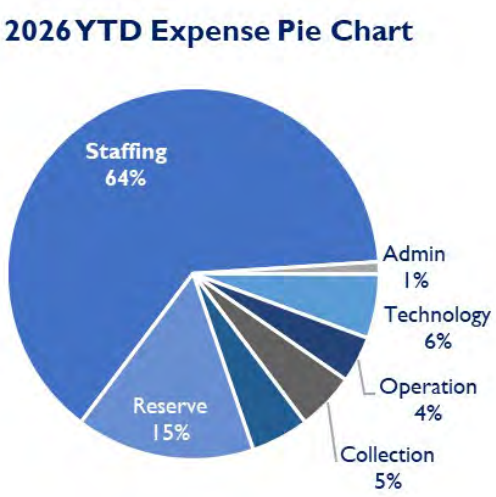
As of September 30th 2026, total Library Financial Balance stands at net ($1,806,399) with a budget variance of $1,797,396 to be used for the remaining of 2026. The year-to-date position is $243,711 below the prorated year-to-date budget, mainly driven by higher revenue from unbudgeted Grants and Donations, savings in electronic products and processing, as well as lower staffing costs due to timing of the new Collective Agreement.

Total Library Operating Expenses to date are $5,095,263 or 74.7% of the 2026 Approved Budget. This is $136,846 below the prorated budget, primarily driven by lower staffing cost due to timing of union staff pay increase, lower electronic resources spending related to delays in expanding Hoopla usage and new purchase of E-Learning platform, as well as savings in processing and advertising expenses. Retroactive salary payment associated with the new Collective Agreement will be processed before year-end. The new E-Learning platform will now scheduled for launch in 2027 January.

Total Library Revenues to date is $6,901,663, which is $106,865 above the prorated budget, mainly attributed to higher grants and donations.

Expense	MTD Actual	YTD Actual	MTD Bud	YTD Bud	MTD LY	YTD LY
Staffing	368k	3,246k	352k	3,300k	388k	3,018k
Admin	10k	55k	12k	79k	2k	102k
Technology	4k	284k	36k	318k	24k	209k
Operation	14k	206k	21k	200k	17k	208k
Collection	23k	257k	23k	289k	9k	232k
Facility	(6k)	256k	-	255k	2k	19k
Reserve	-	791k	-	791k	-	754k
Total Expense	**413k**	**5,095k**	**444k**	**5,232k**	**442k**	**4,542k**
Var/Growth $			*(30k)*	*(137k)*	*(28k)*	*553k*
Var/Growth %			*-7%*	*-3%*	*-6%*	*12%*
Revenue	**MTD Actual**	**YTD Actual**	**MTD Bud**	**YTD Bud**	**MTD LY**	**YTD LY**
Town Support	-	6,681k	-	6,681k	-	6,336k
Grants & Donations	-	99k	-	8k	5k	49k
Other Recovery	.9k	10k	-	-	3k	7k
Own Source	8k	112k	12k	106k	13k	139k
Total Revenue	**9k**	**6,902k**	**12k**	**6,795k**	**21k**	**6,531k**
Var/Growth $			*(3k)*	*107k*	*(12k)*	*370k*
Var/Growth %			*-27%*	*2%*	*-57%*	*6%*
Total Library	**(405k)**	**1,806k**	**(432k)**	**1,563k**	**(421k)**	**1,990k**





The Library Capital projects are currently progressing under budget, with life-to-date spend of $1,454,500 and a remaining budget of $1,300,691. 2026 year-to-date Capital spend totals $770,794. C80012125 Collection – Replacement has been fully spent and will be closed by year-end. C80010318 Collection – New, C80010025 Automation Replacement and C80131125 Furniture Replacement are also anticipated to be fully spent before year-end.

Project Code	Project Name	Life-To-Date Actual	Approved Budget	Life-To-Date Variance	2026 YTD Actual	2026 Full Year Estimate	Remaining Budget By Year-end
C80010025	AUTOMATION REPLACEMENT	$227,420	$284,753	$57,333	$77,662	$212,657	$0
C80010026	AUTOMATION REPLACEMENT	$31,370	$282,956	$251,586	$31,370	$94,783	$188,173
C80010318	COLLECTION - NEW	$398,655	$450,219	$51,564	$112,013	$163,578	$0
C80012125	COLLECTION - REPLACEMENT	$564,747	$560,207	($4,540)	$383,110	$383,110	($4,540)
C80012126	COLLECTION - REPLACEMENT	$125,748	$524,749	$399,001	$125,748	$192,733	$332,016
C80131125	FURNITURE REPLACEMENT	$78,396	$105,266	$26,870	$15,865	$42,734	$0
C80131126	FURNITURE REPLACEMENT	$3,138	$107,740	$104,602	$0	$17,561	$87,041
C80131626	Library Outreach Vehicle	$8,679	$289,301	$280,622	$8,679	$8,679	$280,622
C80131726	Beaty Branch - Renovations	$16,347	$150,000	$133,653	$16,347	$61,388	$88,612
Total		**$1,454,500**	**$2,755,191**	**$1,300,691**	**$770,794**	**$1,177,224**	**$971,923**

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

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

Consent Agenda Item 6.4

Report to: Milton Public Library Board

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

Date: November 4, 2026

Subject: Departmental Quarterly Report – Q3

Recommendation:
That Milton Public Library Board receive the report entitled "Q3 Departmental Quarterly Report,".

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

Report:

Customer Experience & Marketing

Active Cardholders:
MPL currently has 65,449 active cardholders. MPL welcomed over 2,223 new patrons in Q3, 2026.

Customer Experience Feedback:

Patrons are sent post-program emails to provide feedback and to rate their experience between 1-4 (4 being excellent). There were 412 309 responses in Q2 (103 more than previous quarter) with 89% rating their experience 4/4 – 2% decrease from last quarter. There was 4.5% of respondents provided feedback in the 2 and 1 rating, though some of the

comments didn't match the rating, so there are errors in the stat. Lower ratings were due also due to disappointment in cancelled programs. This has been noted by staff for future planning.

Q2 2026 Feedback Results

Ranking	Number of Submissions	% of Overall Submissions
1	15	4%
2	2	0.5%
3	29	7%
4	366	89%
Total	**412**	**100.00%**

Marketing & Communications:

Social and Email Marketing Stats		
	Total	**Inc/Dec Prev Qtr**
Facebook - Total Followers	6,859	2% increase
Instagram - Total Followers	7,268	12.311% increase
YouTube - Total Subscribers	313	0.96% increase
Facebook - Post Clicks / Engagement	11,472	17% decrease
Instagram - Post Clicks / Engagement	30,275	315% increase
eNewsletter Open Rate	34%	1.91% increase
eNewsletter Click Rate	22.51%	4.14% increase
eNewsletter Subscribers	56,226	1.18% increase

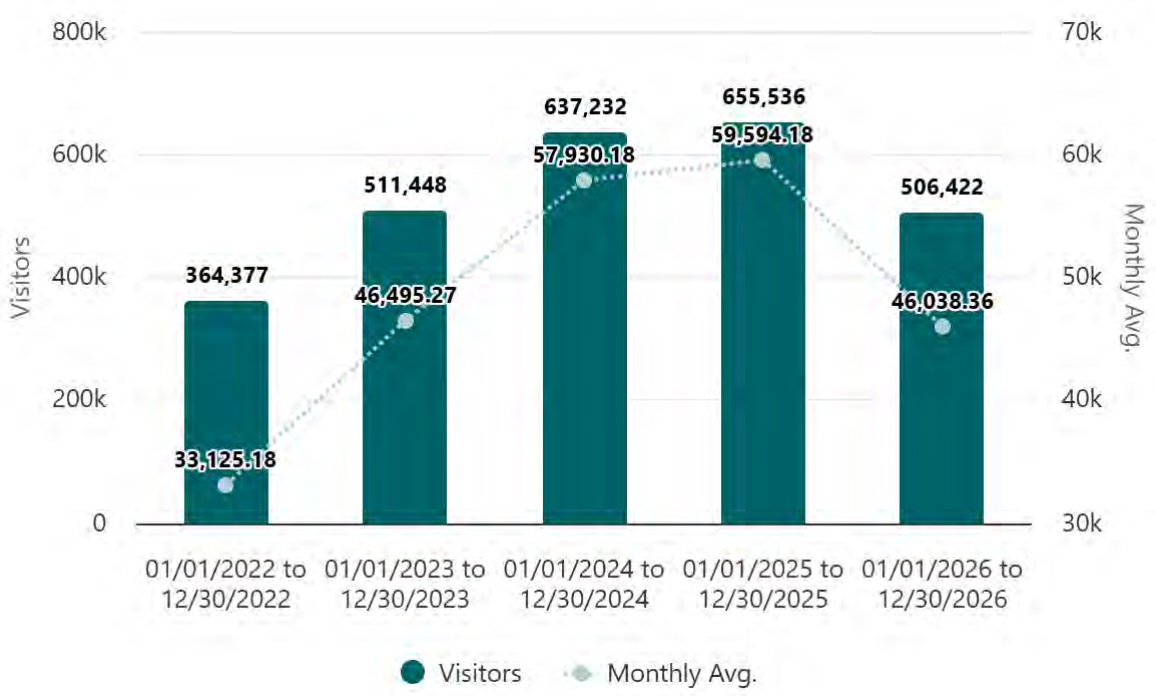
Enter brief marketing milestones in quarter:

- Advanced the multi-library "One Card. Endless Stories" GO Train campaign, serving as the web lead and supporting the campaign website through to the advertising launch.
- Developed the marketing and communications strategy for the Beaty Branch renovation and Innovation Hive, including key messaging, campaign visuals, signage and media-release preparation.
- Developed community-focused social video content for the Medicine Learning Garden, including concepts, scripts and coordination with student participants.
- Supported MPL Board recruitment communications
- Led a community giving campaign for the MCRC Infant Food Bank, generating $1,414 in physical and monetary donations through community contributions.

Footfall & Spaces:

The system saw a total of 162,849 visits in Q3 of 2026. Staff have identified an issue with the people counter at Beaty which is reporting lower numbers for August and September. Based on past footfall for the branch during the same period, the count is estimated be off by roughly 8,000 visits. The year-to-date visits across the system are 506,422 compared to 490,026 (3% increase) during the same period in 2025.

5 Year Foot Fall Analysis



Main Library

Footfall: 86,969 compared to 81,275 in Q3 2025 – 7% increase

Public Room Bookings:

- 733 bookings (compared to 751 last quarter)
- 52% of available time booked

Beaty Branch

Footfall: 10,722 compared to 21,986 in Q3 2025 – 51% decrease, ***Stats for August and September lower to counter error.*

Public Room Bookings:

- 304 bookings (compared to 250 last quarter)
- 57% of available time booked ** *Rooms held for Beaty Renovation, slight inflation of stat*

Sherwood Branch

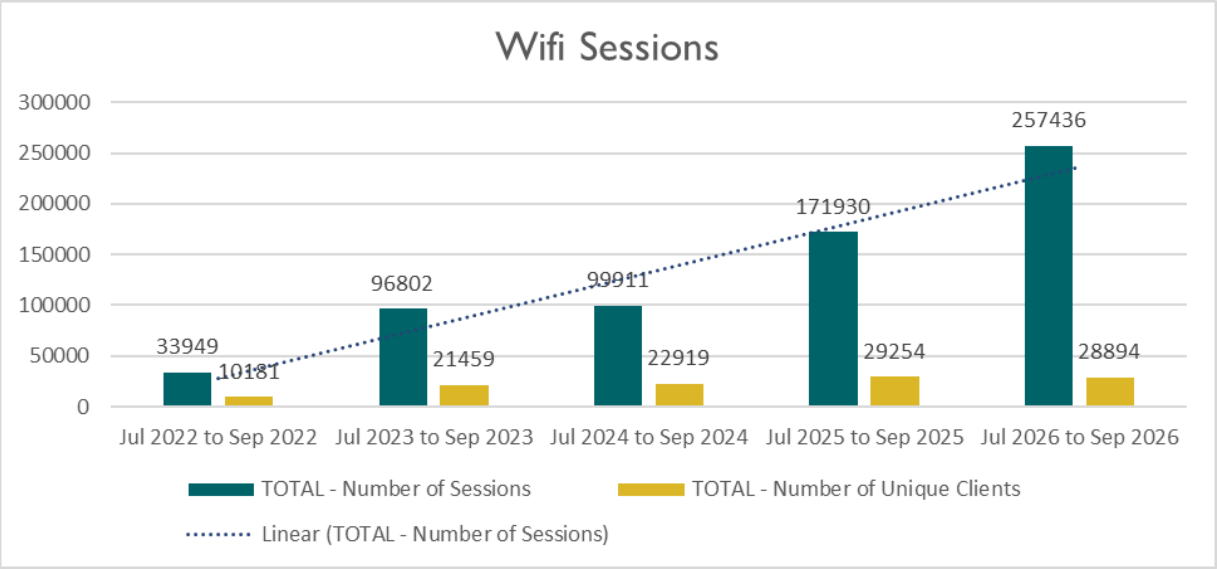
Footfall: 65,158 compared to 64,115 in Q3 2025– 2% increase

Public Room Bookings:

- 321 bookings (compared to 316 last quarter)
- 65% of available time booked

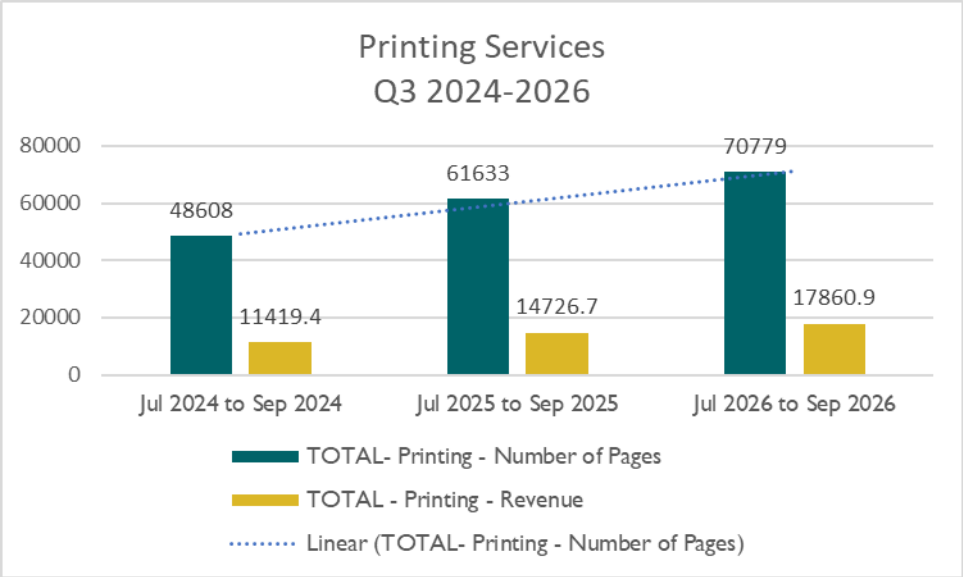
Technology and Online Activity

Technology Usage:



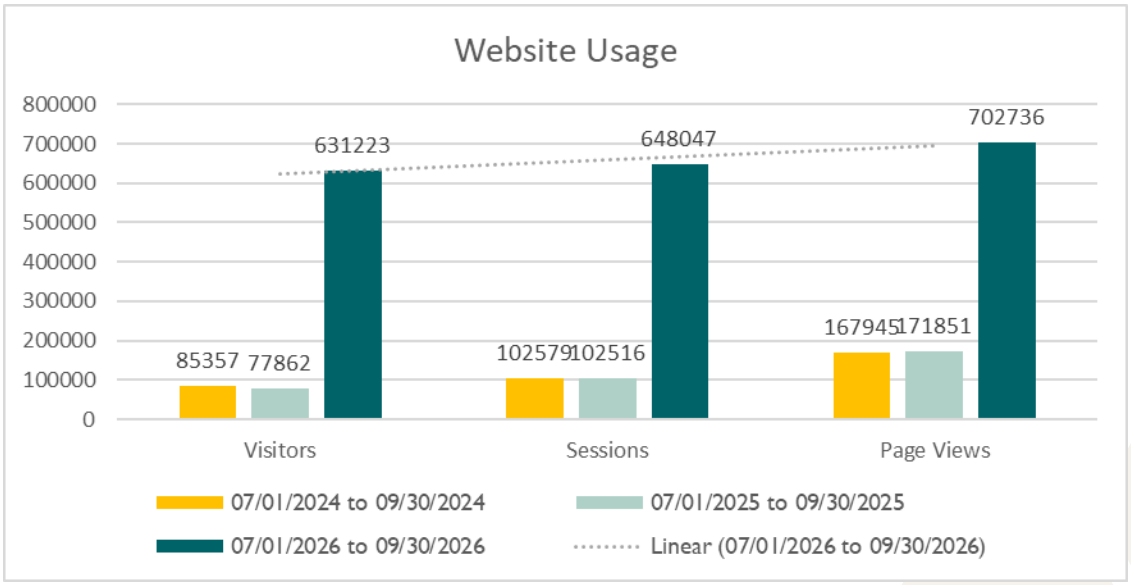
Wi-Fi adoption shows a strong upward trend in network engagement over the past five July–September periods. While total user volume stabilized around ~29,000 unique clients in recent years (28,894 in 2026 compared to 29,254 in 2025), total connection frequency increased dramatically. Total Wi-Fi sessions reached 257,436 in July–September 2026—a 49.7% year-over-year increase from 171,930 in 2025 and nearly an eightfold increase from 33,949 in 2022. This significant rise in session density per user highlights deeper recurring engagement and growing reliance on the network infrastructure.

Printing Revenue



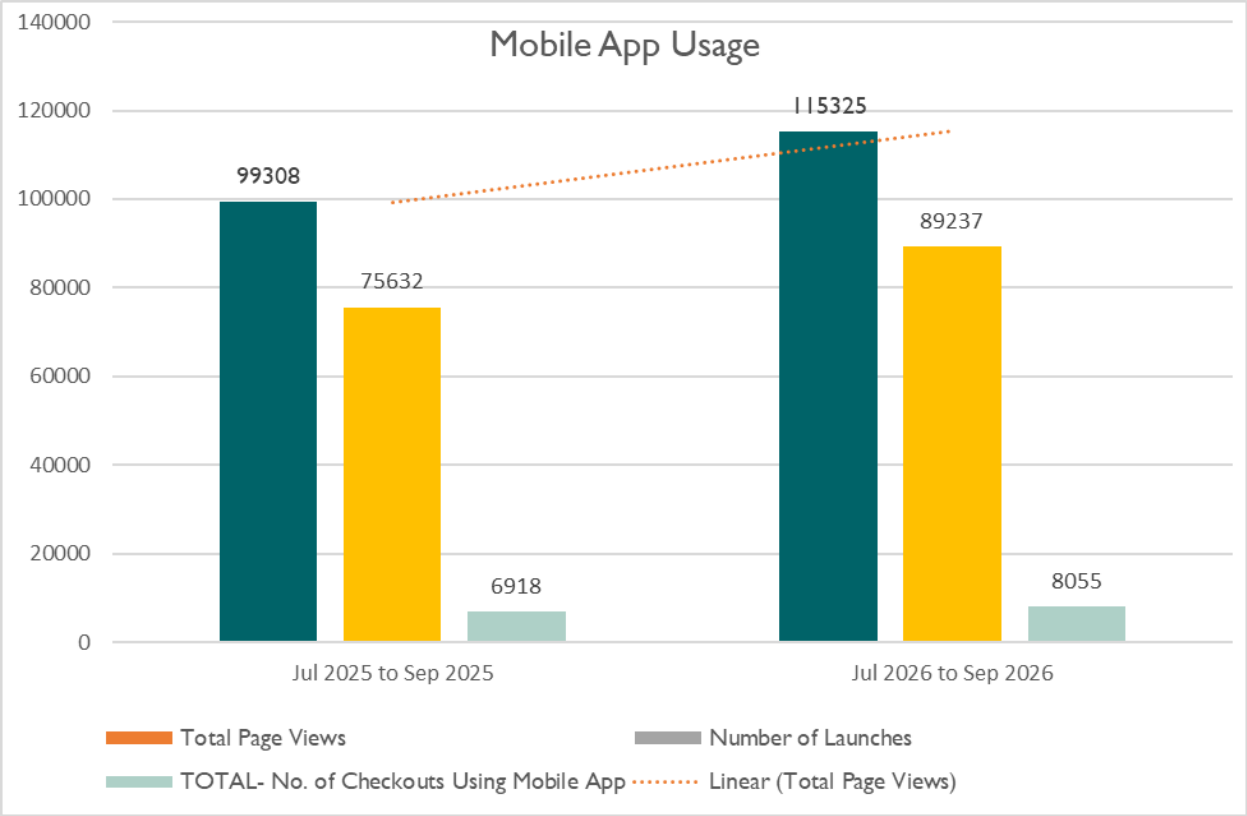
Following the implementation of a cloud-based printing solution in January 2024, Printing Services has demonstrated steady, positive growth across subsequent third-quarter periods. Total printing volume expanded by 45.6% over two years, rising from 48,608 pages in Q3 2024 to 61,633 pages in Q3 2025, and reaching 70,779 pages in Q3 2026. Financial performance closely tracked this volume growth, with printing revenue increasing 56.4% from $11,419.40 in Q3 2024 to $17,860.90 in Q3 2026. This upward trajectory highlights the successful adoption of the new cloud architecture and sustained demand across core printing services.

Library Website



Website engagement surged in Q3 2026 after stable baseline performance in 2024 and 2025. Visitors fell 8.8% from Q3 2024 (85,357) to Q3 2025 (77,862), then surged 710.7% to 631,223 in Q3 2026. Total Sessions held flat at -0.1% from 2024 (102,579) to 2025 (102,516), followed by a 532.1% increase to 648,047 in Q3 2026. Page Views grew steadily, rising 2.3% from 167,945 in Q3 2024 to 171,851 in Q3 2025, then accelerating 308.9% to 702,736 in Q3 2026. Over the full two-year span, Visitors, Sessions, and Page Views expanded by 639.5%, 531.7%, and 318.4%, respectively, reflecting exceptionally strong traffic growth and user interaction.

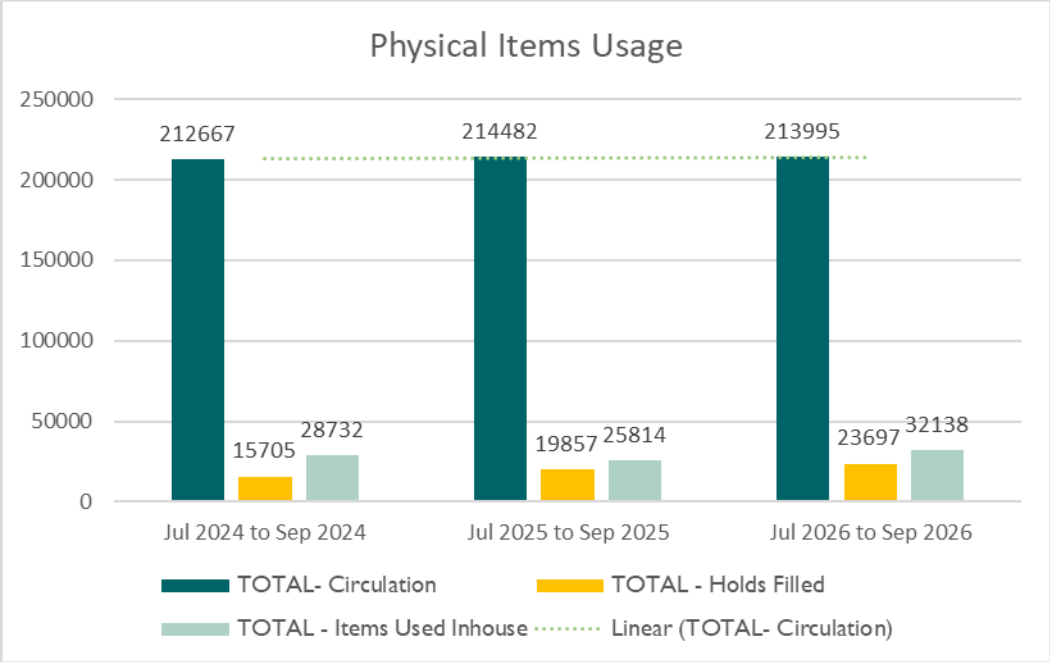
Mobile Application



Following the new mobile app launch in February 2025, user engagement showed solid year-over-year growth from July to September 2026 compared with Q3 2025. Total Page Views grew 16.1%, rising from 99,308 to 115,325, while overall app activity increased as the Number of Launches rose 18.0%, from 75,632 to 89,237. Direct mobile transactions also continued their upward momentum, with app checkouts up 16.4% from 6,918 to 8,055. These gains reflect successful post-launch adoption and sustained user reliance on the upgraded mobile platform.

Collections & Circulation

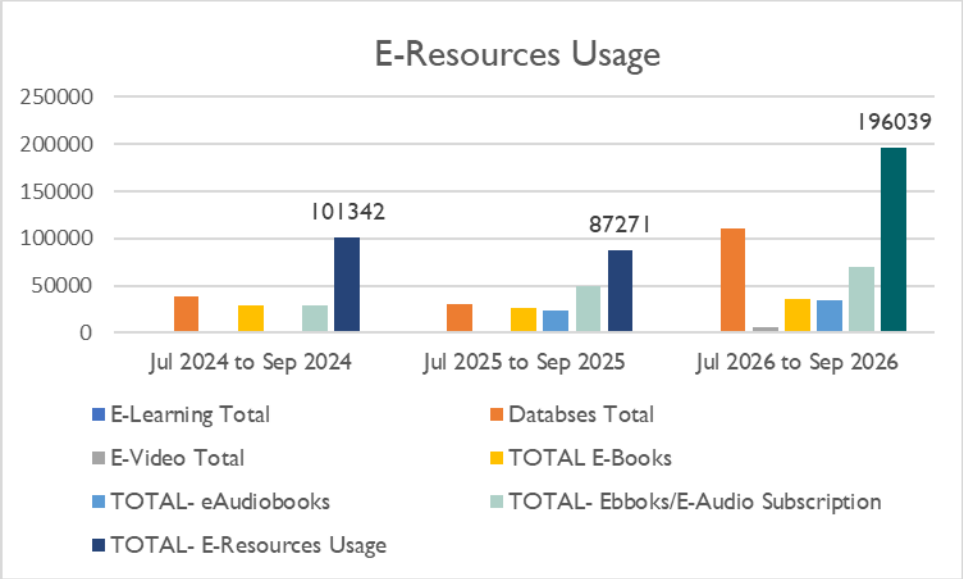
Physical Items Circulation



During Q3 2024 to 2026, total physical circulation remained stable with a minor overall gain of 0.62% (reaching 213,995). Holds filled grew rapidly and steadily, rising 50.89% from 15,705 to 23,697. In-house item usage rose 11.85% to 32,138 in 2026 after a brief drop in 2025.

Our patrons have saved $3,830,740 by borrowing physical materials. This total excludes additional savings from devices borrowed through the laptop kiosk

E-Resources:



Building on the expanded budget allocations in 2025 and 2026, the strategy has already delivered measurable results. Direct investment in digital infrastructure spurred a 45.42% rise in eAudiobook usage (to 33,831), a 24.58% growth in E-Books (to 36,660), and a 136.24% surge in eBooks/E-Audio Subscriptions (to 70,551). Maintaining or scaling this targeted funding model into upcoming fiscal cycles will help the library sustain short hold times, optimize cost-per-use efficiency, and keep pace with the ongoing community shift toward digital resources usage.

Interlibrary Loan:

Our commitment to providing extensive resources to our patrons is also reflected in the Interlibrary Loan service, which fulfilled 610 requests in Q3.

Cost per Capita:

2026 Q3 Operating Costs per Capita was $33.34, in line with the budget expectations. This is 12% higher than the Q3 2025 result of $29.72, largely attributable to the timing of facilities cost reallocations.

Programming & Partnerships

Programming:

In Q3 of 2026, a total of 969 programs were offered, compared to 800 last year (169 increase) during the same period with a total participation of 22,209, compared to 16,007 (6,202 increase). There were a total of 145 partner facilitated programs, 11 co-facilitated programs and 813 staff facilitated programs offered in Q3. The programming team excelled in Q3 by offered coordinated dynamic Summer Reading Club activities.

Children's Programs in Q3
Offered: 520
Participants: 16,260

Teen Programs in Q3
Offered: 106
Participants: 1029

Adult Programs in Q3
Offered: 343
Participants: 4,920

Partnerships:

Children's Portfolio:

Milton Transit Read and Ride
Milton Transit, in partnership with the Milton Public Library, will once again be offered its annual Read and Ride program from June 13 to September 6, 2026. The program provided youth, aged 16 and under, free access on Milton Transit buses by showing their validated library card to the bus driver upon boarding.

MCRC Infant Food Bank - Summer Giving Donation Campaign
MPL's Summer Giving Donation Campaign partnership with MCRC will continued for the 3rd year! The campaign will run from June 13-August 21st. MCRC's Infant Food Bank is dedicated to helping local families in need by providing a monthly supply of diapers, formula, baby food and cereal.

Town of Milton – Aquatics Partnership
MPL partnered with the Town of Milton to provide Children ages 12 and under free outdoor swimming on Saturdays in July from 1:00 p.m. to 4:00 p.m. with a valid library card. Readers participating had to present their card upon arrival to Rotary Park pool.

Town of Milton – Recreation Partnership
The Town of Milton Partnered with MPL for the 3rd year in a row to provide park space for MPL to continue its Storytime in the Sunshine programming outdoors at community park.

Toronto Pearson Airport – Summer programming

MPL partnered with Toronto Pearson Airport to bring free programming to all locations. Toronto Pearson developed new hands-on STEM educational workshops for kids to be a launched this summer. The workshops focused on the basic principles of flight and taught children basic aviation terms.

Chris Rainbows Author – Pride Parade

Chris Rainbows Author of Guineas pigs Don't Wear Pants partnered with MPL for a Pride themed story time and walked in Halton's Pride Parade.

Milton Chinese Association

A special storytime celebrating the Mid-Autumn Festival facilitated by the Milton Chinese Canadian Association occurred on September 20th continuing the multiyear partnership with MCCA.

Teen Portfolio:

Amnesty International

MPL continued its partnership with Amnesty International's annual Write for Rights campaign. After viewing a short video, teens write a synopsis of a featured human rights case and compose advocacy letters to support the cause.

Nadette Brady

MPL continued its partnership with professional gardener Nadette Brady to maintain the Medicine Learning Garden at the Beaty Branch. In 2026, teens earned 550 volunteer hours while working in the garden under her supervision.

HMC Summer Camp

MPL continued its partnership with HMC. As part of library outreach, Teen services Librarian participated in HMC summer camp promote library programs, services, and resources to youth and their families.

PFlage Halton

MPL partnered with Pflag Halton to offer a welcoming and inclusive Dungeons & Dragons program for youth ages 12–17 in the 2SLGBTQ+ community and their allies. The program provided a safe and affirming space for participants to connect, build confidence, and express themselves through collaborative storytelling and imaginative play.

Adult Portfolio:

Milton Canadian Chinese Assocation (MCCA)

In addition to the Mid-Autumn Festival Children's program, MCCA has worked with MPL to launch a plaza dance program for adults, showcasing an outdoor dance phenomenon within China on the outer patio at Sherwood Community Centre. Additionally, a drop-in Mahjong program has been launched in partnership with MCCA. Both programs are free to join and open to all members of the public.

Royal Canadian Legion

MPL has received approval by the Royal Canadian Legion to create knitted and crocheted poppies with the Milton Knitting Circle, which will be made into poppy wreaths for each branch location. Poppies have been constructed throughout Q3 and will be placed on display in Q4, leading into Remembrance Day.

Heritage Table and Halton Health

Enlisting the help of Halton Health, MPL has hosted 4 *Eat Well* programs to ensure seniors in the community develop the skills necessary to safely participate in cooking workshops in early 2027. These workshops are part of the Nourish & Connect program developed to help seniors combat isolation, come together through food, and develop professional food preparation and nutrition skills. Heritage Table will work with MPL to help transform shared recipes showcased within each workshop, into a digital community cookbook.

Special Friends Network and Town Programming

Special Friends Network, MPL, and the Town of Milton, have come together to expand daytime programming for adults with disabilities. Monday programming includes an art workshop, Zumba class with the Town, and a classroom simulated educational program in the afternoon. Thursday programming includes art and geography programs run by the Library, as well as a book club, followed by Zumba in the afternoon hosting by the Town of Milton. This programing has grown in popularity and continues to expand, providing caregivers with respite and participants with an extended feeling of school after graduation.

Art as Therapy

Art Hives are back at the Library in partnership with Art as Therapy. These drop-in, art-inspired group therapy sessions for all ages offer an opportunity to unwind after school or work, in the safe setting to the Library. Positive feedback from previous Art Hives have resulted in the creation of MPL's Pause, Reflect and Create program and the re-emergence of art hives.

Summary

Q3 2026 statistics highlight continued growth in community participation and use of MPL's programs, services, and collections. Staff remain focused on innovative approaches to engagement, ensuring residents are aware of and connected to the diverse resources and opportunities available through the library. Ongoing evaluation of programs, services, collections, and service delivery models continues to inform planning and support continuous improvement, helping MPL remain responsive to community interests and expectations.

As such, this fulfills the following 2026 MPL Pillars and Objectives:

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

Objectives:

- Celebrate and amplify MPL's successes while demonstrating the value of libraries to the community.
- Create inclusive, welcoming and safe spaces for all members of the community.
- Explore innovative alternative service delivery models that extend service beyond MPL's existing physical locations.
- Invest in staff training and professional development especially as it relates to technology.
- Leverage MPL's community-led approach to service in the creation of inclusive, equitable and responsive programming and facilities for all members of the community.
- Use data and metrics to build both physical and digital collections that meet community needs and keep pace with Milton's population growth.
- Explore and implement innovative models and ensure Milton residents have access to exceptional library service.

Consent Agenda 6.5

Report to: Milton Public Library Board

From: Sarah Douglas-Murray, CEO

Date: November 4, 2026

Subject: 2027 Board Meeting Schedule

Recommendation:

That Milton Public Library (MPL) Board approve the schedule of proposed meeting dates for 2027; and

That the Milton Public Library Board receive the attached schedule of MPL Board Annual Standing Items.

Background:

Each fall, the Board is provided with a schedule of proposed Board meeting dates for the following year.

Report:

As per the Milton Public Library Procedural By-law;

"The Board will hold regular Board meetings at least nine times per year. The meetings will be held in January, February, March, April, May, June, September, October and November. Board meetings are generally held on the third Wednesday of the month at 7pm though dates and times may be changed with agreement from a majority of the Board."

Special Meetings of the Board may be called by the Chair or any two (2) Board members may call a special meeting at any time, with a minimum of forty-eight (48) hours' notice.

As a new Board will be appointed in December 2026 it is recommended that a Board Orientation and Training be scheduled for Saturday January 9, 2027.

The list of proposed 2027 Regular Board Meetings is:

Wednesday January 20, 2027

Wednesday February 17, 2027
Wednesday March 24, 2027 (moved after March break)
Wednesday April 21, 2027
Wednesday May 19, 2027
Wednesday June 16, 2027
Wednesday September 15, 2027
Wednesday October 20, 2027
Wednesday November 17, 2027

The March Board Meeting has been adjusted to the 4th Wednesday of the month to avoid being held over the HCDSB and HDSB March Break.

Staff have also prepared the attached schedule of MPL Board Annual Standing Items for receipt.

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

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

2027 MPL Board Annual Standing Items – Updated November 4, 2026

	Jan 20	Feb 17	March 24	April 21	May 19	June 16	Sep 15	Oct 20	Nov 17
Board Elections	T								
MPL Annual Strategic Goals & Work Plan	A				R		R		R
Annual Financial Statement and Audit Findings						A			
Annual Report						A			
Annual Budget	R					A	R	A	
Financial Report – Year End	R (Projection)		R						
Board Self Evaluation			T		T	R*			
CEO Evaluation	A (goals)*		T			T	T		A*
Board Schedule								R	
Closures Schedule								R	
Cost of Living Increase	A								
Fees and Fines		A							
Annual Marketing and Communications Plan			A						
ILS Database Account Management	A								
Policy Reviews		A			A				A
Annual HR Update	R								
Annual Patron Survey									R
Staff Engagement Survey*								R*	
Regular Agenda Items									
CEO & Chief Librarian Monthly Report	R	R	R	R	R	R	R	R	R
Monthly Financial Variance Report – Operating and Capital	R	R	R	R	R	R	R	R	R
Departmental Quarterly Report	R- YE			R - Q1			R - Q2	R -Q3	

Legend A = Approve R = Receive T = Task *In Closed Session

Consent Agenda 6.6

Report to: Milton Public Library Board

From: Sarah Douglas-Murray

Date: November 4, 2026

Subject: 2027 Closures

Recommendation:

That the Milton Public Board receive the report entitled 2027 Closures.

Background:

As a result of federal and provincial statutory holidays, there are a number of times throughout the course of the year when Milton Public Library is closed. Additionally, three half-day and one full day all staff development and training days are typically held throughout the year, necessitating the closure of the branches.

Report:

In 2027 the following closures are planned;

New Year's Day	Friday, January 1, 2027	Statutory Holiday (Ontario)	All branches closed
Q1 Staff Training and Development	Monday February 8, 2027	Staff Training	All branches closed until noon
Family Day	Monday, February 15, 2027	Statutory Holiday (Ontario)	Main and Beaty Branch closed. Sherwood Branch open to align with Town Family Day Programming
Good Friday	Friday March 26, 2027	Statutory Holiday (Ontario)	All branches closed
Easter Sunday	Sunday March 28, 2027	Closed as per past practice	All branches closed

Easter Monday	Monday, March 29, 2027	Statutory Holiday (CA)	All branches closed
Victoria Day	Monday, May 24, 2027	Statutory Holiday (Ontario)	All branches closed
Q2 Staff Training and Development Day	Monday June 7, 2027	Staff Training	All branches closed until noon.
Canada Day	Thursday, July 1, 2027	Statutory Holiday (Ontario)	All branches closed
Civic Holiday	Monday August 2, 2027	Statutory Holiday (CA)	All branches closed
Labour Day	Monday September 6, 2027	Statutory Holiday (Ontario)	All branches closed
Q3 Staff Training and Development Day	Monday September 20, 2 027	Staff Training	All branches closed until noon.
Thanksgiving Day	Monday, October 11, 2027	Statutory Holiday (Ontario)	All branches closed
Q4 Staff Training and Development Day	Monday November 15, 2027	Staff Training	All branches closed
Christmas Eve	Friday December 24, 2027	Collective agreement	All branches close at 1 p.m.
Christmas Day	Saturday December 25, 2027	Statutory Holiday (Ontario)	All branches closed
Boxing Day	Sunday December 26, 2027	Statutory Holiday (Ontario)	All branches closed
New Years Eve	Friday December 31, 2027	Collective Agreement	All branches close at 1 p.m.

The Town of Milton opens a number of Community Centre facilities including Sherwood Community Centre on Family Day to provide programming for the community. It is recommended that Sherwood Branch open on Family Day to align with the Community Centre Operating hours.

While the National Day for Truth and Reconciliation (September 30, 2027) is listed as a Statutory Holliday in the Collective Agreement Staff recommend that MPL open on September 30 with relevant programming.

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

Pillar: Creating a Robust & Resilient Organization
Objectives:

Provide a framework for strong governance.

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

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

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

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

Consent Agenda 6.7

Report to: Milton Public Library Board

From: Sarah Douglas-Murray, CEO

Date: **November 4, 2026**

Subject: CEO Update

Recommendation:

That the Milton Public Library (MPL) Board receive the November 4, 2026 CEO Update Report.

Background:

The CEO produces a report at each Board Meeting 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 and Governance

Board Recruitment

The Library Board Member Information Evening was held on September 28 at the FirstOntario Arts Centre and was attended by more than 85 people in person. The event was also livestreamed, with over 70 participants attending virtually. Applications for Library Board membership opened on October 1 and closed on October 29. To date, 90 applications have been received. Applications will be reviewed by the Town Clerk and the Library CEO. Final Board appointments will be made by Council in December 2027.

Ontario Public Libraries Week

In partnership with the Ontario Library Association (OLA) and Federation of Ontario Public Libraries (FOPL) MPL hosted an Ontario Public Library Week event at Main Branch on October 24th. The event included local MP Hon. Zee Hamid, Minister of Tourism, Culture and Gaming, library leaders, sector partners, community representatives, and elected officials to recognize the important role public libraries play in communities across Ontario. The event provided an opportunity to welcome Minister Hamid in his new portfolio and highlight the work being done by Milton Public Library.

TD Friends of the Environment

MPL has received a grant in the amount of $7,475 for a project entitled Grow & Reuse: Youth Garden and Textile Upcycling Program. The project will engage Teens in environmental and garden programming in late 2026 and 2027.

Equity in Action Award

Kanta Kapoor, Director, Support Services, was awarded the Equity in Action Award through the Halton Equity and Diversity Roundtable on Saturday, October 3. The award was given for Kanta for her Diversity Audit of the MPL collection.

Communications and Marketing

The Marketing Team has been focused on expanding their digital audience: Instagram reached 7,268 followers, up from 6,813 in July, representing an increase of 455 followers, or 6.7%. Facebook reached 6,859 followers, while eNewsletter subscribers grew to 56,226, an increase of 517 subscribers from July. The eNewsletter open rate also improved from 32.91% to 33.69%. The team has also strengthened audience conversion through email: monthly eNewsletter opt-ins reached 810 in September, compared with 752 in August, an increase of 7.7%, while the total subscriber base continued to grow.

The Q4 Program Guide is now available at all branches bringing MPL's fall programs, services, events and major initiatives together including the Beaty Branch renovation, Board recruitment, Tech Fair, Medicine Learning Garden and One Book, One Milton.

- Led a community giving campaign for the MCRC Infant Food Bank, generating $1,414 in physical and monetary donations through community contributions.
- Advanced the multi-library "One Card. Endless Stories" GO Train campaign, serving as the web lead and supporting the campaign website through to the advertising launch.

Staffing and Training

De-escalation Training

All staff were assigned refresher training on key de-escalation procedures in October provided by Ryan Dowd online courses, which is Library specific training.

Emergency Procedures Manual & Training

During the September staff training morning, all staff were made aware of updates to the Emergency Procedures Manual and were given scenario-based training. New or updated areas of concentration include: Mental Health Crisis, Medical Emergency Response and Severe Weather. Critical Response Cheat Sheets are now added to all Customer Service Desks and staff areas.

Change Management Training

On September 24, all full-time staff participated in a facilitated training on Change Management. The day was full of insightful tips on how to approach and manage change, with scenarios and active participation.

Centre for Equitable Library Access (CELA) technology Training

In September, Collection Librarians participated in the training organized by Centre for Equitable Library Access (CELA) on the accessible collection.

Adult Program Training

Associates will undergo Adult Program training on October 28 and 29, as well as November 5. Topics covered will include best practices for Book Club, Creative Connections, and Tech Certification programs. In particular, Tech Hub technology use will be reviewed to ensure all Associates are up-to-date in preparation for the Beaty renovation.

Intellectual Freedom Training

Group-based Intellectual Freedom training was delivered to all staff to reinforce the library's commitment to equitable access to information, diverse perspectives, and the principles of intellectual freedom. The sessions provided an opportunity for discussion and shared learning, enhancing staff understanding of their role in supporting inclusive collections, responding to customer inquiries, and upholding professional standards in public library service.

Technology

AI Competency Framework Rollout

The AI Competency Framework was successfully introduced to managers, providing leadership with guidance on responsible AI adoption, governance, and role-based competency development. An overview of the framework was also shared with staff to build awareness of upcoming learning opportunities, establish a common understanding of AI principles, and support the organization's readiness to leverage AI tools safely and effectively in the future.

Accessibility Technology Framework

An Accessibility Technology Framework was developed to guide investments and service enhancements over the next three years, ensuring equitable access to library services, technology, and information. The framework outlines a phased approach that includes accessible self-service technologies, wayfinding and communication tools, staff training, and ongoing evaluation to better support patrons with diverse accessibility needs and strengthen inclusive service delivery across the organization.

Facilities

Beaty Renovations

Renovation work has begun at the Branch. Various departments, along with the Town of Milton, prepared patrons with active communication and branch signage to inform them of the exciting additions coming to the Branch. Staff have been informed throughout the process with timelines and project updates. During the renovation, Beaty staff have been resigned to other branches, where we are taking this time for training and general branch clean-up.

Signage Modernization

Work progressed on a library-wide signage improvement project focused on creating consistent terminology and wayfinding standards across branches. Prototype signage designs have been developed and will be piloted at the Main Branch, with staff and patron feedback informing future implementation.

Signage & Wayfinding Initiative

A cross-departmental working group continues to advance the library's signage and wayfinding modernization initiative. The project is focused on improving collection discoverability, supporting independent patron navigation, and establishing consistent and accessible signage standards across all locations. Current work includes a comprehensive wayfinding audit, the development of naming conventions and signage templates, and pilot testing in select areas to inform a future implementation roadmap.

Customer Experience

One Book One Milton (OBOM) 2026

An Evening with Mary Walsh was a great success, with 400 people in attendance at the Mattamy Theatre on October 22. Talia Kliot from CBC moderated the event and took questions from the audience. Following the event, Mary Walsh signed books and met with her fans. Planning has also begun for the 2027 OBOM event.

Garden Closing

On October 3, we had 60 community members and volunteers join us for the annual Medicine Learning Garden closing where Indigenous knowledge keepers and fire keepers shared their stories and music. MPL also acknowledged the hard work of our volutneers and lead gardner.

Indigenous Remembrance Day

Students from Bruce Trail joined the event on November 6th at the Arts Centre. They will be creating Thunderbird poppies presenting on the significance of the Thunderbird poppy and their artwork will be displayed at the Main library until November 11th.

ADAPT Partnership

MPL will be providing space for ADAPT to resume in person sessions for the Fetal Alcohol Spectrum Disorder (FASD) Parent Caregiver support group. These sessions are led by ADAPT and will provide support to parents and caregivers of children with FASD.

Rainbow Reads with Fairy T

Fairy T is returning to the Main Library in November for an inclusive storytime celebrating love and community. Families will enjoy stories about diverse families, and self-expression, that foster kindness, acceptance, and Pride.

Tech Fair 2026

On Saturday October 24, MPL hosted the third annual Tech Fair with a total of 15 local vendors, 7 related programs, and 177 participants. Programs were catered to all age groups and highlighted a variety of subject from AI best practices to space or marien exploration.

Collections

Collections Management

The library launched a system-wide review of the management of our "Series" collections. The initiative will improve the organization, consistency, and discoverability of series collections across library branches. The project will help identify collection gaps and cataloguing inconsistencies, support future collection maintenance, and make it easier for patrons to locate materials.

Local History & Community Heritage

The Local History team continued to strengthen community heritage preservation through enhancements to the Milton municipal election archive, completion of a digital storytelling exhibit featuring local seniors, and the addition of a significant Heritage Impact Assessment to the local history collection. These initiatives support long-term access to important community records and stories.

Digital Resources

Efforts to improve digital literacy and access continued through the development of new tutorial videos for key eResources and preparations for organization-wide staff training. These

initiatives will help ensure patrons and staff can fully utilize MPL's growing range of digital collections and online services.

Collection Relocation & Service Continuity

In preparation for upcoming renovation activities, staff have developed a phased relocation plan for the Beaty Children's Collection to ensure uninterrupted access to library services. The collection is temporarily integrated into the Teen Area, with careful consideration given to visibility, accessibility, and customer experience. Planning efforts include collection organization, space optimization, signage, and service adjustments to minimize disruption and maintain a welcoming environment for children and families throughout the renovation period.

Collections Signage & Wayfinding Initiative

A cross-departmental working group continues to advance the library's collections signage and wayfinding modernization initiative. The project is focused on improving collection discoverability, supporting independent patron navigation, and establishing consistent and accessible signage standards across all locations. Current work includes a comprehensive the development of naming conventions and signage templates, and pilot testing in select areas to inform a future implementation roadmap.

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

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.

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

Pillar: Delivering Quality Services
Objectives:
Leverage MPL’s community-led approach to service in the creation of inclusive, equitable and responsive programming and facilities for all members of the community.

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

Consent Agenda 6.8

Report to: Milton Public Library Board

From: Kanta Kapoor, Director, Support Services

Date: November 4, 2026

Subject: Collection Management Strategy Community Engagement Update

Recommendation:

That the Board receives the Collection Management Strategy Community Engagement Update for information.

Background:

In October 2025, the Collection Management Strategy 2026-2029 was presented to the Board. A key recommendation arising from the strategy was to strengthen community engagement in collection development. Specifically, the strategy identified the need for direct consultation with residents to better understand evolving community interests, collection priorities, and emerging service needs. Staff committed to incorporating community input into future collection planning and decision-making processes.

In support of this objective, staff conducted collection-focused engagement sessions with children, teens, and adults in 2026 to gather feedback on collections, services, and future priorities.

Report:

In 2026, staff conducted collection-focused community engagement sessions with children, teens, and adults to support implementation of the Collection Management Strategy 2026-2029. The consultations explored community interests, collection priorities, and opportunities to improve access to library resources.

Overall, participants expressed strong satisfaction with the Library's collections and services. Three key themes emerged:

- Increased awareness and promotion of collections and services is needed, particularly for digital resources and non-traditional lending collections.
- Continued investment in diverse, inclusive, and responsive collections remains important across all age groups.
- The Library of Things and other experiential collections are highly valued and present opportunities for future growth.

Feedback gathered through the focus groups has already informed several collection development and service enhancements. The findings will continue to guide implementation of the Collection Management Strategy 2026-2029, with community input informing ongoing collection planning and future engagement activities to ensure collections remain responsive to evolving community needs.

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

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

Pillar: Delivering Quality Services
Objective: Collaborate with academic, municipal and community stakeholders for the fulfillment of MPL's vision, mission and values.

Consent Agenda 6.9

Report to: Milton Public Library Board

From: Sarah Douglas-Murray, CEO

Sonia Li, Supervisor, Finance & Administration

Date: November 4, 2026

Subject: 2025 Ontario Library Statistics – Comparator Libraries

Recommendation:

That the Milton Public Library Board receives 2025 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 2025 Ontario Library Statistics database in October 2026. 354 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 ***Attachment - Comparator Library Data 2025***, MPL ranks among the top-performing libraries in the following key service areas. It should be noted that per-capita measures and rankings continue to be based on the 2024 population estimates from Statistics Canada, as 2025 population data is not yet available in the Ontario Library Statistics database.

- Active Cardholder as % of population
- Public Access Workstations per 1,000
- Holdings (Item) per capita
- Number of Library Programs per 1,000
- Program Attendance per capita

Compared to 2024 results, MPL also demonstrated strong growth in Public Access Workstations per 1,000, Number of Library Programs per 1,000 and Program Attendance per capita, reflecting a high level of community participation and engagement with library services.

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 2026 MPL Strategic Pillar & Objective:

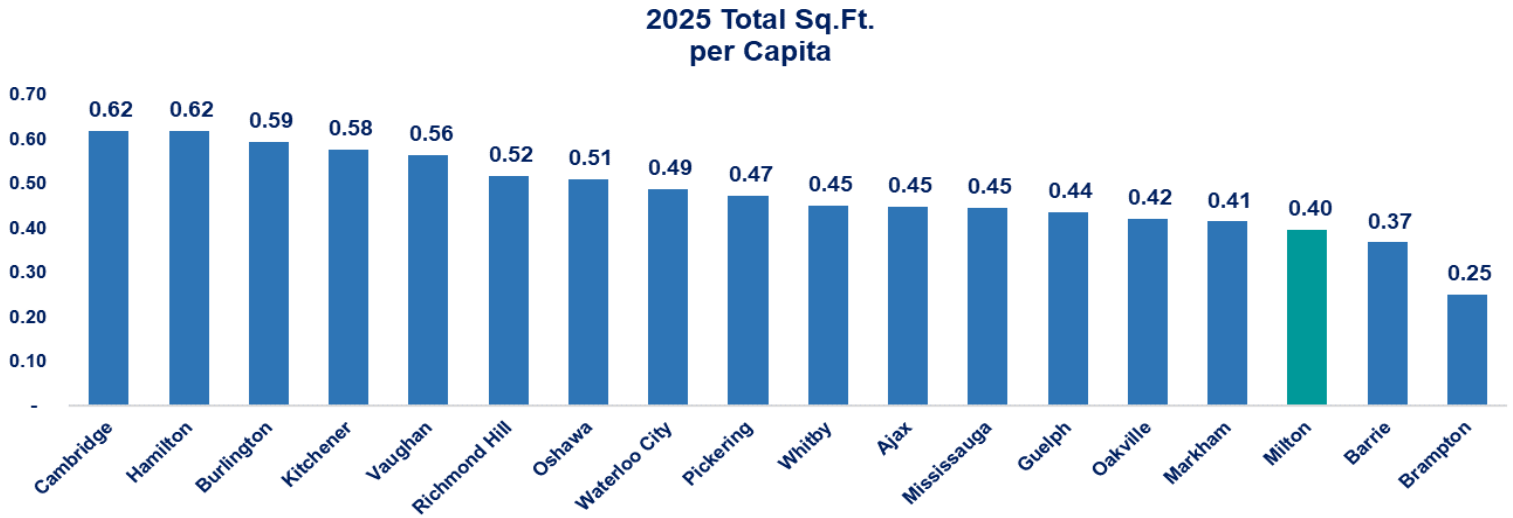
Pillar: Building Strong Infrastructure
Objective: Proactively plan for future population growth by ensuring appropriate physical and technological infrastructure.

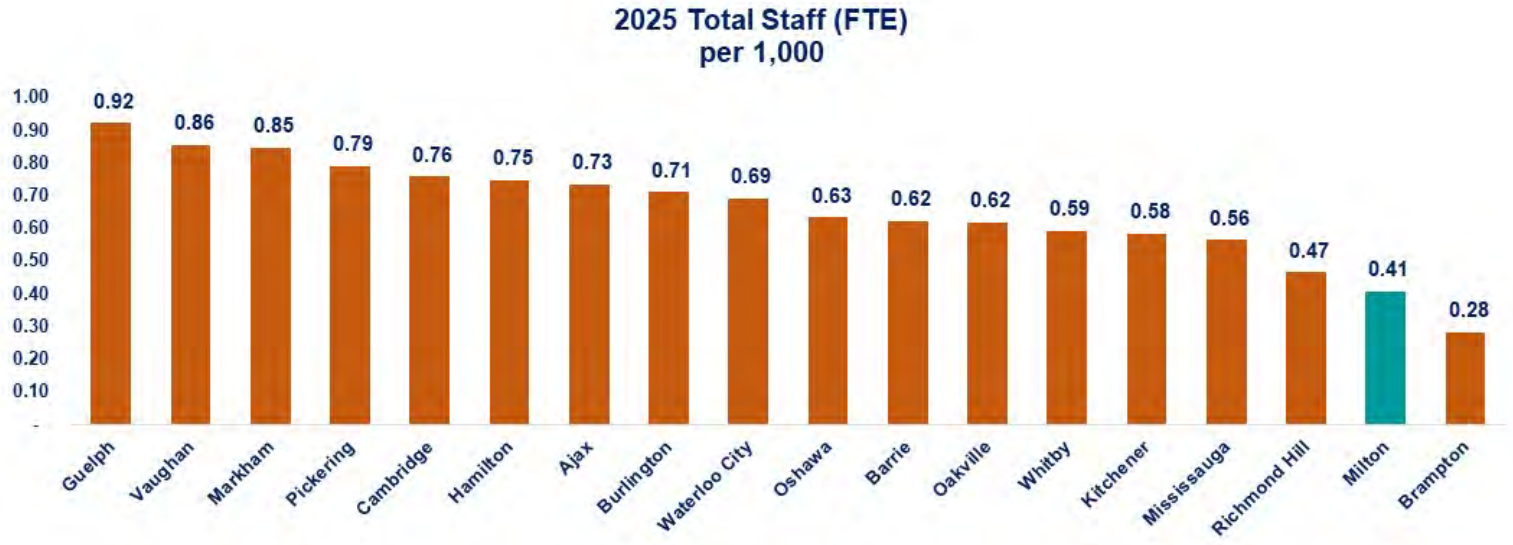
Create inclusive, welcoming and safe spaces for all members of the community.

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

Milton Public Library
Be Inspired

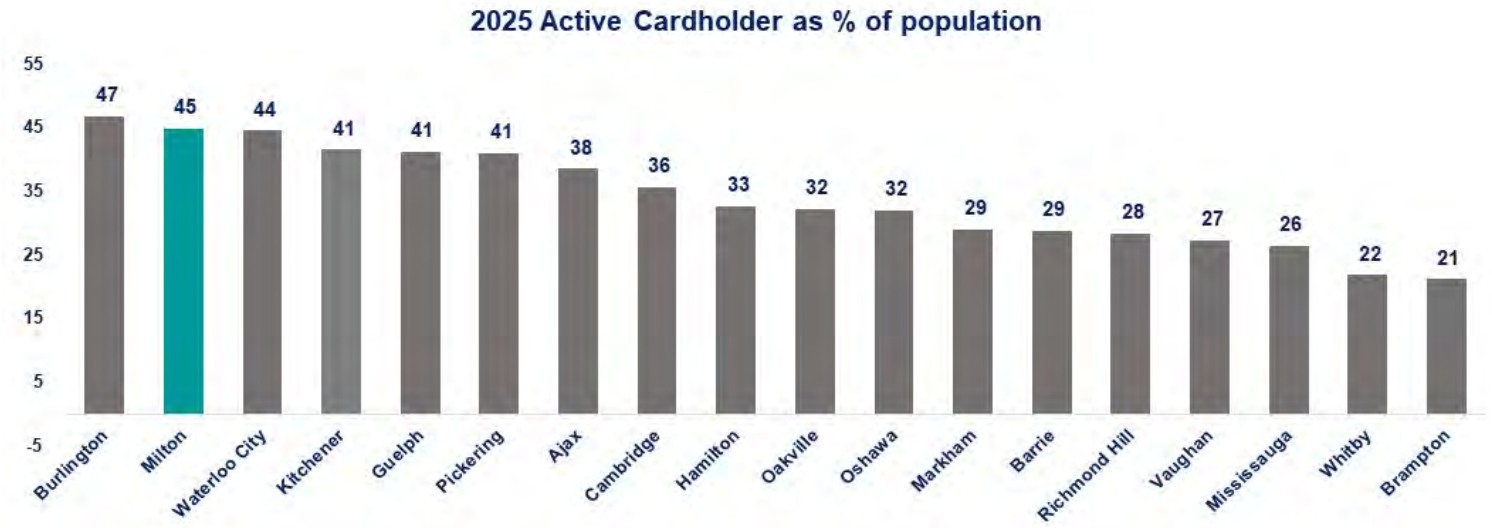
Attachment – Comparator Library Data 2025

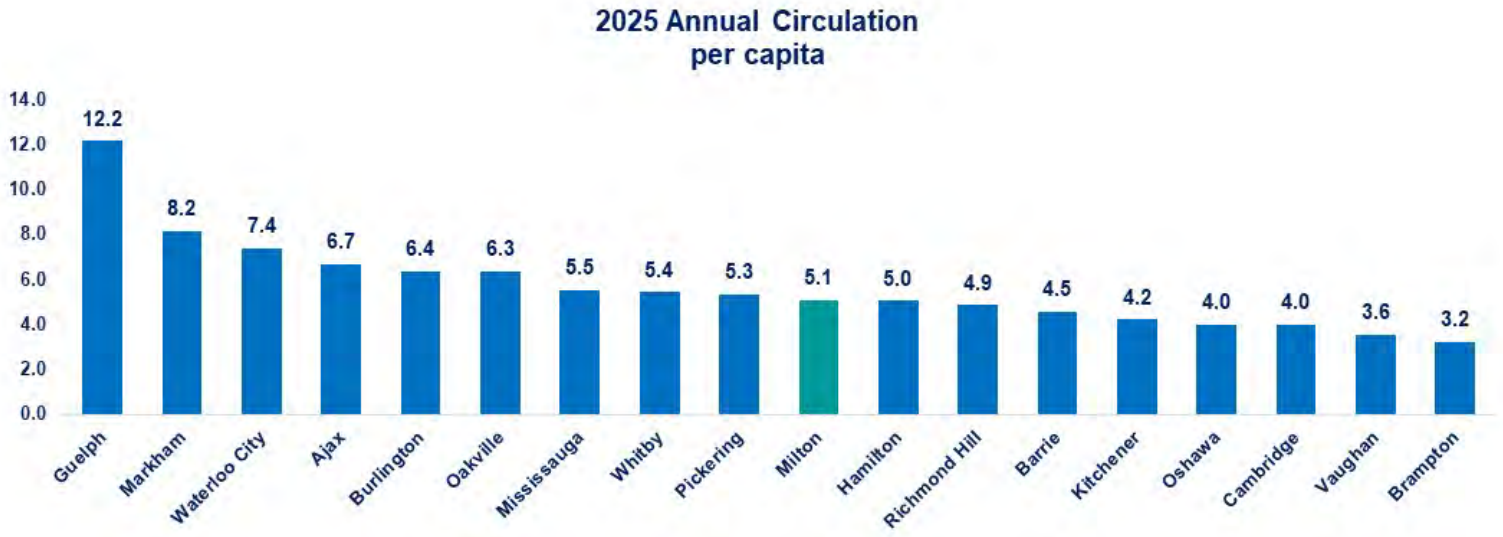




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Attachment – Comparator Library Data 2025

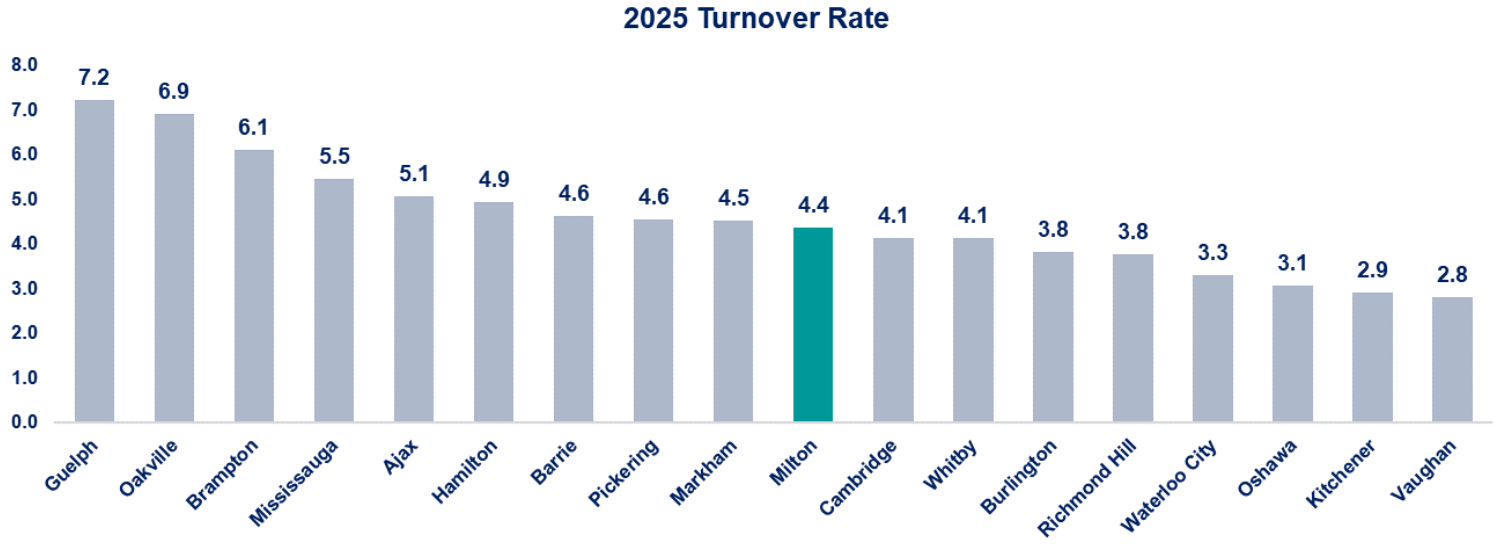




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Attachment – Comparator Library Data 2025

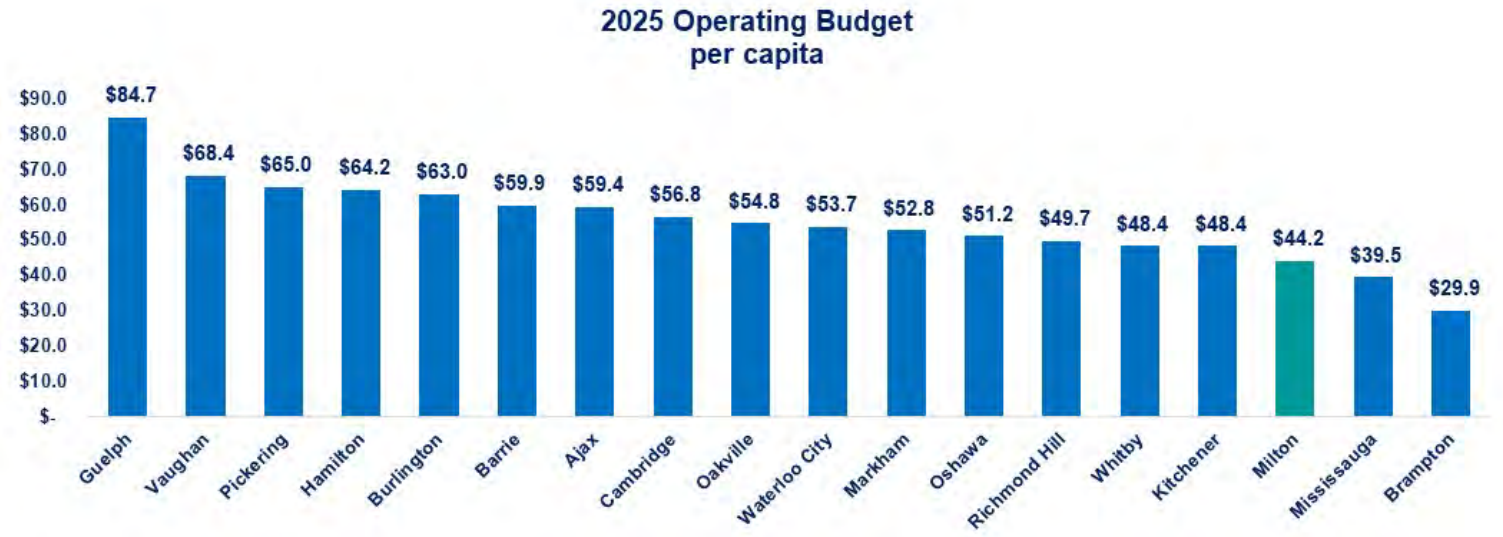




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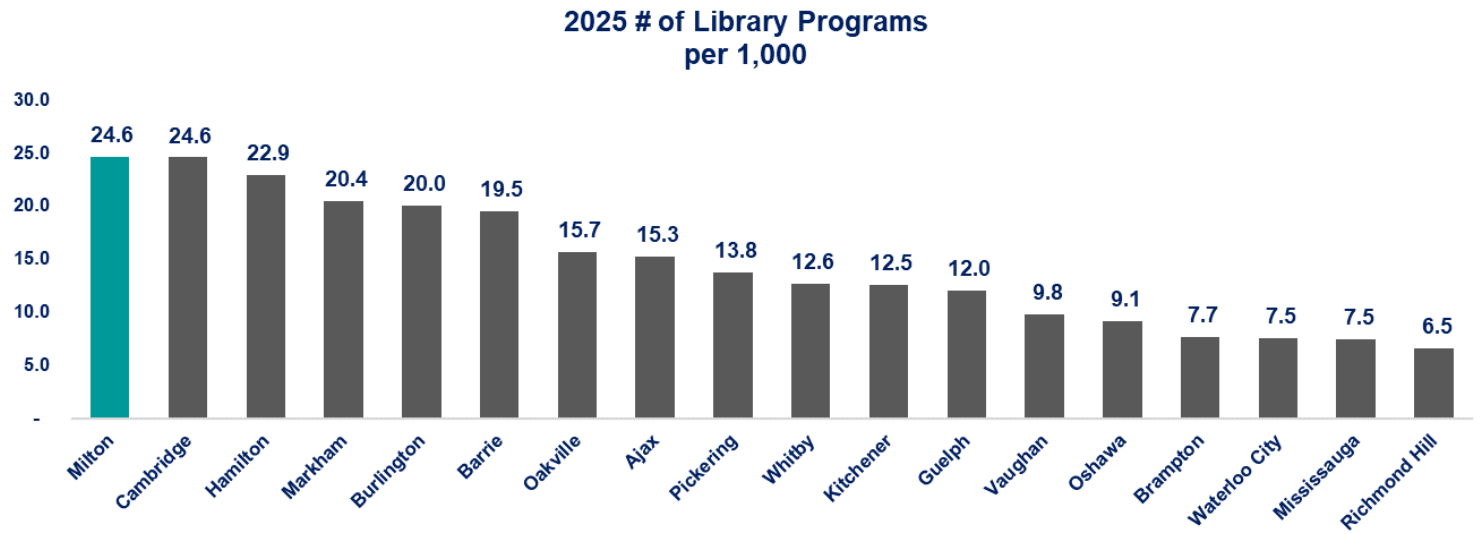
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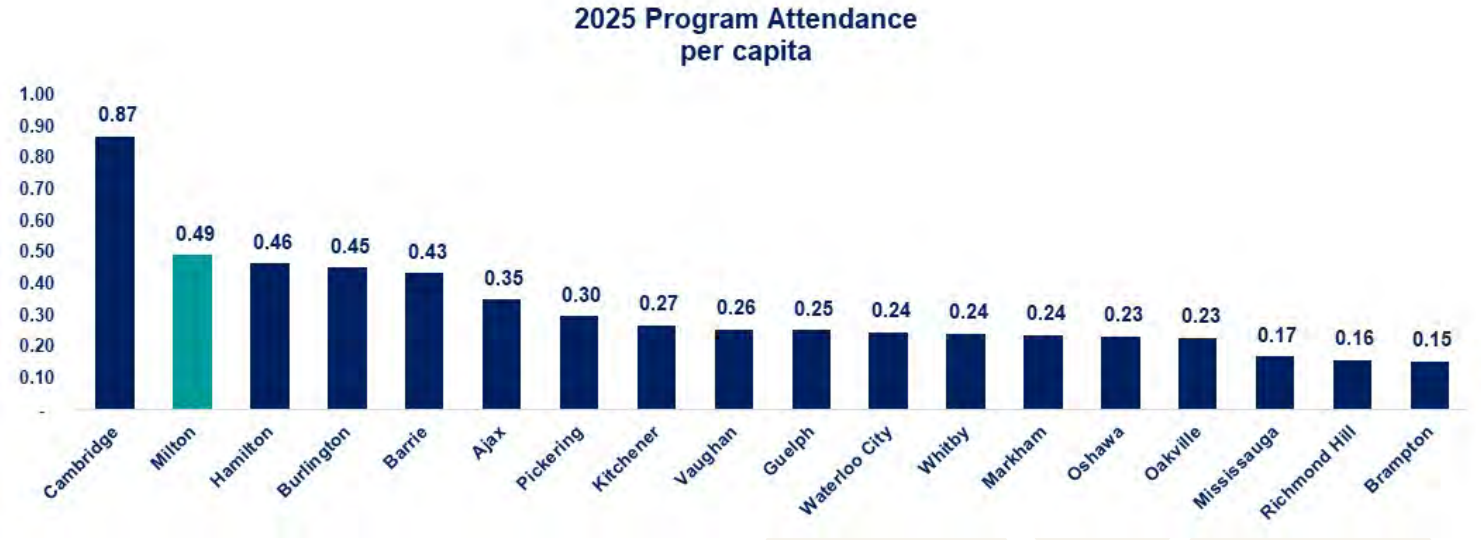




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Attachment – Comparator Library Data 2025

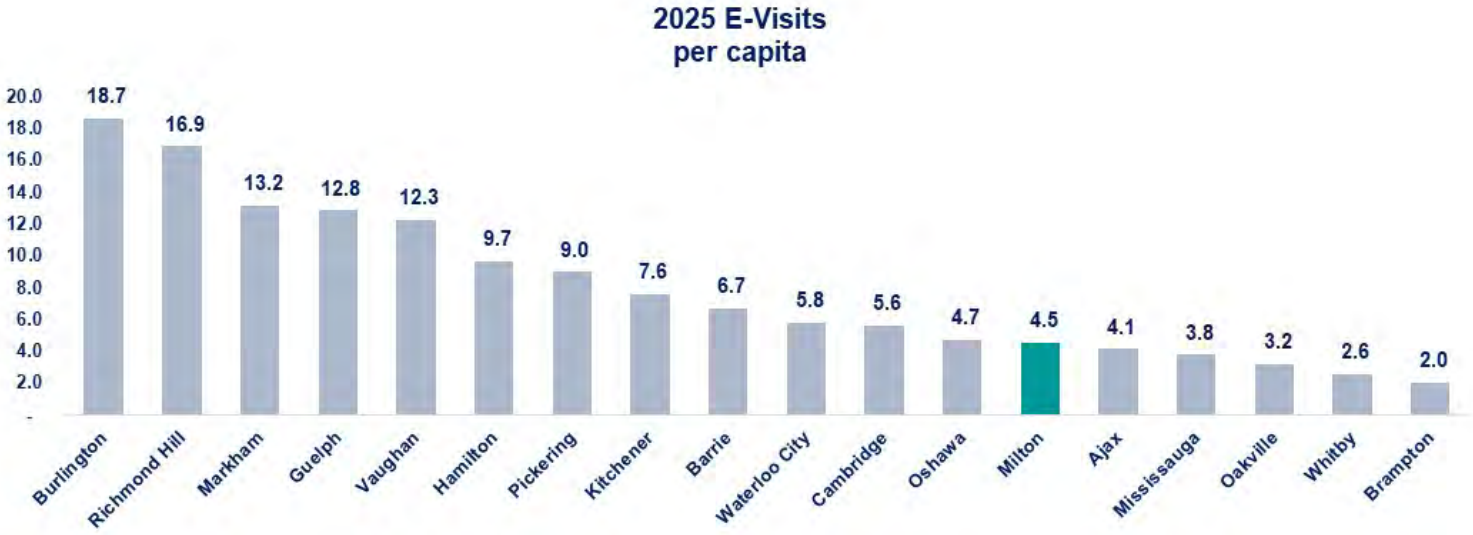




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Attachment – Comparator Library Data 2025





Discussion Item 7.1

Report to: Milton Public Library Board

From: Sarah Douglas Murray, CEO & Chief Librarian
Sonia Li, Supervisor, Finance & Administration

Date: November 4, 2026

Subject: 2025 Audit and Charitable Status Update

Recommendation:

The MPL Board receive the 2025 Audit and Charitable Status Update;

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.

As a registered charity, the Milton Public Library is required to file an annual Charity Information Return with the Canada Revenue Agency (CRA) to maintain charity status. This filing supports the Library's continued eligibility as a registered charity and demonstrates compliance with federal reporting requirements.

Report:

Annually the Financial Report for the Milton Public Library is prepared as part of the Town of Milton Financial Report. The 2025 audit was deferred until September 2026 due to the Workday financial system transition earlier in the year. Throughout the audit process, Library staff worked closely with Town staff and the external auditors to address audit inquiries and provide supporting documentation. The audit is now substantially complete, and a preliminary draft of the audited financial statements is available. As the audit remains subject to final review procedures, the draft audited financial statements will be presented to the Board at the November 25, 2026 meeting for review and approval.

The annual Charity Information Return is a requirement for maintaining the Library's registered charitable status with the Canada Revenue Agency. As the audited financial statements were not yet available due to the delayed audit timeline, preliminary financial information was used to complete the filing and meet the submission requirements.

The Charity Information Return was submitted on October 8, 2026. Once the audit has been finalized and any resulting adjustments have been confirmed, staff will file an amendment if needed.

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

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

Discussion Item 7.2

Report to: Milton Public Library Board

From: Sarah Douglas Murray, CEO & Chief Librarian

Sonia Li, Supervisor, Finance & Administration

Date: November 4, 2026

Subject: 2027 Operating Budget and 10-Year Capital Forecast Report

Recommendation:

That the Milton Public Library Board receive the 2027 Operating Budget and 10-Year Capital Forecast Report;

That the Milton Public Library Board endorses the gross operating budget of $7,423,206 for 2027 ($7,165,998 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 2027 Budget process; and

That the Milton Public Library Board endorses the proposed capital budget of $1,090,382 for 2027, 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 2027 Budget process; and

That the Milton Public Library Board endorses the capital forecast budget of $14,254,169 for 2028-2036, and that the Mayor of the Town of Milton and Milton Council be requested to consider the forecast as part of the Town's 2027 Budget process.

Background:

Section 24 of the Library Act, 1990 requires the MPL to submit to the appointing Council annually the estimates of all sums required during the year for the purposes of the board. The amount of the estimate that is approved or amended and approved by the council shall be adopted by the board, and the board shall apply the money paid to it in accordance with the approved estimates.

Staff-prepared 2027 Budget Call Draft Report was circulated for review and will be presented to the Town of Milton Council for consideration in November, with a proposed local residential property tax increase of 6.94% (estimated to result in a total tax rate increase of 5.13% including the regional and education portions of the levy), similar to the 2026 Budget. The final 2027 Budget will be prepared by the Mayor post-election and presented to Council in January 2027.

Based on the above, Milton Public Library staff have prepared a 2027 Budget request for the Board's approval as outlined herein. The 2027 Budget request has been developed with input and review from the September 16, 2026 Board Meeting through Motion 26-2067 and the adjustments from the Town of Milton.

Report:

Operating Budget

The 2027 Operating Budget Draft (Attachment 1), presented today, totals $7,165,998 net and is $30,776 lower than the draft version circulated at the September 16, 2026 Board Meeting. The decrease is mainly driven by the Town adjustments in New Staffing Costs, Transfer to Reserve and Infrastructure Reallocation.

As presented in the staff prepared 2027 Budget Call Draft Report, the recommended budget reflects a 6.94% increase in the local residential tax rate, subject to Council's review and consideration.

To manage the overall budget pressure, the Town of Milton recommended that the Beaty Makerspace New Staffing and Expense Request be presented as an option to consider to be added into the final budget prepared by the Mayor post-election. MPL Staff are recommending that the Board approve the 2027 budget with the Beaty Makerspace Extension of Hours for consideration by the Town of Milton.

The following table outlines the updated percentage and dollar increase in the 2027 Operating Budget compared to the 2026 Final Budget.

Version	Amount ($)	Increase (%)	Increase ($)
2026 Final Budget	$ 6,658,970		
2027 Operating Budget Draft	$ 6,951,589	4.4%	$ 292,619
2027 Operating Budget Draft (with Beaty Extension of Hours, including new staffing request and other expenses)	$ 7,165,998	7.6%	$ 507,028

Capital Budget

Full details of the MPL's 2027 Library Capital program and 2028-2036 forecast are provided as attachments 2. In 2027, the capital requests consist of the following three annual programs and one new capital project (Website Update):

- C80010027 Automation Replacement $ 297,594
- C80012127 Collection – Replacement $ 579,774
- C80131127 Furniture Replacement $ 110,013
- C80131927 Library Website Update $ 103,000

The timeline for new branch development has been adjusted to reflect design and construction of the Boyne Branch from 2031 to 2033. This will impact the timing of related library capital projects, including C800103 Collection-New, C800104 Shelving – New and C800123 New Branch Computer Equipment.

Over the entire 10 year forecast period between 2027 to 2036, the capital program totals $15,334,551. 73% or $11,201,118 is allocated to ongoing annual replacement programs, 22% or $3,414,271 to new collection, shelving and equipment for new branches, 2% or $274,502 to newly introduced project in 2027 and remaining 3% or $454,659 to other items such as the Master Plans and Integrated Library System project.

Based on the above spending plan and forecasted revenues, the library stabilization and library capital reserves are expected to end 2027 with a balance of $773,475 and $1,199,446 respectively. Attachment 3 provides the annual amounts forecasted for each reserve and demonstrates that each reserve maintains a positive balance during the 10-year period.

Next Steps

MPL staff will continue to collaborate with Town of Milton staff through the 2027 Budget process. The staff-prepared Budget Report will be circulated to the Council in November Council meeting. The Mayor's Budget will be distributed to Council and the Public in January 2027 and will be presented to the Board at the March 2027 Board meeting.

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

Pillar: Building Strong Infrastructure
Objectives:
Proactively plan for future population growth by ensuring appropriate physical and technological infrastructure.

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.

7.2.1 Attachment 1

MPL 2027 Budget PnL

Library P&L	2025 Total	2026 YTD	2026 Total Forecast	2026 Total Budget	2027 Total Budget	2027 Growth % vs 2026
LIBRARY						
LIBRARY						
8025 LIBRARIES						
EXPENDITURES						
Salaries and Benefits						
3005 Salaries Full Time	2,203,029	827,829	2,401,656	2,401,656	2,542,699	5.9%
3020 Hourly Part Time	1,017,852	341,719	1,188,173	1,188,173	1,433,928	20.7%
3023 Overtime Pay	2,909	597	597	-	4,303	0.0%
3025 Employee Benefits	851,589	336,862	800,656	800,656	865,156	8.1%
3027 Staff Gapping	-	-	-	-	-	0.0%
Total Salaries and Benefits	**4,075,379**	**1,507,007**	**4,391,082**	**4,390,485**	**4,846,086**	**10.4%**
Administrative						
3120 Memberships	18,911	11,631	18,682	18,340	20,284	10.6%
3125 Mileage/Car Allowance	4,672	1,621	6,000	6,000	6,127	2.1%
3130 Professional Development	38,665	13,845	40,451	60,451	59,500	-1.6%
3135 Recognition Plan Awards	890	613	675	675	225	-66.7%
Total Administrative	**63,137**	**27,710**	**65,808**	**85,466**	**86,135**	**0.8%**
Financial						
3205 Bank Charges	6,484	1,903	6,500	6,500	6,637	2.1%
Total Financial	**6,484**	**1,903**	**6,500**	**6,500**	**6,637**	**2.1%**
Transfers to Own Funds						
3292 Transfer to Reserve	753,543	791,118	791,118	791,118	822,683	4.0%
Total Transfers to Own Funds	**753,543**	**791,118**	**791,118**	**791,118**	**822,683**	**4.0%**
Purchased Goods						
3310 Equip-Data	102,126	68,312	122,778	149,559	138,632	-7.3%
3330 Copies	20,753	4,763	19,487	16,851	21,898	30.0%
3335 Electronic Products	259,032	108,892	292,003	310,299	336,462	8.4%
3375 Office Equipment	2,096	-	8,220	8,220	5,000	-39.2%
3380 Office Supplies	10,861	2,023	12,819	12,819	11,000	-14.2%
3400 Materials & Supplies	33,902	7,310	38,884	38,884	64,704	66.4%
3410 Program Expenses	144,029	36,543	113,879	113,879	126,282	10.9%
3474 Region Garbage Tags Expense	2,550	-	3,601	3,601	3,601	0.0%
Total Purchased Goods	**575,348**	**227,843**	**611,672**	**654,112**	**707,579**	**8.2%**
Purchased Services						
3610 Advertising	40,406	5,154	42,844	42,844	38,748	-9.6%
3630 Audit	8,446	-	8,801	8,801	10,000	13.6%
3635 Automation Equip Maint	93,557	106,329	139,665	165,639	159,787	-3.5%
3650 Board Expenses	-	-	2,500	2,500	2,500	0.0%
3670 Bldg Maintenance	10,288	-	1,000	1,000	1,000	0.0%
3726 Telecommunications	68,894	30,414	82,310	80,865	91,047	12.6%
3740 Contracts	25,050	0	0	-	-	0.0%
3755 Equip Maintenance & Repairs	-	1,484	3,000	3,000	8,063	168.8%
3799 Insurance	11,471	3,224	3,224	3,380	3,451	2.1%
3825 Lease-Other	529	-	531	531	542	2.1%
3868 Facility Rental Expense	9,613	562	10,115	10,115	10,328	2.1%
3895 Postage	2,686	1,302	3,373	3,373	3,444	2.1%
3900 Printing/Stationery	13,504	4,406	12,450	12,450	13,713	10.1%
3905 Processing	53,578	17,574	54,710	82,219	57,864	-29.6%
3910 Professional Fees	4,856	8,070	15,000	15,000	15,500	3.3%
3950 Shipping & Courier	16,508	826	25,176	20,656	26,564	28.6%
4010 Subscriptions	2,013	-	1,000	2,092	1,021	-51.2%

Total Purchased Services	**390,194**	**179,345**	**405,699**	**454,465**	**443,573**	**-2.4%**
Reallocated Expenses						
6805 CS Infrast. Reallocated Exp	397,478	-	510,513	510,513	510,513	0.0%
Total Reallocated Expenses	**397,478**	**-**	**510,513**	**510,513**	**510,513**	**0.0%**
Total EXPENDITURES	**6,261,564**	**2,734,926**	**6,782,391**	**6,892,659**	**7,423,206**	**7.7%**
% of Full year		*0*				
REVENUE						
Financing Revenue						
5050 Tax Levy		(3,129,797)			-	0.0%
5901 Contribution from Capital	(22,884)	(21,779)	(21,779)	(21,779)	(24,031)	10.3%
Total Financing Revenue	**(22,884)**	**(3,151,576)**	**(21,779)**	**(21,779)**	**(24,031)**	**10.3%**
Grants						
5230 Other Grants	(8,354)	(25,243)	(10,243)	-	-	0.0%
5234 Public Library Operating Grant	(52,429)	-	(52,429)	(52,429)	(52,429)	0.0%
5235 Public Library Pay Equity Gran	(3,275)	-	(3,275)	(3,275)	(3,275)	0.0%
5250 Canada Summer Jobs	(4,816)	-	-	-	-	0.0%
5252 Young Canada Work Revenue	(16,853)	16,853	-	-	-	0.0%
5270 New Horizons for Seniors	(25,639)	(39,613)	(24,613)	-	-	0.0%
5300 Recoveries from Others	(2,597)	(2,098)	(2,098)	-	(2,000)	0.0%
Total Grants	**(113,964)**	**(50,101)**	**(92,658)**	**(55,704)**	**(57,704)**	**3.6%**
Recoveries and Donations						
5315 Fundraising and Donations	(12,127)	(11,398)	(11,398)	(5,000)	(5,000)	0.0%
5365 Salaries & Benefits Recovered	(7,085)	(2,986)	(2,986)	-	(11,258)	0.0%
Total Recoveries and Donations	**(19,213)**	**(14,384)**	**(14,384)**	**(5,000)**	**(16,258)**	**225.2%**
User Fees and Service Charges						
5400 Fees & Service Charges	(14,300)	(834)	(10,834)	(32,307)	(22,989)	-28.8%
5407 Administration Fees	(362)	(132)	(540)	(540)	(540)	0.0%
5493 Region Garbage Tags Revenue	(2,089)	(748)	(3,061)	(3,061)	(3,061)	0.0%
5580 (OTC) Over the Counter Sales	-	(3,483)	(4,000)	(4,000)	(19,084)	377.1%
5595 Program Revenue	-	(1,039)	(2,000)	(2,000)	(2,042)	2.1%
5665 Stat-Fines	(96,364)	(16,527)	(34,080)	(34,080)	(34,799)	2.1%
5666 Stat-Lost Items	(8,067)	(2,541)	(4,880)	(4,880)	(4,983)	2.1%
5667 Stat-Book Sales	(1,766)	(3,019)	(3,319)	(1,887)	(1,927)	2.1%
5668 Photocopies	(53,220)	(26,976)	(56,251)	(56,251)	(57,438)	2.1%
5686 Ticket Sales	(18,144)	-	(5,000)	(5,000)	(5,000)	0.0%
5700 Vending Machine Revenue	(6,677)	(1,772)	(7,200)	(7,200)	(7,352)	2.1%
Total User Fees and Service Charges	**(200,989)**	**(57,072)**	**(131,165)**	**(151,206)**	**(159,215)**	**5.3%**
Total REVENUE	**(357,049)**	**(3,273,132)**	**(259,985)**	**(233,689)**	**(257,208)**	**10.1%**
% of Full year		*13*				
Total 8025 LIBRARIES	5,904,514	(538,206)	6,522,406	6,658,970	7,165,998	7.6%
Total LIBRARY	5,904,514	(538,206)	6,522,406	6,658,970	7,165,998	7.6%

7.2.2 Attachment 2

Library Capital Project 10 Year Forecast- Summary

Type	Project ID	Project Name		Bud 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	10-Year Forecast	
Replacement	C80010027	AUTOMATION REPLACEMENT		$ 291,445	$ 297,594	$ 297,594	$ 297,594	$ 297,594	$ 297,594	$ 297,594	$ 297,594	$ 298,442	$ 298,442	$ 298,442	$ 2,978,487	
	C80012127	COLLECTION - REPLACEMENT		$ 540,491	$ 579,774	$ 604,955	$ 625,853	$ 656,025	$ 689,481	$ 689,481	$ 689,481	$ 833,687	$ 833,687	$ 851,278	$ 7,053,704	
	C80131127	FURNITURE REPLACEMENT		$ 107,740	$ 110,013	$ 110,013	$ 110,013	$ 110,013	$ 110,013	$ 110,013	$ 110,013	$ 132,016	$ 132,016	$ 134,802	$ 1,168,927	
Total Replacement				**$ 939,676**	**$ 987,382**	**$ 1,012,563**	**$ 1,033,460**	**$ 1,063,633**	**$ 1,097,089**	**$ 1,097,089**	**$ 1,097,089**	**$ 1,264,145**	**$ 1,264,145**	**$ 1,284,522**	**$ 11,201,118**	
New	C80010327	COLLECTION - NEW		$ -	$ -	$ -	$ -	$ -	$ -	$ 1,020,076	$ 1,079,961	$ -	$ -	$ -	$ 2,100,037	
	C80010427	Shelving - New		$ -	$ -	$ -	$ -	$ -	$ -	$ 584,700	$ 584,700	$ -	$ -	$ -	$ 1,169,400	
	C80011127	Library Services Master Plan		$ -	$ -	$ 102,113	$ -	$ -	$ -	$ 102,113	$ -	$ -	$ -	$ -	$ 204,226	
	C80012327	New Branch Computer Equipment		$ -	$ -	$ -	$ -	$ -	$ -	$ 144,834	$ -	$ -	$ -	$ -	$ 144,834	
	C80131427	Integrated Library System		$ -	$ -	$ -	$ 117,953	$ -	$ -	$ -	$ -	$ 132,480	$ -	$ -	$ 250,433	
	C80131927	Library Website Update		$ -	$ 103,000	$ -	$ -	$ -	$ -	$ -	$ 171,502	$ -	$ -	$ -	$ 274,502	
Total New				**$ -**	**$ 103,000**	**$ 102,113**	**$ 117,953**	**$ -**	**$ -**	**$ 1,851,723**	**$ 1,836,164**	**$ 132,480**	**$ -**	**$ -**	**$ 4,143,433**	
Total Library Capital Forecast			**2027 Bud**		**$ 1,090,382**	**$ 1,114,676**	**$ 1,151,414**	**$ 1,063,633**	**$ 1,097,089**	**$ 2,948,812**	**$ 2,933,253**	**$ 1,396,625**	**$ 1,264,145**	**$ 1,284,522**	**$ 15,344,551**	*(2027-2036)*
			2026 Bud	**$ 939,676**	**$ 966,979**	**$ 1,091,642**	**$ 1,127,621**	**$ 2,755,110**	**$ 2,704,682**	**$ 1,174,422**	**$ 1,074,419**	**$ 1,367,765**	**$ 1,238,023**	**$ -**	**$ 14,440,339**	*(2026-2035)*
			Growth $		*$ 123,403*	*$ 23,034*	*$ 23,793*	*-$ 1,691,477*	*-$ 1,607,593*	*$ 1,774,390*	*$ 1,858,834*	*$ 28,860*	*$ 26,122*	*$ 1,284,522*	*$ 904,212*	
			Growth %		*12.76%*	*2.11%*	*2.11%*	*-61.39%*	*-59.44%*	*151.09%*	*173.01%*	*2.11%*	*2.11%*		*6.26%*	

7.2.3 Attachment 3

Library Reserve Balance - 10 Year Forecast

Reserve Name	Dec 31, 2025 Balance	Estimated Balnace at Dec 31										
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Library Tax Rate Stabilization	$ 1,173,475	$ 773,475	$ 773,475	$ 773,475	$ 773,475	$ 773,475	$ 773,475	$ 773,475	$ 773,475	$ 773,475	$ 773,475	$ 773,475
Library Capital Infrastructure	$ 1,444,699	$ 1,467,146	$ 1,199,446	$ 1,029,438	$ 808,295	$ 729,434	$ 674,087	$ 548,204	$ 532,060	$ 462,430	$ 596,694	$ 784,648

* Target Balances in relation to the year 2026 are $667k for Library Tax Stabilization and $1,534k for Library Capital Infrastructure

Discussion Item 7.3

Report to: Milton Public Library Board

From: Chris Dorscht, Director Customer Experience

Date: November 4, 2026

Subject: 2026 Annual Patron Survey Results

Recommendation:

That Milton Public Library Board receive the report entitled "2026 Annual Patron Survey Results" for information.

Background

As part of Milton Public Library's 2025-2029 Strategic Master Plan and ongoing commitment to service excellence, MPL conducted its second Annual Patron Survey between September 21 and October 7, 2026. 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 407 responses, compared to 456 responses in 2025, providing valuable insight into how residents interact with the library, their satisfaction levels, and emerging community needs. With two years of survey data now available, MPL is able to compare the two years worth of results to identify trends, measure changes in patron perceptions and service usage, and assess progress in key areas of operation.

Based on lessons learned from the inaugural survey, several questions were refined, added, or removed to improve clarity, relevance, and the overall usefulness of the data.

Report

The 2026 Annual Patron Survey confirms that Milton Public Library continues to be a highly valued community resource, with strong satisfaction across services, programs, collections, facilities, and customer service. Overall, 95% rated customer service as good or excellent, and most indicated they would recommend the Library to others. Patron loyalty remains strong, with nearly all respondents holding an MPL library card.

Library Use, Programs and Collections

Library use remains consistent with 2025, with borrowing materials, browsing collections, picking up holds, attending programs, and family visits continuing to be the primary reasons patrons use the Library. Survey results also reflect Milton's ongoing growth, with a significant proportion of respondents identifying as newer residents and library users.

Programs continue to receive strong ratings and provide meaningful learning, engagement, and community value. Respondents expressed the greatest interest in adult learning, technology-related programming, volunteering opportunities, children's programs, and author events, while Artificial Intelligence literacy emerged as a new area of interest. Scheduling conflicts, program timing, and relevance were identified as the most common barriers to participation.

Collections and digital services remain a key strength. Patrons reported high satisfaction with the online catalogue and identified both physical and digital collections as their highest priorities for future investment. Opportunities also exist to increase awareness and use of specialized resources, including multilingual collections, digital resources, and the Library of Things.

Facilities, Communications and Customer Experience

Patrons continue to view MPL spaces as safe, welcoming, clean, and inclusive. Feedback identified ongoing interest in additional quiet and study areas, refreshed furniture and technology, and long-term expansion of library space to meet community growth.

The MPL website and email newsletter remain the primary communication channels for patrons, while social media, particularly Instagram, continues to grow in importance. Communication effectiveness improved compared with 2025, and community advocacy remains exceptionally strong, with most respondents expecting their library use to remain stable or increase.

Overall, survey findings indicate that MPL continues to meet community needs while identifying opportunities to strengthen awareness, expand collections, enhance program accessibility, and plan for future growth.

Next Steps

Survey findings will help inform service planning, operational priorities, and future capital considerations. In 2027 staff will focus on:

- Expanding awareness and promotion of programs, digital services, specialized collections, and Library of Things resources. This has already started in 2026 and will be continued.

- Reviewing program schedules, formats, and topics to improve accessibility, relevance, and participation, including opportunities related to technology and Artificial Intelligence literacy.
- Continuing to strengthen physical and digital collections in alignment with patron priorities and community growth.
- Identifying opportunities to create additional quiet, study, and flexible-use spaces through facility improvements and future capital planning. This is in motion with Beaty Branch renovations the Space Use Study for the Main Library.
- Enhancing communication strategies through digital channels, social media, and targeted outreach to increase awareness of library services and offerings.
- Using survey results to inform future service, collection, facility, and community engagement planning as Milton's population continues to grow and diversify.

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.



ANNUAL PATRON SURVEY 2026

RESULTS

Survey Conducted from September 21 – October 7, 2026

Milton Public Library
Be Inspired

SUMMARY

The **2026 Annual Patron Survey** was conducted between September 21 and October 7, 2026, and received **407 responses**, compared to 467 responses in 2025. Surveys were conducted online or through physical copies available in each branch. As the second year of survey administration, the results provide valuable comparative data and help establish an emerging benchmark for tracking patron satisfaction, service usage, and community needs over time.

Overall, the findings demonstrate **continued strong satisfaction** with library services, programs, collections, spaces, and customer service, with results remaining largely consistent with 2025. The survey reinforces Milton Public Library's position as a **highly valued community resource**, with respondents reporting **positive experiences and ongoing engagement** across both in-person and digital services.

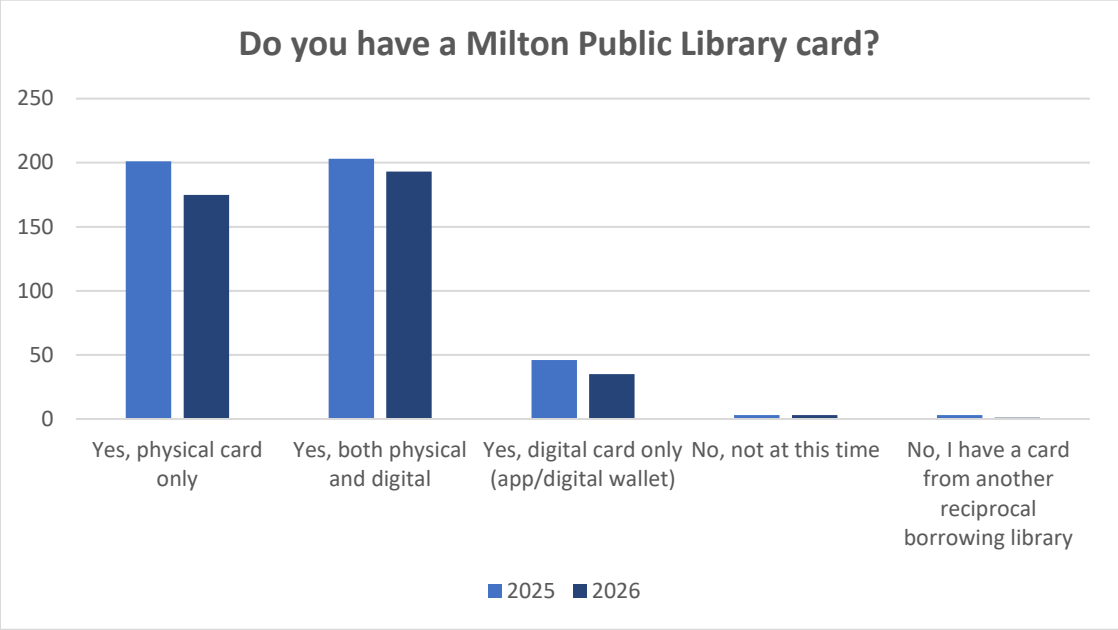
Survey responses also align closely with the priorities and demographic trends identified in the Milton Public Library Master Strategic Plan 2025-2029, including Milton's growing and increasingly diverse population, **increasing interest in technology and digital literacy**, the **importance of inclusive and welcoming services**, and the need to **plan for future growth** in library spaces, collections, and community-focused programming. Overall, the findings affirm that Milton Public Library **continues to meet evolving community needs** while supporting the strategic directions established for the Library's long-term development

KEY FINDINGS

Overall satisfaction with Milton Public Library remains exceptionally strong, with patrons reporting positive experiences across customer service, library spaces, collections, programs, and digital services.

- Library usage patterns remained stable compared to 2025, with borrowing materials, browsing collections, picking up holds, attending programs, and family-focused visits continuing to be the primary reasons patrons use of the Library.
- Customer service continues to be a significant strength, with 95% of respondents rating service as Excellent or Good and the vast majority indicating they would recommend Milton Public Library to others.
- Library programs continue to provide meaningful value to participants, with strong interest in future offerings related to adult learning, children's programming, technology, volunteering, and emerging topics such as Artificial Intelligence literacy.
- Patrons continue to embrace both physical and digital services. Use of the online catalogue, website, mobile app, digital resources, and self-service functions remains high, demonstrating the importance of maintaining a balanced service model.
- Respondents view library spaces as safe, welcoming, inclusive, comfortable, and clean. Feedback also highlights continued demand for additional quiet spaces, seating, technology, collections, and future library space as the community grows.
- Findings continue to support Strategic Master Plan priorities related to inclusive services, technology access, collection growth, community engagement, future library facilities, and services that respond to the needs of a rapidly growing municipality

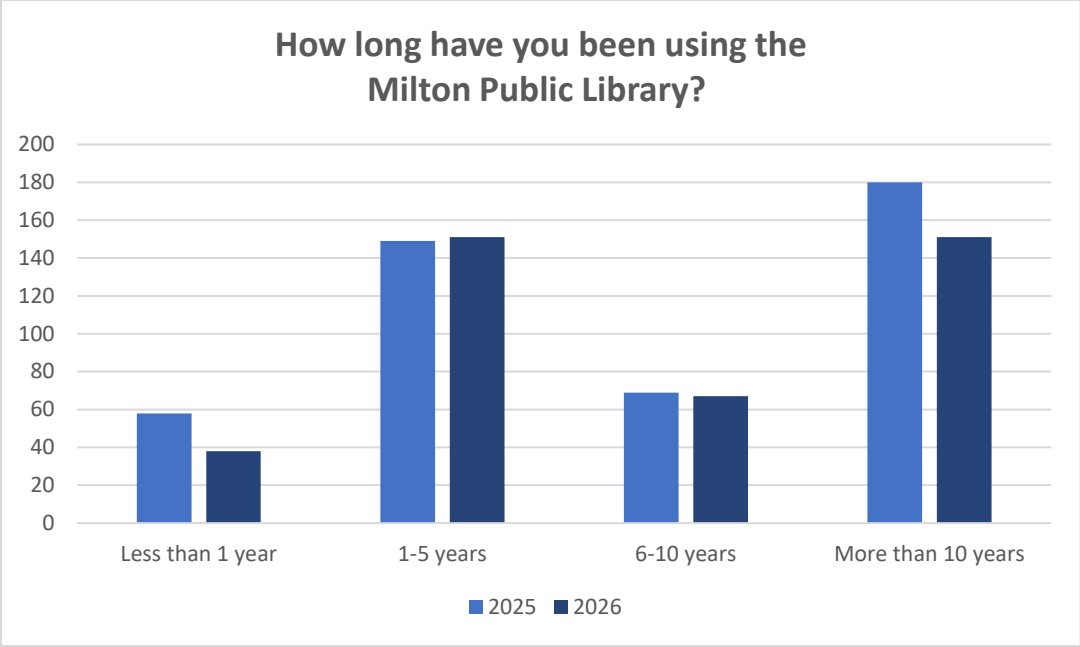
LIBRARY USE QUESTIONS



Question	Options	2025	2026
Do you have a Milton Public Library card?	Yes, physical card only	201	175
	Yes, both physical and digital	203	193
	Yes, digital card only (app/digital wallet)	46	35
	No, not at this time	3	3
	No, I have a card from another reciprocal borrowing library	3	1

Card ownership remains extremely high, with virtually all respondents holding an MPL card in 2025 and 2026. Physical-only cards declined slightly, while combined physical and digital card usage remained strong.

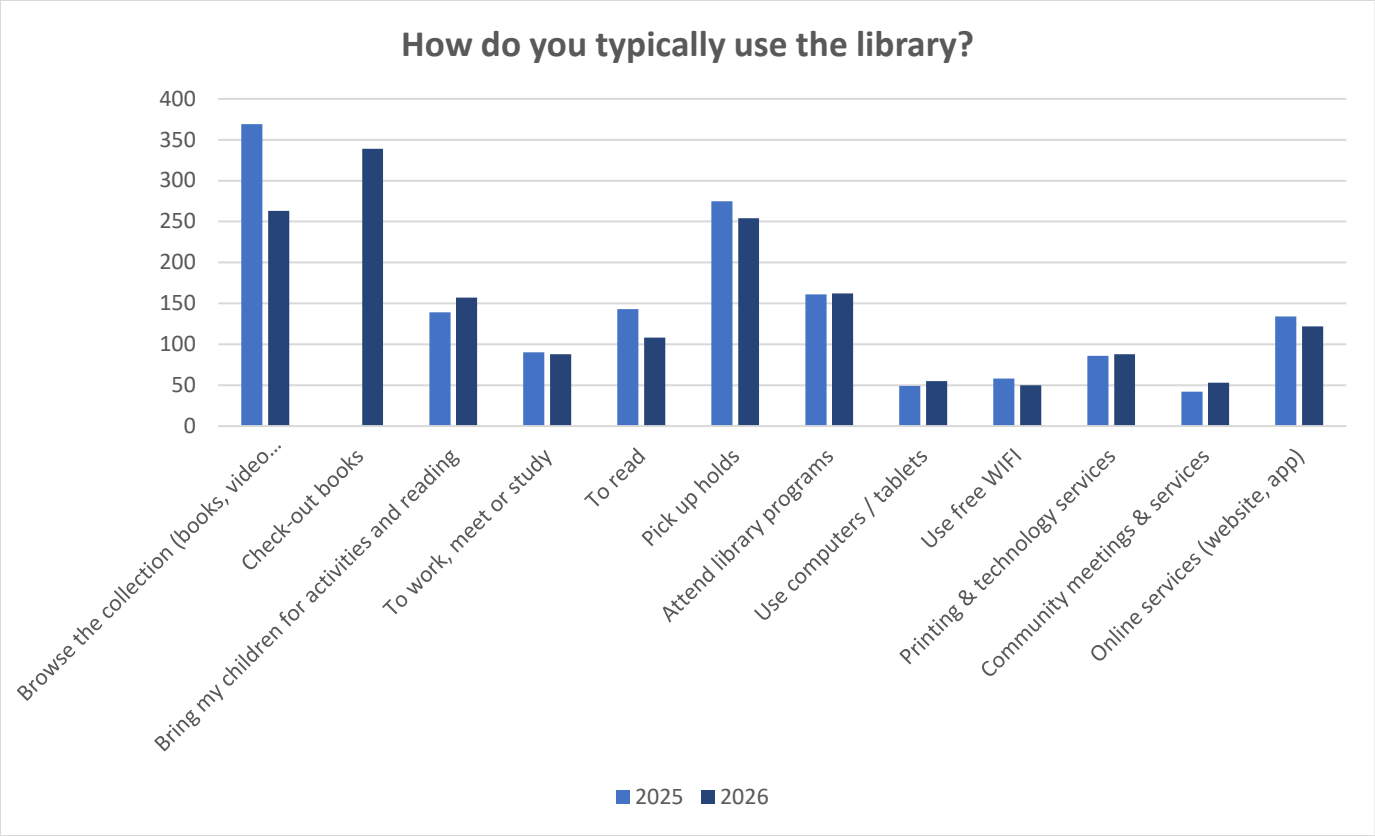
Focus for 2027: Continue promoting digital card adoption and app integration to support self-service and digital engagement.



Question	Options	2025	2026
How long have you been using the Milton Public Library?	Less than 1 year	58	38
	1-5 years	149	151
	6-10 years	69	67
	More than 10 years	180	151

The survey continues to be dominated by established users, though there was a slight shift toward users of 1 to 5 years and fewer long-term users responding. This may reflect Milton's continued population growth and newer residents engaging with MPL.

Focus for 2027: Strengthen orientation and newcomer awareness initiatives to convert newer residents into lifelong users.

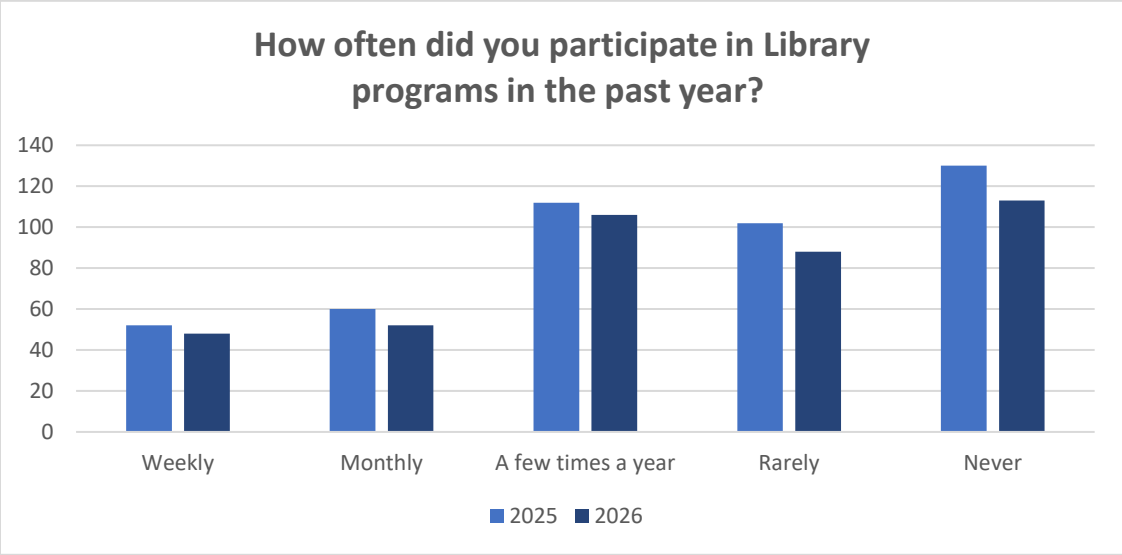

How do you typically use the library?
400
350
300
250
200
150
100
50
0
Browse the collection (books, video...
Check-out books
Bring my children for activities and reading
To work, meet or study
To read
Pick up holds
Attend library programs
Use computers / tablets
Use free WIFI
Printing & technology services
Community meetings & services
Online services (website, app)
2025
2026

Question	Options	2025	2026
How do you typically use the library? Check all that apply.	Browse the collection (books, video games, music)	369	263
New Option 2026	Check-out books	0	339
	Bring my children for activities and reading	139	157
	To work, meet or study	90	88
	To read	143	108
	Pick up holds	275	254
	Attend library programs	161	162
	Use computers / tablets	49	55
	Use free WIFI	58	50
	Printing & technology services	86	88
	Community meetings & services	42	53
	Online services (website, app)	134	122
	Other	2	0

Core usage remains highly consistent, with borrowing materials, browsing collections, picking up holds, attending programs, and family visits remaining primary reasons for using MPL.

Focus for 2027: Continue balancing traditional collections with community space, technology, and meeting space investments.

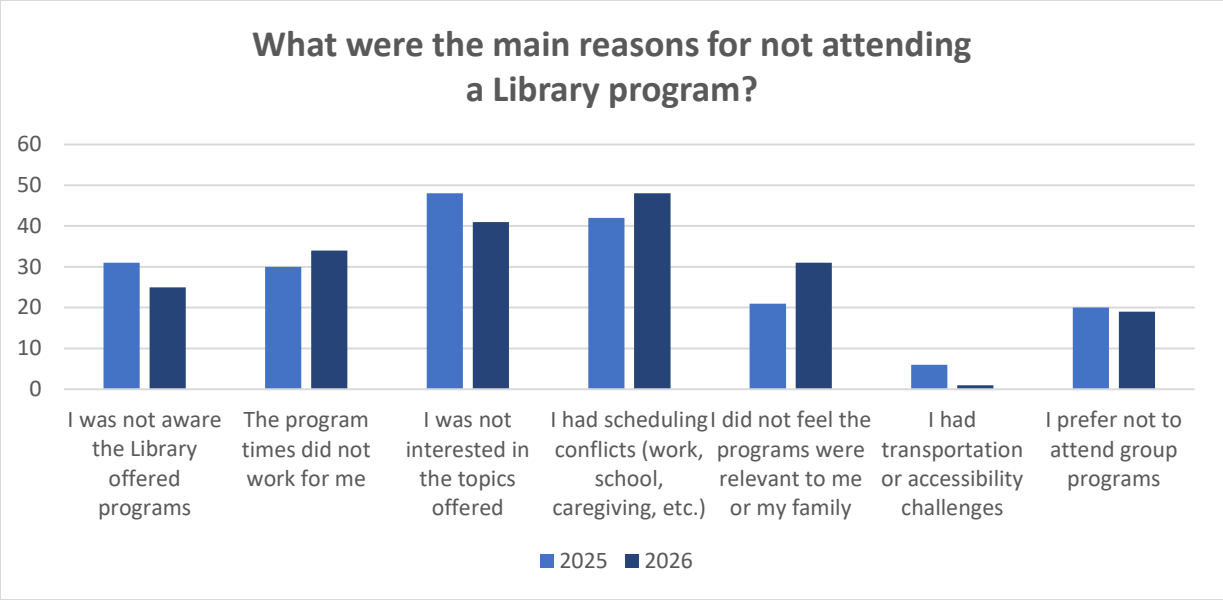
LIBRARY PROGRAMMING QUESTIONS



Question	Options	2025	2026
How often did you participate in Library programs in the past year?	Weekly	52	48
	Monthly	60	52
	A few times a year	112	106
	Rarely	102	88
	Never	130	113

Program participation remained stable, with slight reductions across most participation frequencies largely reflecting the smaller survey sample. The decline in "never attended" responses suggests modest growth in program reach.

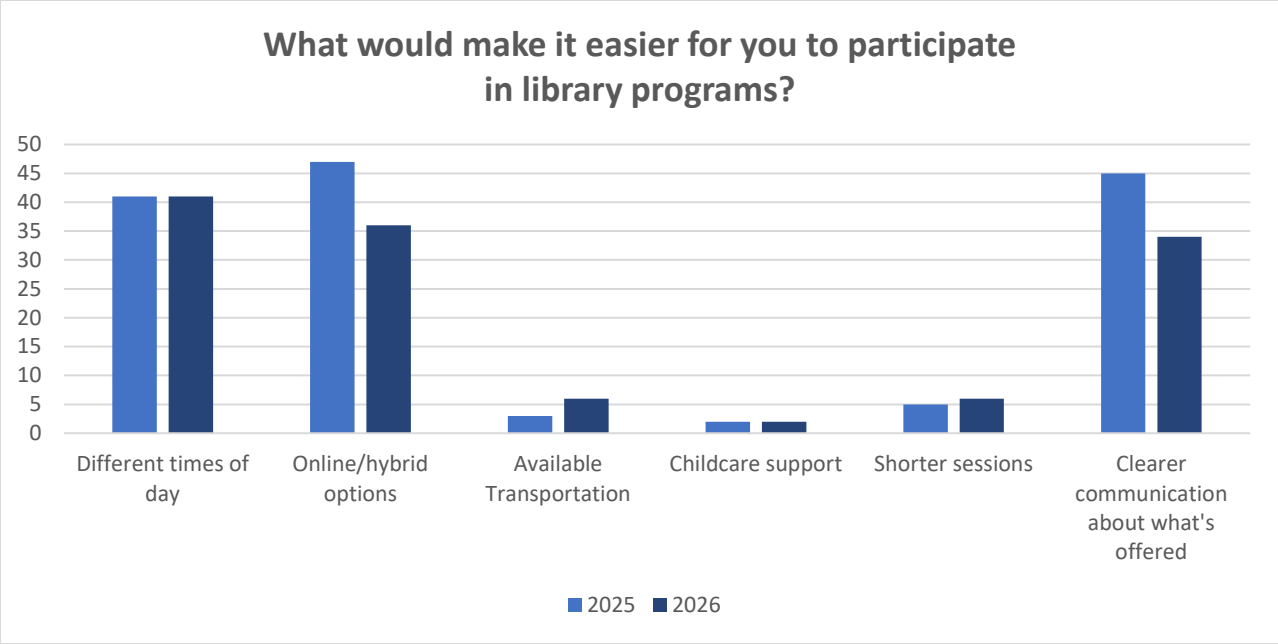
Focus for 2027: Continue expanding participation among non-users through targeted outreach and tailored programming.



Question	Options	2025	2026
What were the main reasons for not attending a Library program? Select all that apply.	I was not aware the Library offered programs	31	25
	The program times did not work for me	30	34
	I was not interested in the topics offered	48	41
	I had scheduling conflicts (work, school, caregiving, etc.)	42	48
	I did not feel the programs were relevant to me or my family	21	31
	I had transportation or accessibility challenges	6	1
	I prefer not to attend group programs	20	19
	Other	2	0

Awareness continues to improve, however scheduling conflicts increased and more respondents indicated programs were not relevant to them or their family. Timing and relevance have overtaken awareness as key barriers.

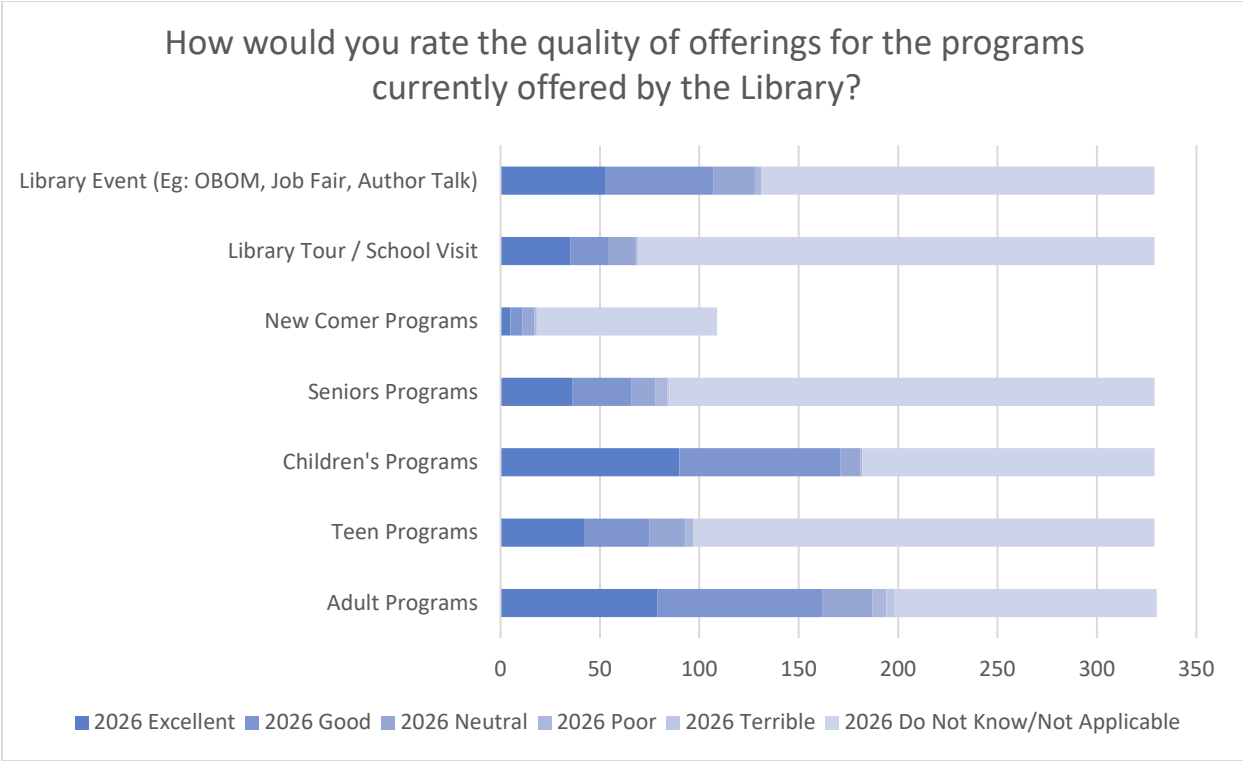
Focus for 2027: Review program scheduling models and diversify offerings to address emerging community interests and life stages.



Question	Options	2025	2026
What would make it easier for you to participate in library programs? Select all that apply.	Different times of day	41	41
	Online/hybrid options	47	36
	Available Transportation	3	6
	Childcare support	2	2
	Shorter sessions	5	6
	Clearer communication about what's offered	45	34
	Other	0	2

Different program times remained the top request, while demand for online and hybrid options declined slightly. Requests for clearer communication decreased, suggesting communication efforts have improved.

Focus for 2027: Continue offering flexible scheduling while maintaining a selective hybrid approach where demand remains strongest.



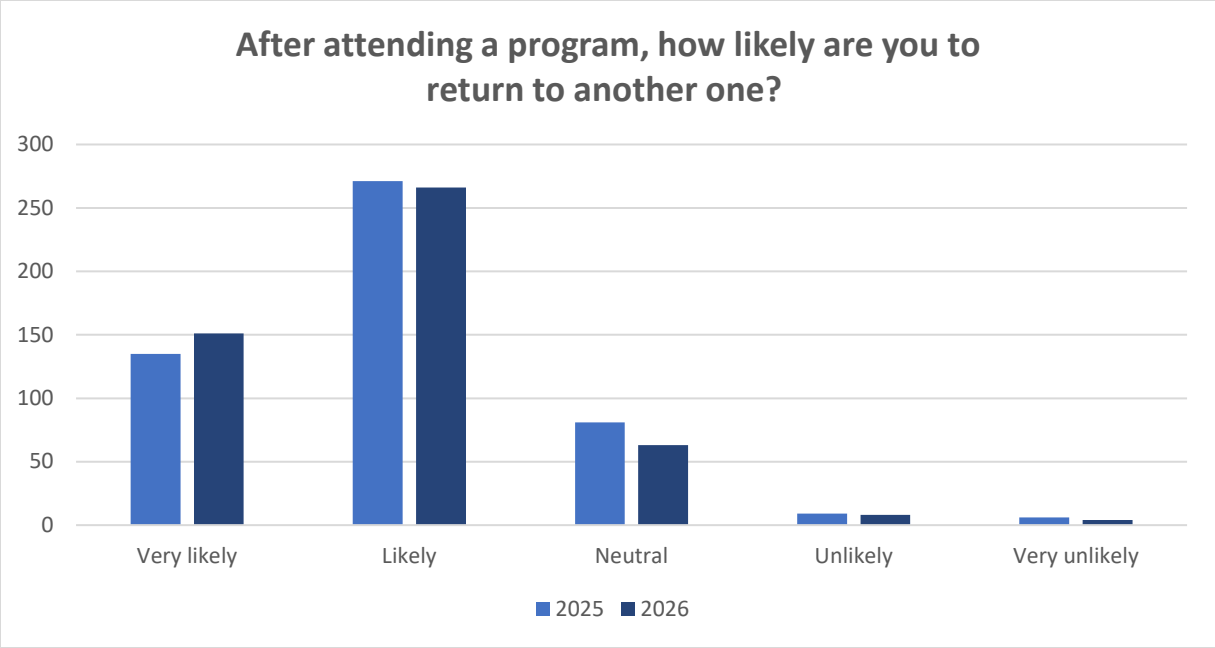
2026 data only displayed in chart

Question	Options	2025					
How would you rate the quality of offerings for the programs currently offered by the Library?		Excellent	Good	Neutral	Poor	Terrible	Do Not Know/Not Applicable
	Adult Programs	73	94	36	11	0	140
	Teen Programs	39	36	16	5	0	257
	Children's Programs	0	0	0	0	0	0
New Option 2026	Seniors Programs	0	0	0	0	0	0
New Option 2026	New Comer Programs	23	21	12	1	1	295
	Library Tour / School Visit	29	18	12	1	1	292
	Library Event (Eg: OBOM, Job Fair, Author Talk)	60	70	25	3	0	195

Questions	Options	2026					
How would you rate the quality of offerings for the programs currently offered by the Library?		Excellent	Good	Neutral	Poor	Terrible	Do Not Know/Not Applicable
	Adult Programs	79	83	25	7	4	132
	Teen Programs	42	33	18	4	0	232
New Option 2026	Children's Programs	90	81	10	1	0	147
New Option 2026	Seniors Programs	36	30	12	6	1	244
	New Comer Programs	5	6	6	1	1	90
	Library Tour / School Visit	35	19	14	1	0	260
	Library Event (Eg: OBOM, Job Fair, Author Talk)	53	54	21	3	0	198

Program quality ratings remained exceptionally strong across all categories with very few negative responses. Children's programs received particularly strong ratings, while awareness of newcomer and specialized programming remains lower.

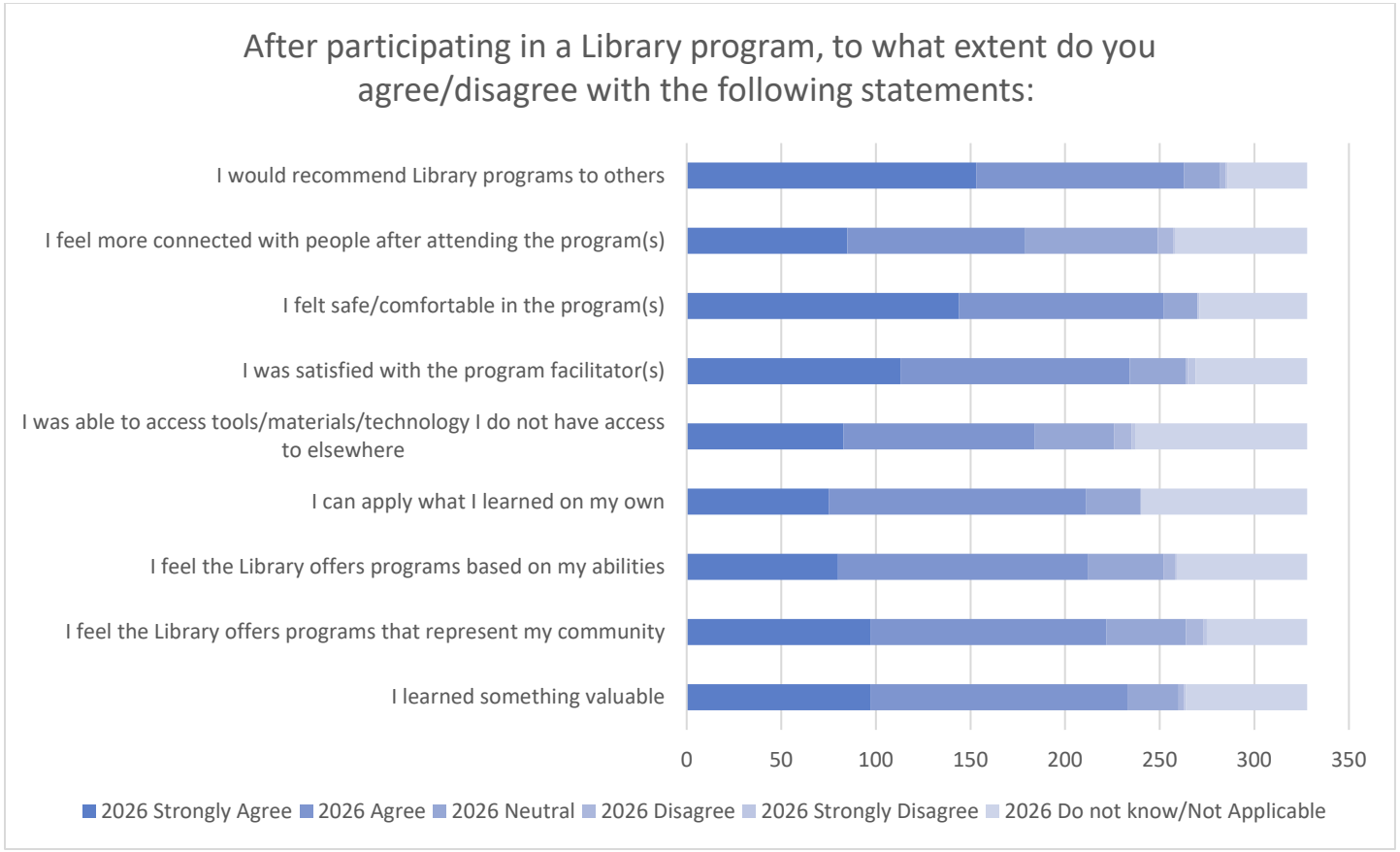
Focus for 2027: Increase visibility and promotion of less familiar program streams to improve awareness and participation.



Question	Options	2025	2026
After attending a program, how likely are you to return to another one?	Very likely	135	151
	Likely	271	266
	Neutral	81	63
	Unlikely	9	8
	Very unlikely	6	4

Intent to return improved slightly, with more respondents indicating they were "very likely" to attend again and fewer neutral responses. This suggests strong program loyalty and ongoing value.

Focus for 2027: Build on this momentum through targeted retention and repeat-attendee engagement strategies.



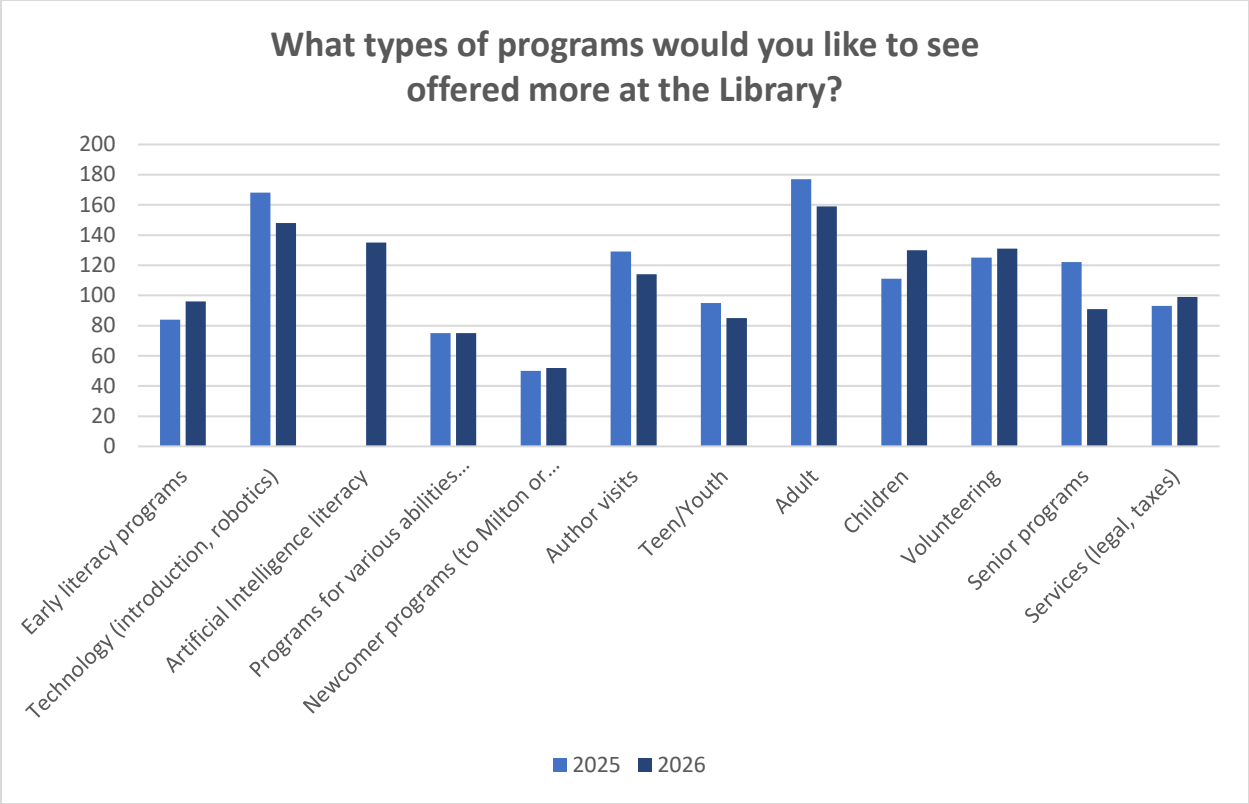
2026 data only displayed in chart

Question	Options	2025					
After participating in a Library program, to what extent do you agree/disagree with the following statements:		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Do not know/Not Applicable
	I learned something valuable	100	127	44	3	1	74
	I feel the Library offers programs that represent my community	85	126	38	12	9	79
	I feel the Library offers programs based on my abilities	86	118	43	9	4	89
	I can apply what I learned on my own	78	134	38	2	0	97
New Option 2026	I was able to access tools/materials/technology I don't have access to elsewhere	0	0	0	0	0	0
	I was satisfied with the program facilitator(s)	123	110	32	6	0	78
	I felt safe/comfortable in the program(s)	139	112	21	1	1	74
	I feel more connected with people after attending the program(s)	71	97	80	8	3	89
	I would recommend Library programs to others	148	106	21	4	1	68

Questions	Options	2026					
After participating in a Library program, to what extent do you agree/disagree with the following statements:		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Do not know/Not Applicable
	I learned something valuable	97	136	27	3	1	64
	I feel the Library offers programs that represent my community	97	125	42	9	2	53
	I feel the Library offers programs based on my abilities	80	132	40	6	1	69
	I can apply what I learned on my own	75	136	29	0	0	88
New Option 2026	I was able to access tools/materials/technology I do not have access to elsewhere	83	101	42	9	2	91
	I was satisfied with the program facilitator(s)	113	121	30	1	4	59
	I felt safe/comfortable in the program(s)	144	108	18	0	1	57
	I feel more connected with people after attending the program(s)	85	94	70	8	1	70
	I would recommend Library programs to others	153	110	19	3	1	42

Program outcomes remained very positive across all measures. The strongest results continue to be safety, comfort, learning, and recommendation to others, while community connection remains positive but is comparatively weaker than other outcomes.

Focus for 2027: Explore opportunities to increase social connection and community-building outcomes within programs.

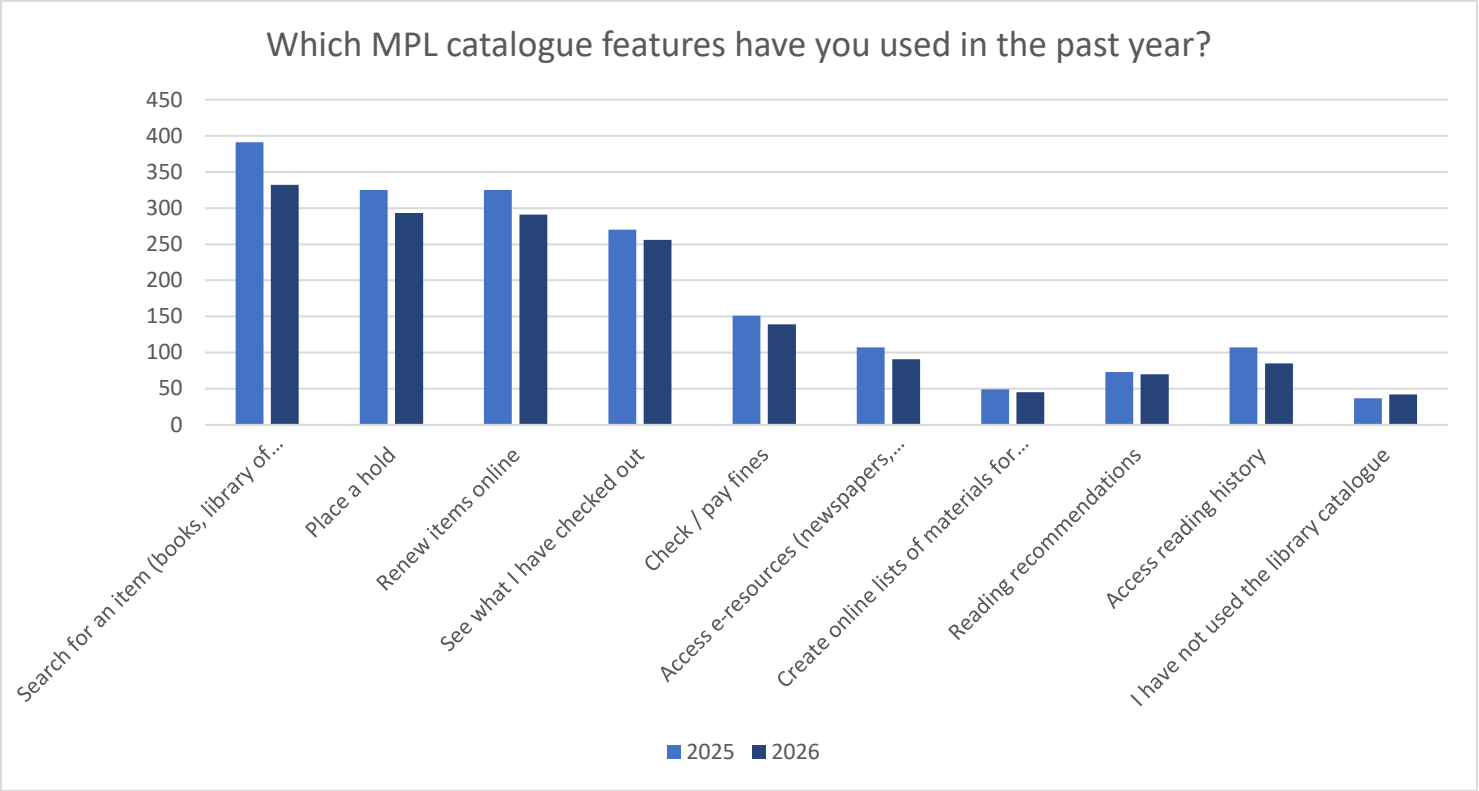

What types of programs would you like to see offered more at the Library?
200
180
160
140
120
100
80
60
40
20
0
Early literacy programs
Technology (introduction, robotics)
Artificial Intelligence literacy
Programs for various abilities...
Newcomer programs (to Milton or ...
Author visits
Teen/Youth
Adult
Children
Volunteering
Senior programs
Services (legal, taxes)
2025
2026

Question	Options	2025	2026
What types of programs would you like to see offered more at the Library? Check all that apply.	Early literacy programs	84	96
	Technology (introduction, robotics)	168	148
New Option 2026	Artificial Intelligence literacy	0	135
	Programs for various abilities (neurodivergent, sensory)	75	75
	Newcomer programs (to Milton or Canada)	50	52
	Author visits	129	114
	Teen/Youth	95	85
	Adult	177	159
	Children	111	130
	Volunteering	125	131
	Senior programs	122	91
	Services (legal, taxes)	93	99
	Other	1	1

Interest remains highest for adult programs, technology programs, volunteering opportunities, children's programming, and author visits. Artificial Intelligence literacy emerged as a significant new area of interest immediately upon introduction.

Focus for 2027: Prioritize AI literacy, technology learning, volunteering, and family-focused programming while monitoring changing demand for seniors programming.

COLLECTION USE QUESTIONS

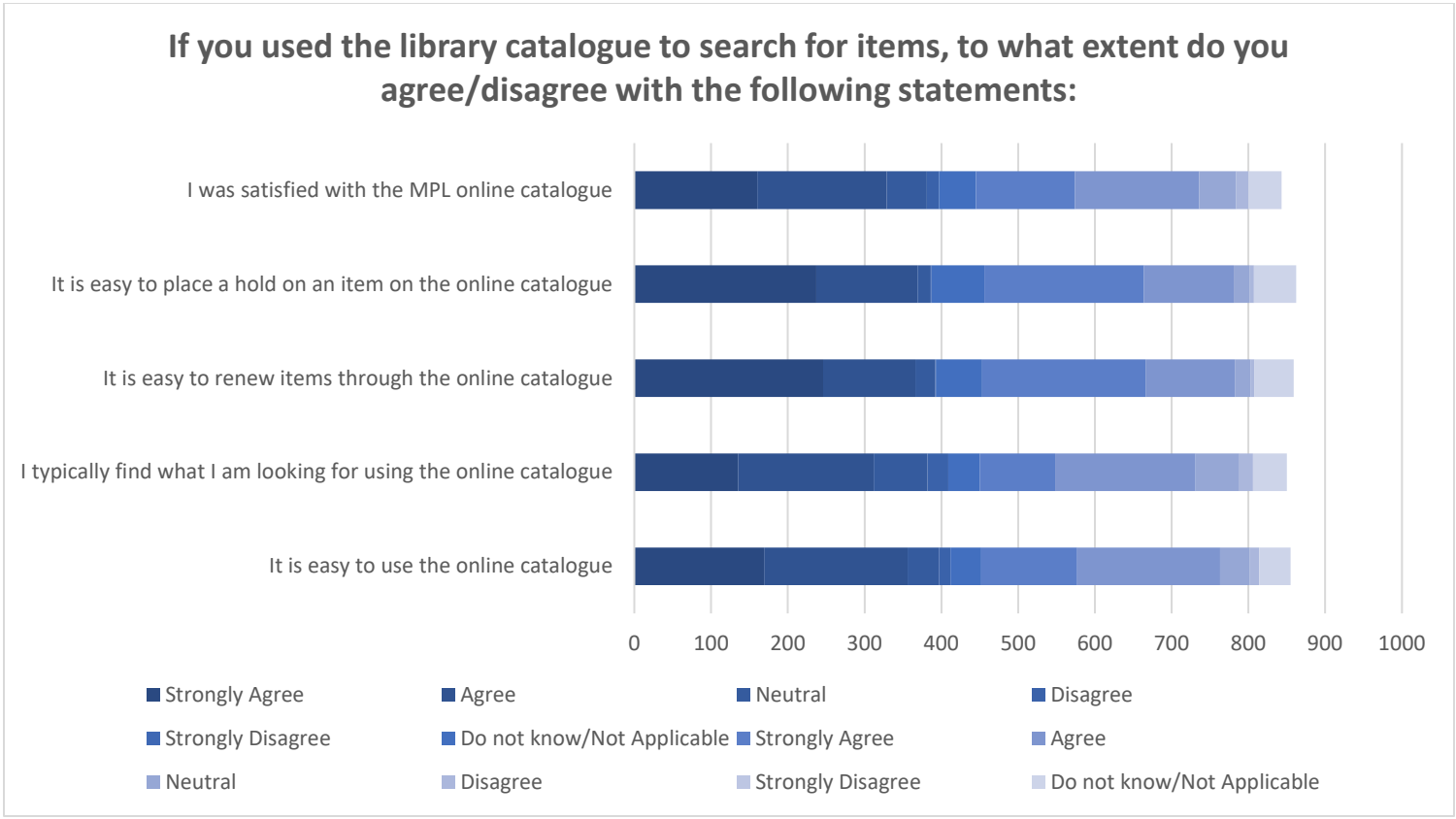


Milton Public Library
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Question	Options	2025	2026
Which MPL catalogue features have you used in the past year? Check all that apply.	Search for an item (books, library of things, etc)	391	332
	Place a hold	325	293
	Renew items online	325	291
	See what I have checked out	270	256
	Check / pay fines	151	139
	Access e-resources (newspapers, magazines) and databases	107	91
	Create online lists of materials for future use	49	45
	Reading recommendations	73	70
	Access reading history	107	85
	I have not used the library catalogue	37	42

Catalogue usage remains high, particularly for searching, holds, renewals, and account management. Slight declines across most features likely reflect survey sample differences rather than reduced overall use.

Focus for 2027: Increase promotion of underutilized features such as reading history, recommendations, and personalized lists.



2026 data only displayed in chart

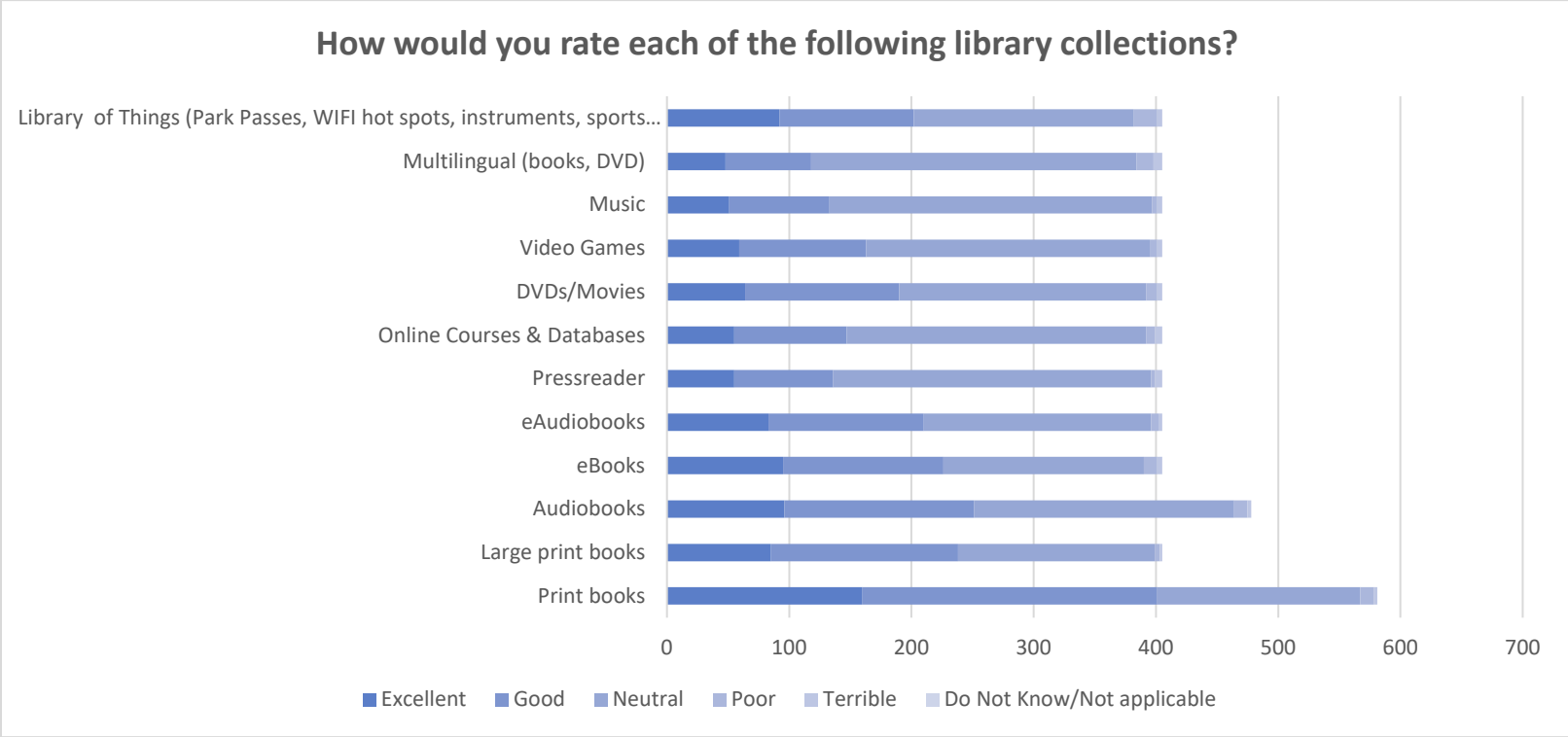
Question	Options	2025					
If you used the library catalogue to search for items, to what extent do you agree/disagree with the following statements:		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Do not know/Not Applicable
	It is easy to use the online catalogue	169	187	41	15	0	40
	I typically find what I am looking for using the online catalogue	135	177	70	27	0	41
	It is easy to renew items through the online catalogue	246	120	26	1	0	60
	It is easy to place a hold on an item on the online catalogue	237	132	16	2	0	69
	I was satisfied with the MPL online catalogue	160	169	52	16	0	48

Question	Options	2026					
If you used the library catalogue to search for items, to what extent do you agree/disagree with the following statements:		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Do not know/Not Applicable
	It is easy to use the online catalogue	125	186	39	12	0	41
	I typically find what I am looking for using the online catalogue	98	183	57	18	0	44
	It is easy to renew items through the online catalogue	213	117	20	5	0	51
	It is easy to place a hold on an item on the online catalogue	208	117	21	5	0	55
	I was satisfied with the MPL online catalogue	129	162	48	16	0	43

Patrons continue to rate the catalogue positively, with ease of renewal and placing holds remaining key strengths. Satisfaction remains high, although fewer respondents strongly agreed they could find what they were looking for compared to 2025.

Focus for 2027: Review search experience, discovery tools, and collection visibility to improve findability.

NEW QUESTION



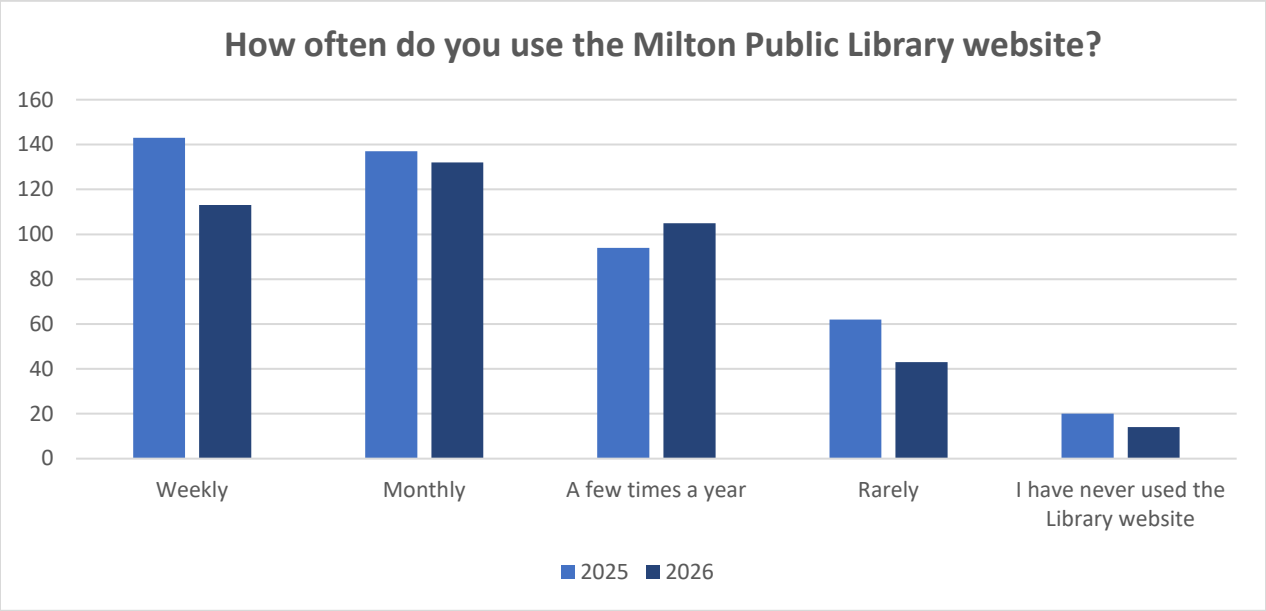
2026 data only displayed in chart

Question	Options	2026					
How would you rate each of the following library collections?		Excellent	Good	Neutral	Poor	Terrible	Do Not Know/Not applicable
	Print books	160	241	166	11	3	0
	Large print books	85	153	161	4	2	0
	Audiobooks	96	155	213	11	3	0
	eBooks	95	131	164	11	4	0
	eAudiobooks	83	127	186	6	3	0
	Pressreader	55	81	260	3	6	0
	Online Courses & Databases	55	92	245	7	6	0
	DVDs/Movies	64	126	202	9	4	0
	Video Games	59	104	232	6	4	0
	Music	51	82	264	4	4	0
	Multilingual (books, DVD)	48	70	266	14	7	0
	Library of Things (Park Passes, WIFI hot spots, instruments, sports equipment)	92	110	180	19	4	0

Collections were rated very positively overall, particularly print books and Library of Things resources. Higher neutral ratings for specialized collections suggest many respondents may be unfamiliar with some offerings.

Focus for 2027: Increase awareness and promotion of digital collections, multilingual collections, databases, and Library of Things resources.

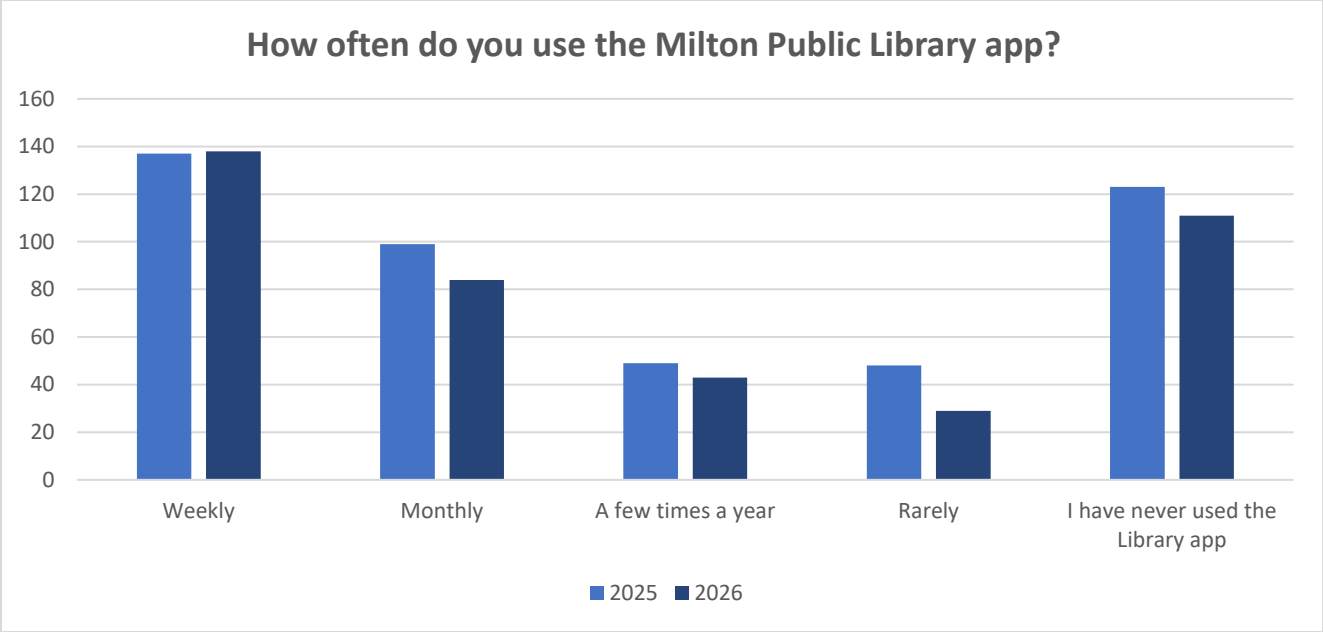
LIBRARY SERVICES QUESTIONS



Question	Options	2025	2026
How often do you use the Milton Public Library website?	Weekly	143	113
	Monthly	137	132
	A few times a year	94	105
	Rarely	62	43
	I have never used the Library website	20	14

Website usage shifted slightly from weekly visits toward monthly and occasional use, while non-users declined. This suggests broad adoption but potentially changing digital behaviour patterns.

Focus for 2027: Continue improving website usability while monitoring migration toward app-based engagement

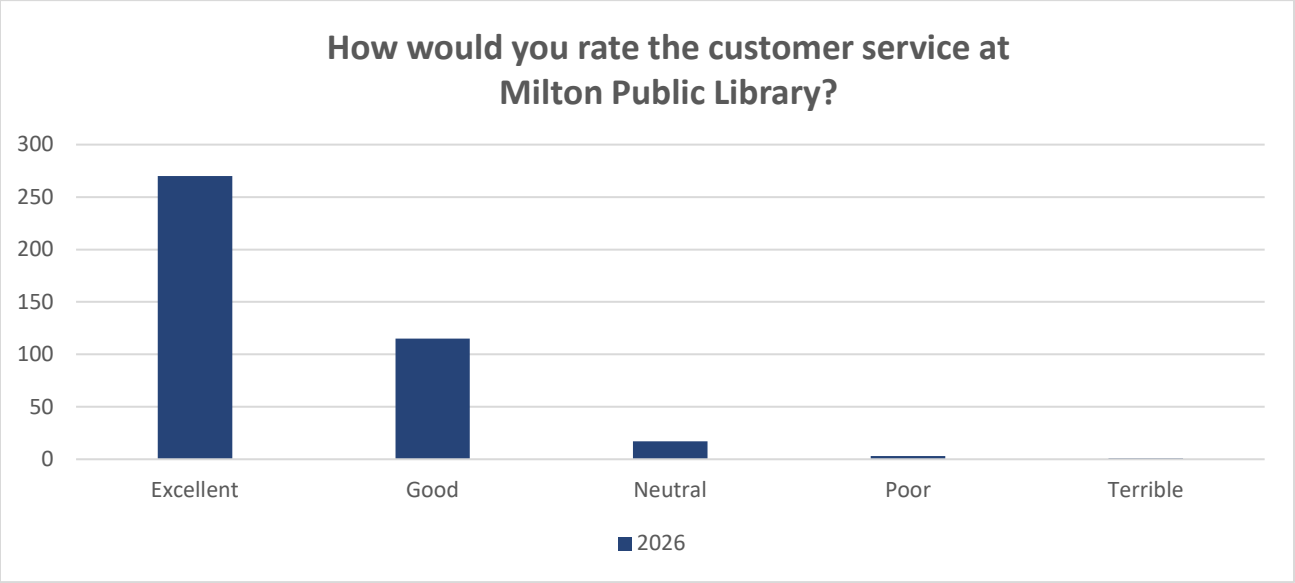


Question	Options	2025	2026
How often do you use the Milton Public Library app?	Weekly	137	138
	Monthly	99	84
	A few times a year	49	43
	Rarely	48	29
	I have never used the Library app	123	111

App usage remained stable with weekly use slightly increasing and fewer respondents indicating they never use the app. The app continues to be an important service channel.

Focus for 2027: Promote app-exclusive features and encourage adoption among website-only users

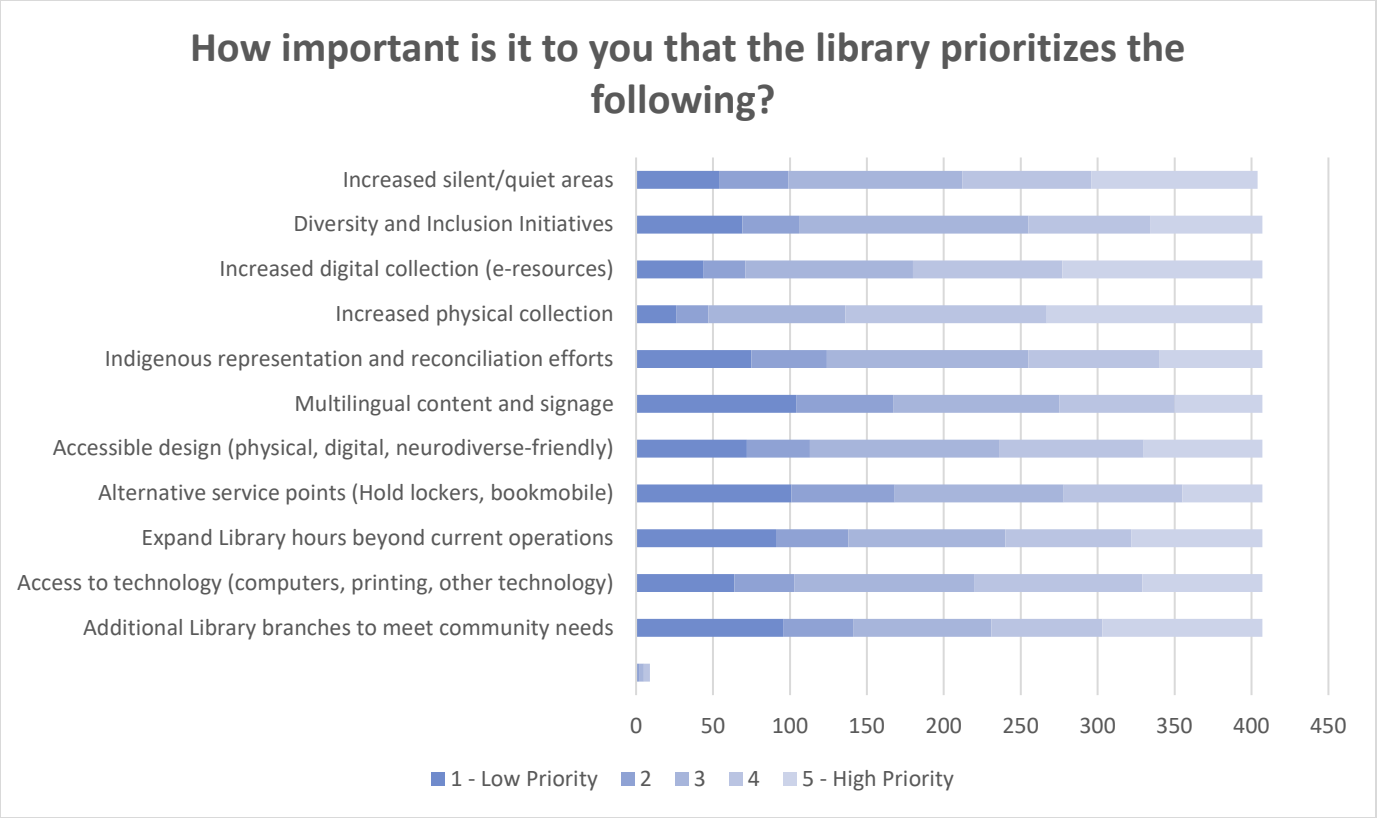
NEW QUESTION



Question	Options	2026
How would you rate the customer service at Milton Public Library?	Excellent	270
	Good	115
	Neutral	17
	Poor	3
	Terrible	1

Customer service was an outstanding strength, with 95% of respondents rating service as excellent or good and very few negative responses.

Focus for 2027: Maintain current service standards while supporting staff through continued customer experience training and recognition programs,



2026 data only displayed in chart

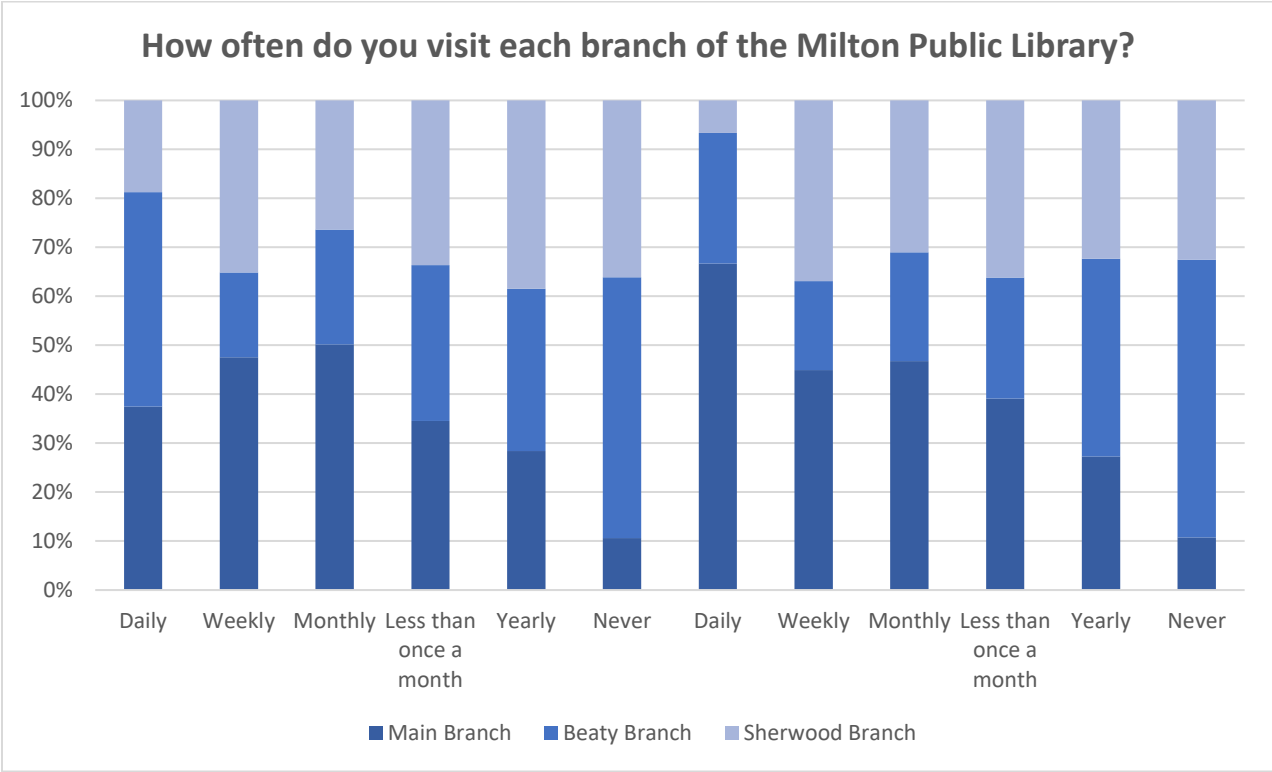
Question	Options	2025				
How important is it to you that the library prioritizes the following?		**1 - Low Priority**	**2**	**3**	**4**	**5 - High Priority**
New Option 2026	Additional Library branches to meet community needs	0	0	0	0	0
	Access to technology (computers, printing, other technology)	76	39	136	101	104
New Option 2026	Expand Library hours beyond current operations	0	0	0	0	0
	Alternative service points (Hold lockers, bookmobile)	142	70	131	68	45
	Accessible design (physical, digital, neurodiverse-friendly)	88	51	146	86	85
	Multilingual content and signage	130	72	134	56	64
	Indigenous representation and reconciliation efforts	101	51	148	82	74
	Increased physical collection	35	26	114	127	154
	Increased digital collection (e-resources)	51	42	118	99	146
	Diversity and Inclusion Initiatives	91	47	143	87	88
New Option 2026	Increased silent/quiet areas	0	0	0	0	0

Question	Options	2026				
How important is it to you that the library prioritizes the following?		1 - Low Priority	2	3	4	5 - High Priority
New Option 2026	Additional Library branches to meet community needs	96	45	90	72	104
	Access to technology (computers, printing, other technology)	64	39	117	109	78
New Option 2026	Expand Library hours beyond current operations	91	47	102	82	85
	Alternative service points (Hold lockers, bookmobile)	101	67	110	77	52
	Accessible design (physical, digital, neurodiverse-friendly)	72	41	123	94	77
	Multilingual content and signage	104	63	108	75	57
	Indigenous representation and reconciliation efforts	75	49	131	85	67
	Increased physical collection	26	21	89	131	140
	Increased digital collection (e-resources)	44	27	109	97	130
	Diversity and Inclusion Initiatives	69	37	149	79	73
New Option 2026	Increased silent/quiet areas	54	45	113	84	108

The highest priorities identified by respondents were increased physical collections, increased digital collections, additional quiet spaces, and future library branches. Technology and accessibility remain important but were more frequently rated as moderate priorities.

Focus for 2027: Future planning should prioritize collection growth and space expansion while continuing investments in accessibility and technology.

CUSTOMER EXPERIENCE QUESTIONS



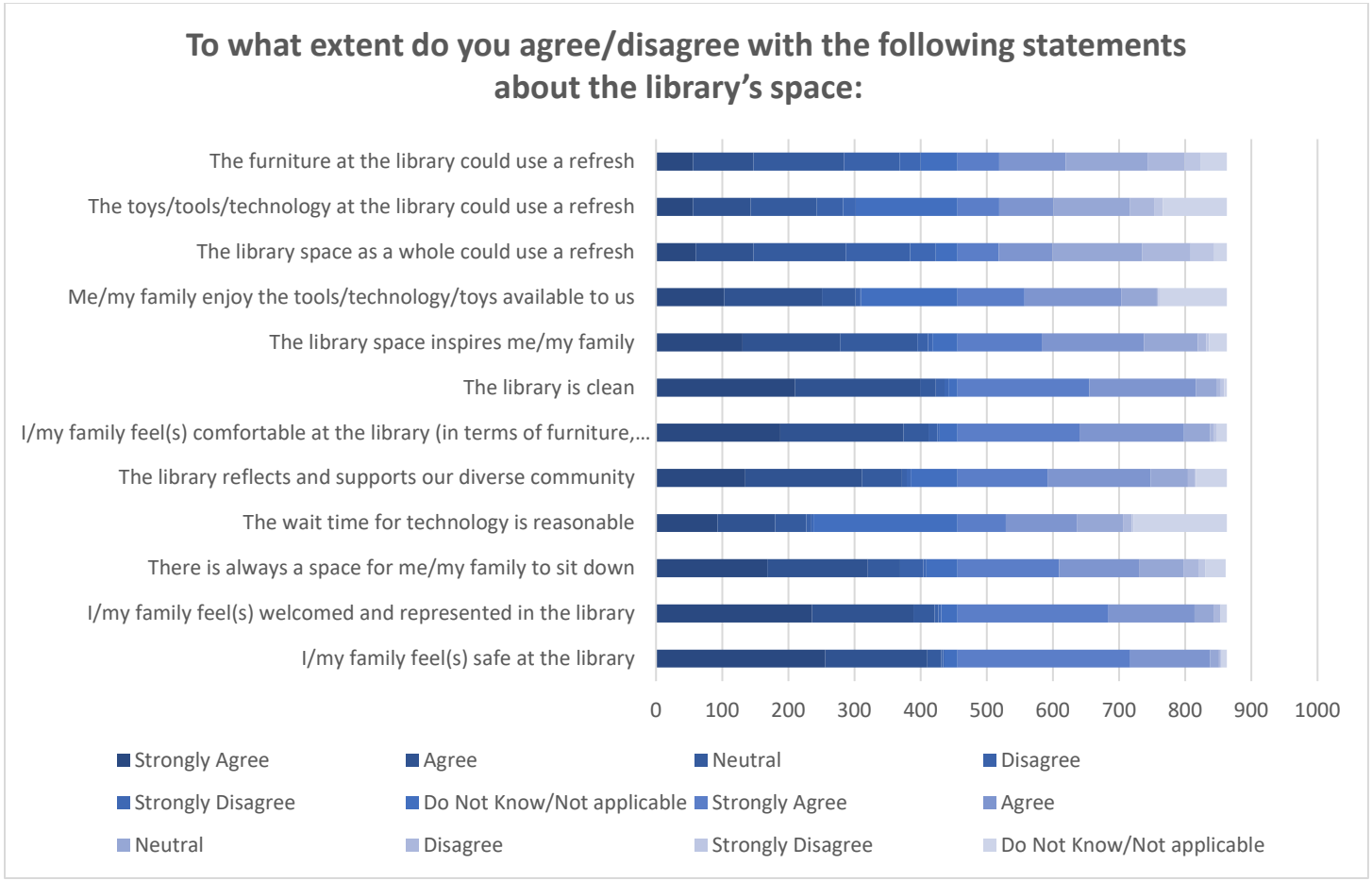
2026 data only displayed in chart

Question	Options	2025					
How often do you visit each branch of the Milton Public Library? Check one option for each branch.		Daily	Weekly	Monthly	Less than once a month	Yearly	Never
	Main Library	6	88	156	113	59	34
	Beaty Branch	7	32	73	104	69	171
	Sherwood Branch	3	65	82	110	80	116

Question	Options	2026					
How often do you visit each branch of the Milton Public Library? Check one option for each branch.		Daily	Weekly	Monthly	Less than once a month	Yearly	Never
	Main Library	10	84	122	106	54	31
	Beaty Branch	4	34	58	67	80	164
	Sherwood Branch	1	69	81	98	64	94

Branch use remained generally stable, with Main Library continuing as the most frequently visited location. Sherwood maintained stronger visitation levels than Beaty, while Beaty continues to have the highest proportion of respondents indicating they never visit.

Focus for 2027: The Beaty renovation provides an opportunity to increase awareness, visitation, and community engagement at the branch.



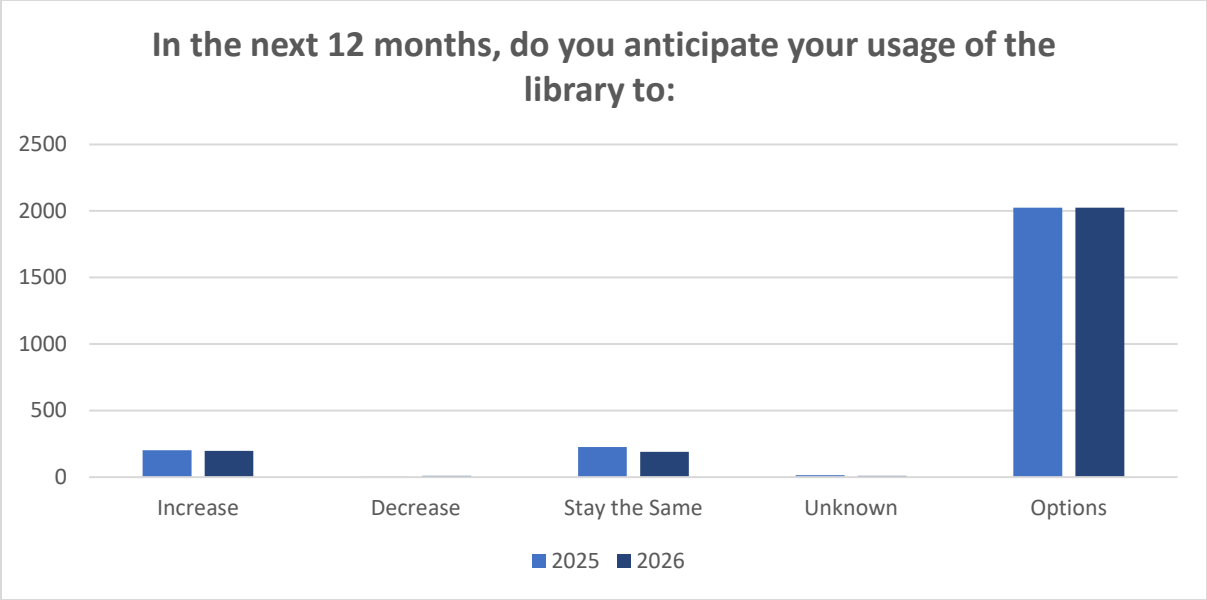
2026 data only displayed in chart

Space satisfaction remains exceptionally strong in areas such as safety, cleanliness, comfort, and representation. The most notable concern remains seating availability, while many respondents continue to indicate that spaces, furniture, and technology could benefit from refreshing.

Focus for 2027: Prioritize seating capacity, quiet spaces, furniture renewal, and technology updates as facilities planning progresses.

Question	Options	2025					
To what extent do you agree/disagree with the following statements about the library's space:		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Do Not Know/Not applicable
	I/my family feel(s) safe at the library	256	154	21	3	2	20
	I/my family feel(s) welcomed and represented in the library	236	153	32	6	4	25
	There is always a space for me/my family to sit down	168	152	49	35	5	47
	The wait time for technology is reasonable	93	87	47	8	3	218
	The library reflects and supports our diverse community	135	176	61	7	6	71
	I/my family feel(s) comfortable at the library (in terms of furniture, lighting etc.)	188	186	38	13	4	27
	The library is clean	210	189	24	13	6	14
	The library space inspires me/my family	131	147	117	16	7	38
	Me/my family enjoy the tools/technology/toys available to us	103	148	50	7	2	146
	The library space as a whole could use a refresh	60	87	140	97	39	33
	The toys/tools/technology at the library could use a refresh	56	87	100	40	19	154
	The furniture at the library could use a refresh	56	91	137	84	32	56

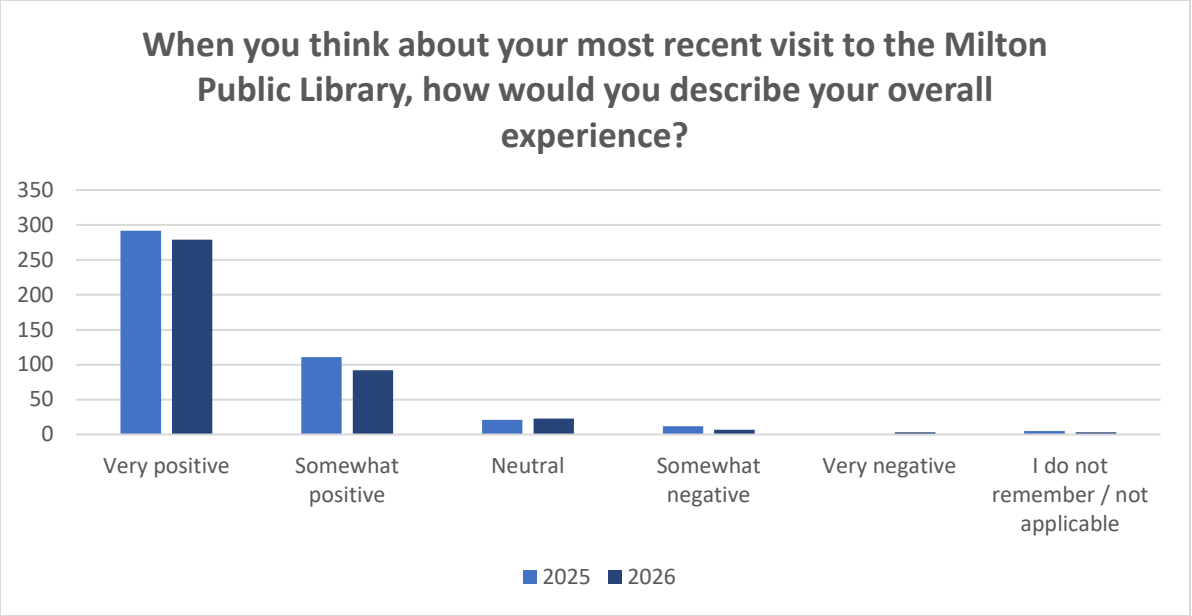
Question	Options	2026					
To what extent do you agree/disagree with the following statements about the library's space:		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Do Not Know/Not applicable
	I/my family feel(s) safe at the library	261	121	13	3	1	8
	I/my family feel(s) welcomed and represented in the library	228	130	30	9	1	9
	There is always a space for me/my family to sit down	153	121	67	24	9	31
	The wait time for technology is reasonable	73	107	70	13	3	141
	The library reflects and supports our diverse community	136	156	56	10	2	47
	I/my family feel(s) comfortable at the library (in terms of furniture, lighting etc.)	184	158	40	6	3	16
	The library is clean	199	161	31	7	5	4
	The library space inspires me/my family	127	155	81	13	4	27
	Me/my family enjoy the tools/technology/toys available to us	101	146	54	2	2	102
	The library space as a whole could use a refresh	62	81	136	73	36	19
	The toys/tools/technology at the library could use a refresh	63	82	115	38	12	97
	The furniture at the library could use a refresh	63	100	125	55	24	40



Question	Options	2025	2026
In the next 12 months, do you anticipate your usage of the library to:	Increase	203	197
	Decrease	3	9
	Stay the Same	227	191
	Unknown	14	10

Most respondents expect their usage to either remain the same or increase, consistent with 2025. Very few anticipate using the library less frequently.

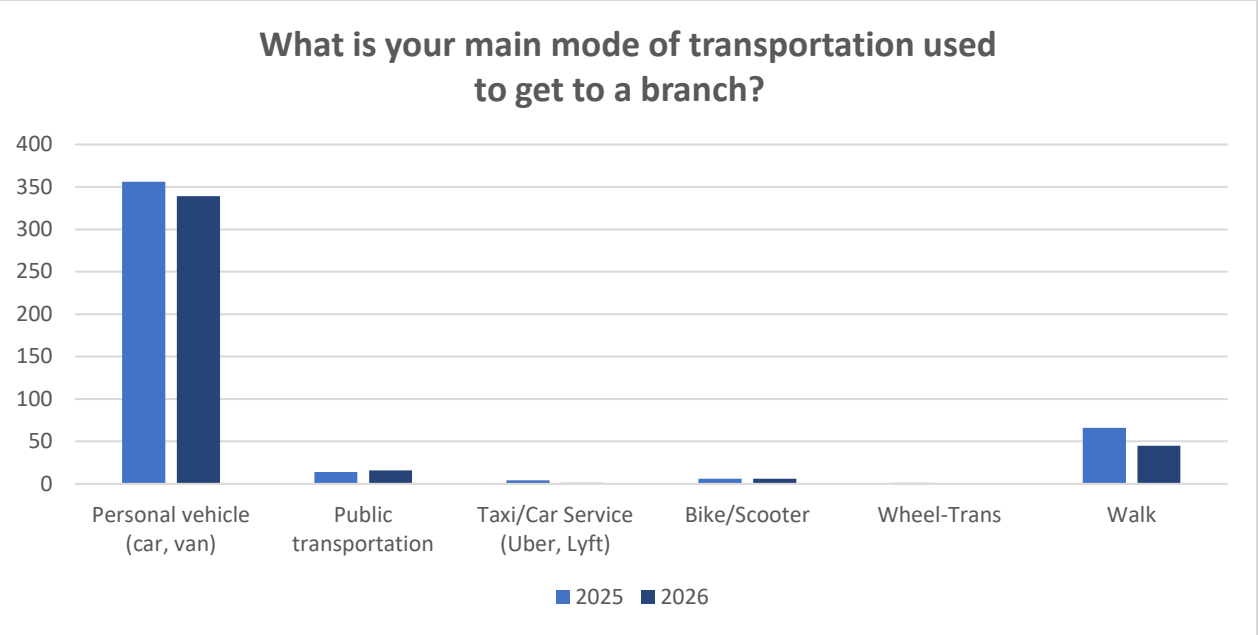
Focus for 2027: Plan capacity, collections, and services assuming continued demand growth rather than stabilization.



Question	Options	2025	2026
When you think about your most recent visit to the Milton Public Library, how would you describe your overall experience?	Very positive	292	279
	Somewhat positive	111	92
	Neutral	21	23
	Somewhat negative	12	7
	Very negative	0	3
	I do not remember / not applicable	5	3

Overall experience ratings remain overwhelmingly positive, with approximately 91% reporting a positive experience. Negative responses remain very low despite a small increase in "very negative" responses.

Focus for 2027: Continue monitoring service recovery and complaint trends to better understand the small group reporting negative experiences.

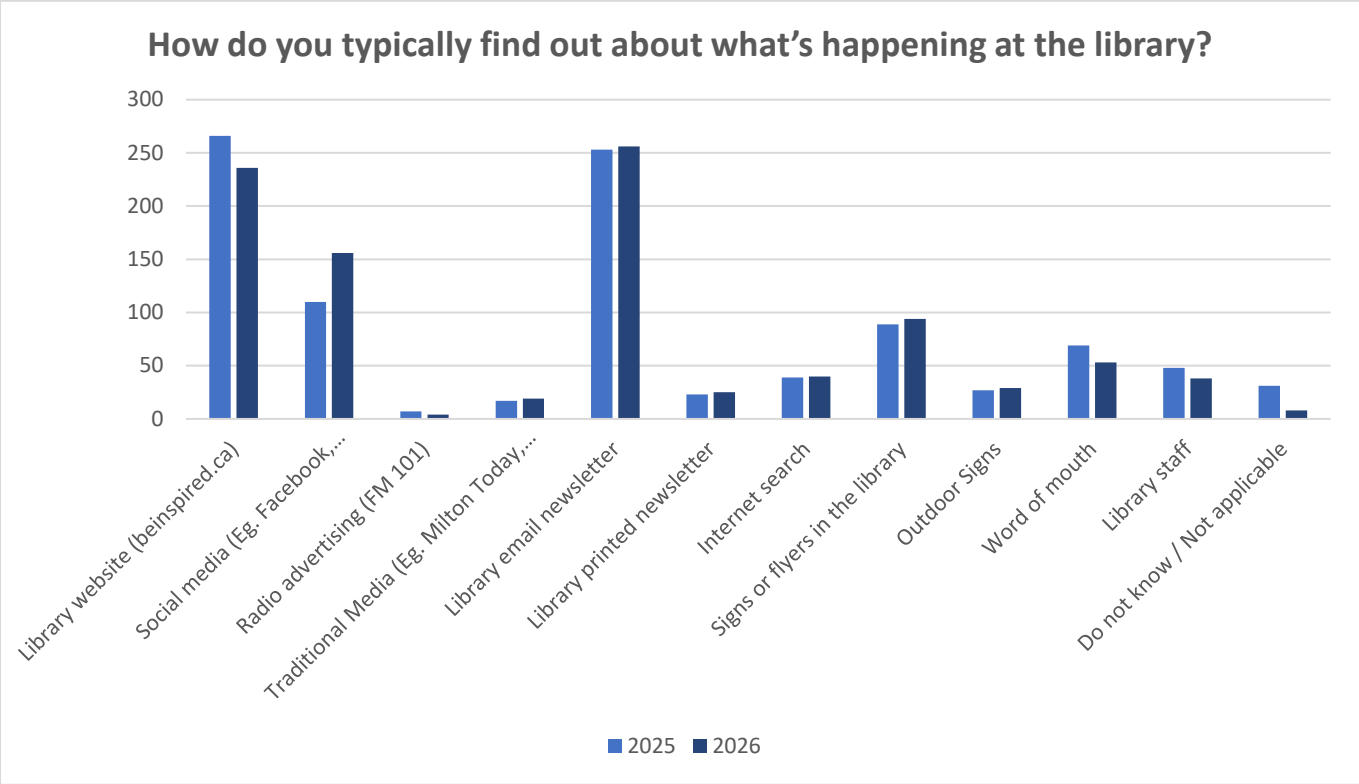


Question	Options	2025	2026
What is your main mode of transportation used to get to a branch?	Personal vehicle (car, van)	356	339
	Public transportation	14	16
	Taxi/Car Service (Uber, Lyft)	4	1
	Bike/Scooter	6	6
	Wheel-Trans	1	0
	Walk	66	45
	Other	0	0

Personal vehicles continue to dominate as the primary transportation method. Walking decreased compared to 2025, reinforcing the importance of branch accessibility and future service distribution across Milton.

Focus for 2027: Continue planning future branch locations and alternative service delivery with transportation realities in mind.

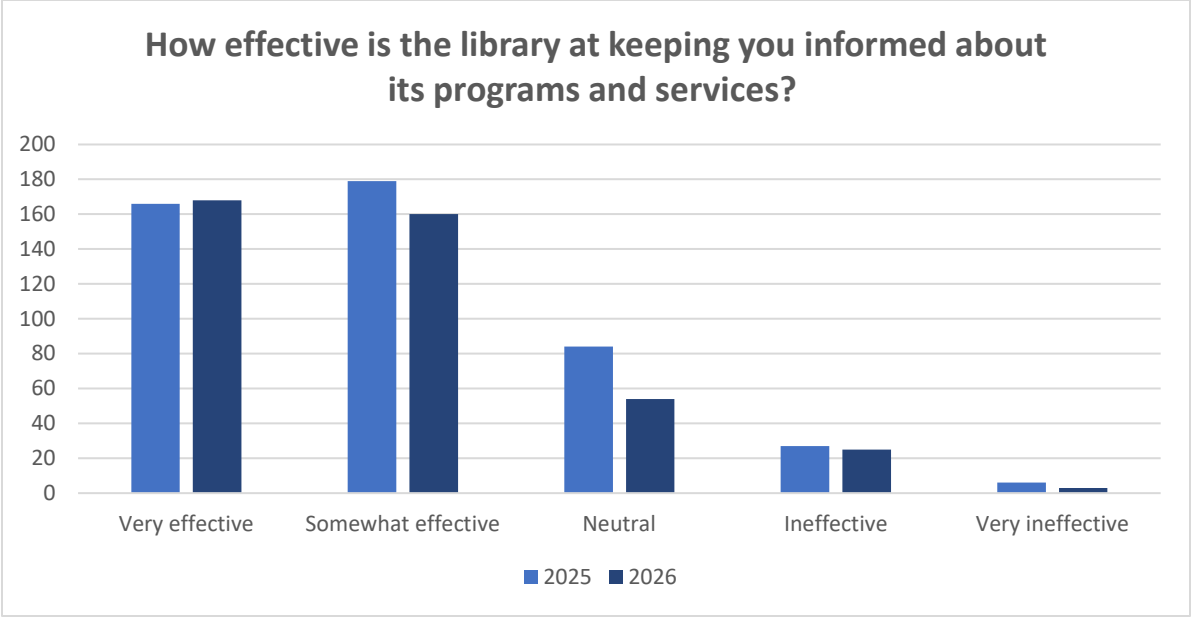
COMMUNICATIONS QUESTIONS



Question	Options	2025	2026
How do you typically find out about what's happening at the library? Check all that apply.	Library website (beinspired.ca)	266	236
	Social media (Eg. Facebook, Instagram, BlueSky)	110	156
	Radio advertising (FM 101)	7	4
	Traditional Media (Eg. Milton Today, Your TV)	17	19
	Library email newsletter	253	256
	Library printed newsletter	23	25
	Internet search	39	40
	Signs or flyers in the library	89	94
	Outdoor Signs	27	29
	Word of mouth	69	53
	Library staff	48	38
	Do not know / Not applicable	31	8

The website and email newsletter remain the strongest communication tools, while social media experienced significant growth and is now approaching website levels of influence. Fewer respondents selected "do not know," indicating stronger overall awareness.

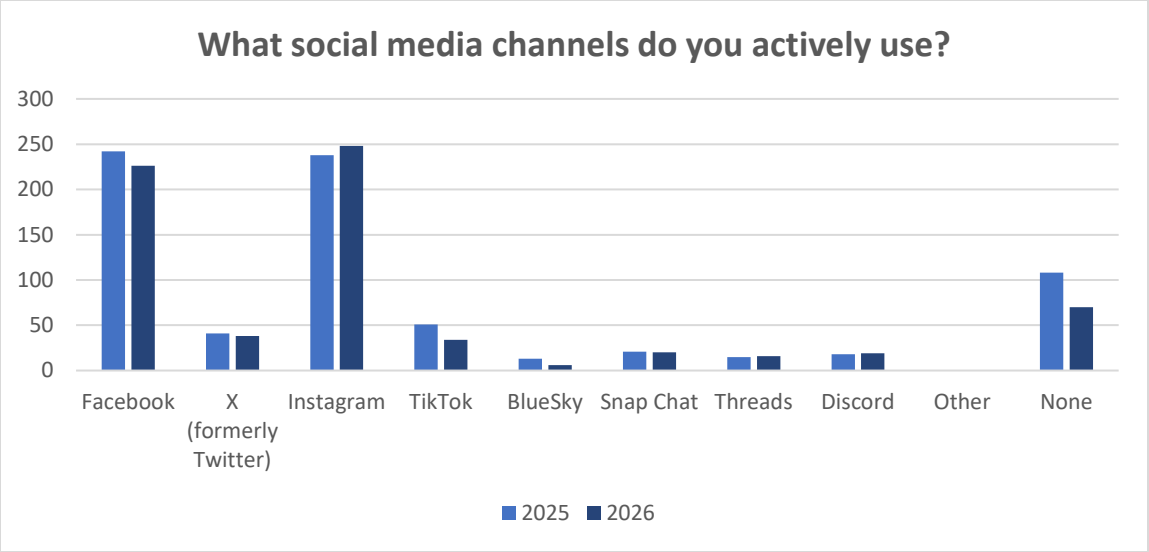
Focus for 2027: Continue prioritizing email marketing while increasing investment in social media channels, particularly Instagram.



Question	Options	2025	2026
How effective is the library at keeping you informed about its programs and services?	Very effective	166	168
	Somewhat effective	179	160
	Neutral	84	54
	Ineffective	27	25
	Very ineffective	6	3

Communication effectiveness improved slightly, with fewer neutral and ineffective ratings than in 2025. Overall sentiment remains strongly positive.

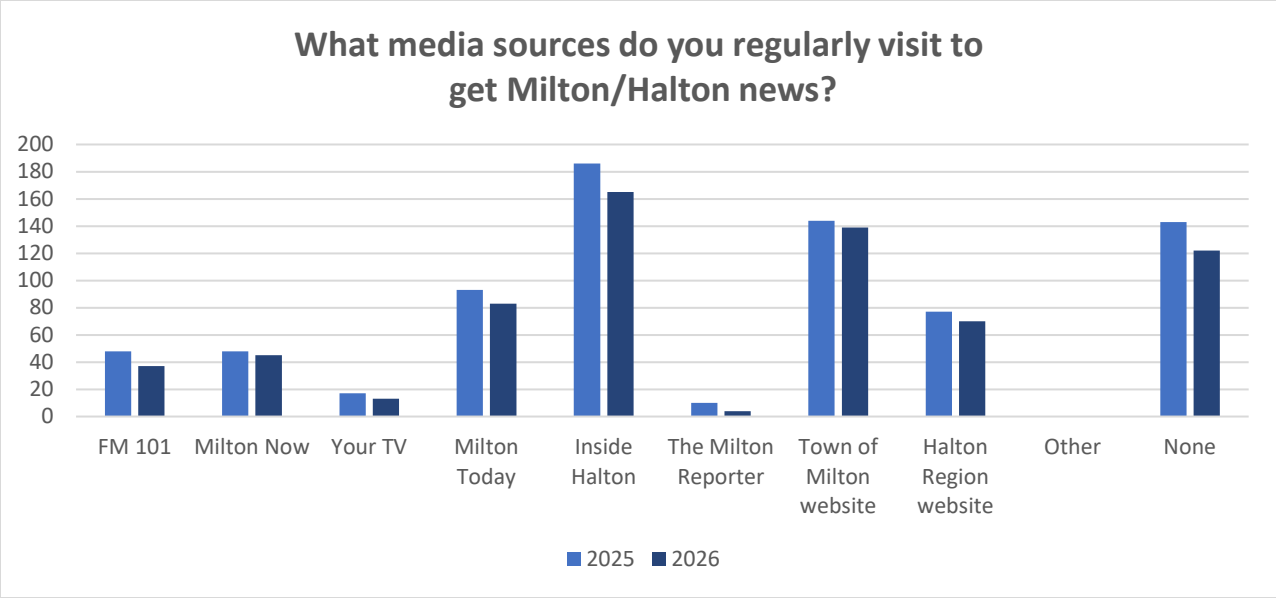
Focus for 2027: Continue refining targeted communications and personalized promotion of programs and services.



Question	Options	2025	2026
What social media channels do you actively use? Check all that apply.	Facebook	242	226
	X (formerly Twitter)	41	38
	Instagram	238	248
	TikTok	51	34
	BlueSky	13	6
	Snap Chat	21	20
	Threads	15	16
	Discord	18	19
	Other	0	0
	None	108	70

Facebook and Instagram remain dominant platforms, with Instagram surpassing Facebook among respondents. The number of patrons reporting no social media use declined significantly.

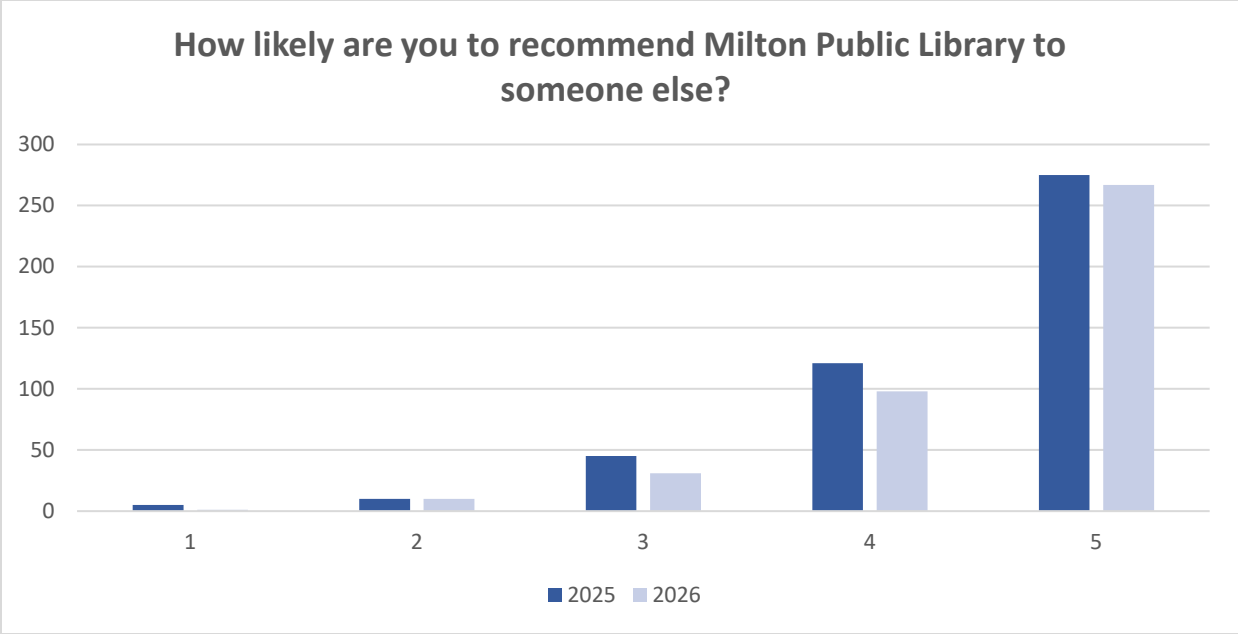
Focus for 2027: Prioritize Instagram and Facebook while maintaining awareness of emerging platforms without overinvesting resources.



Question	Options	2025	2026
What media sources do you regularly visit to get Milton/Halton news? Check all that apply.	FM 101	48	37
	Milton Now	48	45
	Your TV	17	13
	Milton Today	93	83
	Inside Halton	186	165
	The Milton Reporter	10	4
	Town of Milton website	144	139
	Halton Region website	77	70
	Other	0	0
	None	143	122

Media consumption patterns remained stable, with Inside Halton and the Town of Milton website remaining the most commonly used local information sources. Traditional media channels generally declined slightly.

Focus for 2027: Focus partnership and advertising opportunities on digital local media and municipal channels.

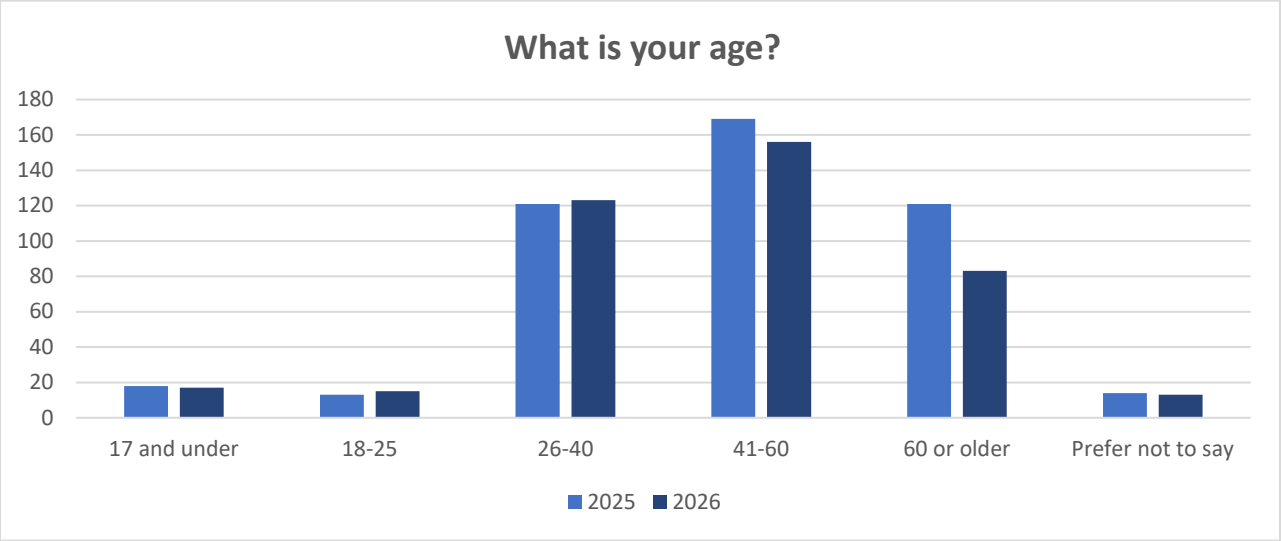


Question	Options	2025	2026
How likely are you to recommend Milton Public Library to someone else?	1 - Not Likely	5	1
	2	10	10
	3	45	31
	4	121	98
	5 - Highly Likely	275	267

Advocacy remains exceptionally strong, with the majority of respondents selecting the highest recommendation score. Lower ratings decreased further in 2026.

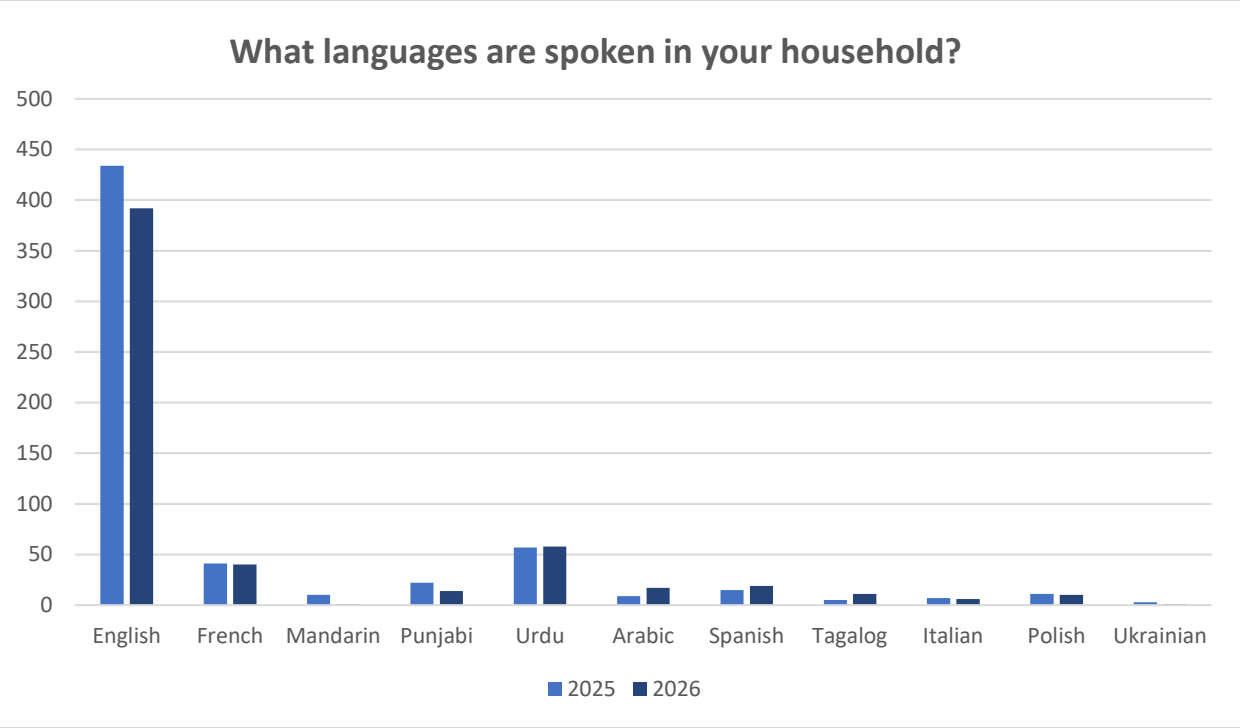
Focus for 2027: Leverage strong patron advocacy through testimonials, community ambassadors, and word-of-mouth promotion

DEMOGRAPHIC QUESTIONS



Question	Options	2025	2026
What is your age?	17 and under	18	17
	18-25	13	15
	26-40	121	123
	41-60	169	156
	60 or older	121	83
	Prefer not to say	14	13

The age profile remained concentrated in the 26-60 age groups, with a notable change was the decline in respondents aged 60+, suggesting either lower survey participation from older adults or a growing proportion of younger library users engaging with the survey. **Focus for 2027:** Continue balancing services for families and working-age adults while ensuring seniors remain engaged through targeted outreach, accessible programming, technology support, and communications channels they actively use

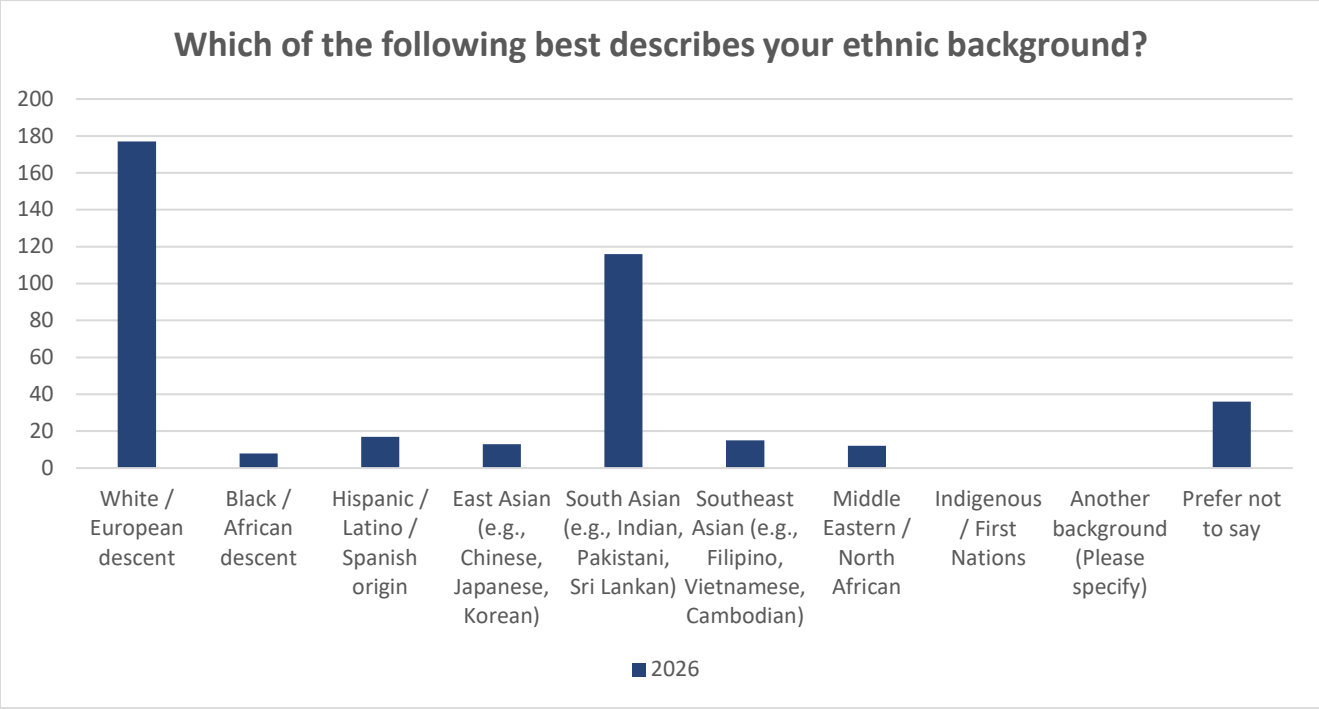

What languages are spoken in your household?
500
450
400
350
300
250
200
150
100
50
0
English
French
Mandarin
Punjabi
Urdu
Arabic
Spanish
Tagalog
Italian
Polish
Ukrainian
2025
2026

Question	Options	2025	2026
What languages are spoken in your household? Check all that apply.	English	434	392
	French	41	40
	Mandarin	10	1
	Punjabi	22	14
	Urdu	57	58
	Arabic	9	17
	Spanish	15	19
	Tagalog	5	11
	Italian	7	6
	Polish	11	10
	Ukrainian	3	1
	Other	0	0

The results continue to reflect Milton's growing linguistic diversity, with increasing representation from several language groups. However, some communities may still be underrepresented due to language or accessibility barriers associated with survey participation.

2027 Focus: Explore offering survey invitations and promotional materials in multiple languages commonly spoken in Milton and work with community partners to increase participation from multilingual and newcomer populations. This would help ensure feedback more accurately reflects the diversity of the community.

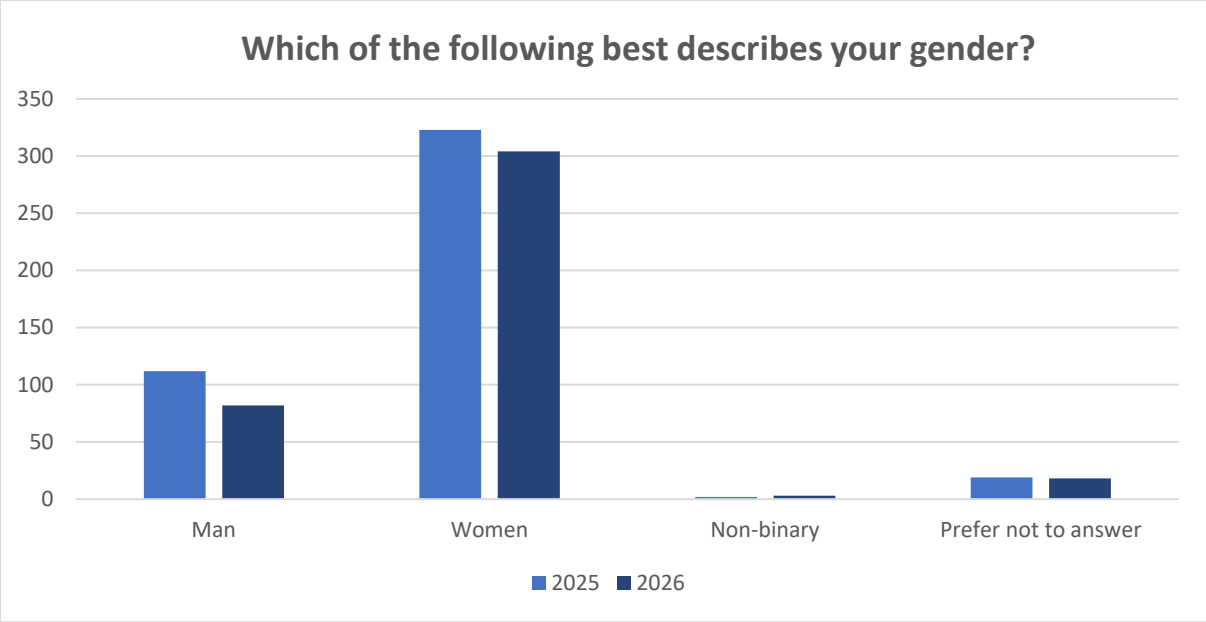
NEW QUESTION



Question	Options	2026
Which of the following best describes your ethnic background?	White / European descent	177
	Black / African descent	8
	Hispanic / Latino / Spanish origin	17
	East Asian (e.g., Chinese, Japanese, Korean)	13
	South Asian (e.g., Indian, Pakistani, Sri Lankan)	116
	Southeast Asian (e.g., Filipino, Vietnamese, Cambodian)	15
	Middle Eastern / North African	12
	Indigenous / First Nations	0
	Another background (Please specify)	0
	Prefer not to say	36

Responses demonstrate strong representation from several of Milton's largest cultural communities, providing valuable baseline data for future comparison. As this is the first year the question was asked, it is difficult to determine whether the results fully reflect Milton's broader demographic makeup.

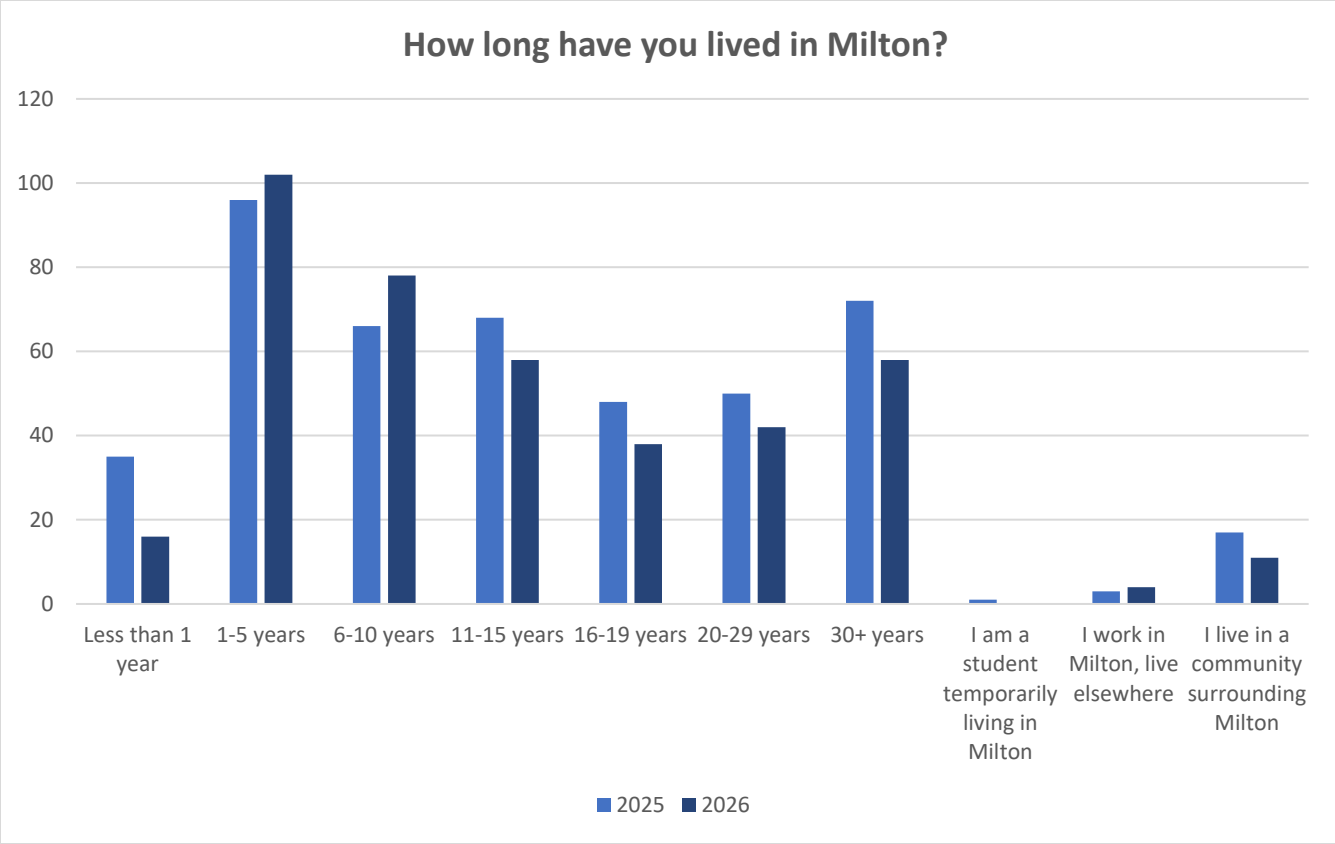
2027 Focus: Compare future survey demographics against available Census and municipal demographic data to identify underrepresented groups. Additional outreach through cultural organizations, community events, and targeted communications may help achieve a more representative sample of Milton residents.



Question	Options	2025	2026
Which of the following best describes your gender?	Man	112	82
	Women	323	304
	Non-binary	2	3
	Prefer not to answer	19	18

Women continue to represent the majority of survey respondents, which is consistent with many public library surveys.

2027 Focus: Review survey promotion channels and consider intercept surveys at branches, programs, and community events to encourage participation from demographic groups that may not typically respond to email or online surveys. Greater demographic balance would strengthen confidence in the findings


How long have you lived in Milton?
120
100
80
60
40
20
0
Less than 1 year
1-5 years
6-10 years
11-15 years
16-19 years
20-29 years
30+ years
I am a student temporarily living in Milton
I work in Milton, live elsewhere
I live in a community surrounding Milton
2025
2026

Question	Options	2025	2026
How long have you lived in Milton?	Less than 1 year	35	16
	1-5 years	96	102
	6-10 years	66	78
	11-15 years	68	58
	16-19 years	48	38
	20-29 years	50	42
	30+ years	72	58
	I am a student temporarily living in Milton	1	0
	I work in Milton, live elsewhere	3	4
	I live in a community surrounding Milton	17	11

The survey shows increasing representation from residents who have lived in Milton for 1-10 years, while participation from longer-term residents (16+ years) declined.

Focus for 2027: Continue positioning the Library as a key community connector for newer residents through newcomer resources, local information services, community engagement opportunities, and programs that help residents establish social connections

HOW COULD MILTON PUBLIC LIBRARY IMPROVE?

Open comment field for survey participants to provide their feedback to the question. This is a summary of key comments provided.

"Always maintain open available spaces where young people can meet and a safe place where they can study or spend time. These community spaces are very important."

"I'd like to see more physical books in the library, and more events celebrating diversity and inclusion."

"Better job communicating events or activities. Sometimes people say they went to the library for such and such event, and I say that I had no idea that was going on!"

"More communal and study spaces. Designated quiet spaces for adults."

“Continuing the excellent work on bringing in interesting and entertaining authors for visits."

"More study and silent spaces and maybe an after-hours work area that is safe and has access to Wi-Fi for students to study."

"More online books available or different sources. I really enjoy the online courses and resources to continue learning at home and for fun."

"I would really like to see another branch. Also, the Main Branch at lunchtime during the week is just a cafeteria for BR. It's extremely loud and I don't really feel safe going in there, nor can I get work done with the noise level."

"Adult training/programs to get jobs needs improvement. More job fairs and information on how and where to apply to get jobs, both for newcomers and locals are highly recommended."

"Mostly use ebooks for myself and taking my little children to the library. Very impressed with the partnerships you've created with other libraries."

"Maintaining the services, high standards and friendly customer service and increasing the collections."

"Keep being amazing! I think even more cultural programs, such as the incredibly beautiful and moving Indigenous dance program, would be wonderful!"

Discussion Item 7.4

Report to: Milton Public Library Board

From: Chris Dorscht, Director, Customer Experience

Date: November 4, 2026

Subject: Customer Experience Framework

Recommendation:

That the Milton Public Library Board receive the report entitled "Customer Experience Framework" for information.

Background

Developed through a combination of industry best practices, existing policies, and staff input, the Customer Experience framework provides clear principles and expectations to support consistent, patron-focused service across all Library locations and service channels.

Report

The Customer Experience Framework establishes a consistent, organization-wide approach to customer service at Milton Public Library. While providing welcoming, helpful, and responsive service has long been part of MPL's culture, the development of a formal framework ensures that service expectations are clearly defined, consistently applied, and visible to both current and future staff.

The framework was created to provide a shared language and common set of service principles across all Library locations, programs, services, and digital channels. It supports consistency in how staff interact with patrons, respond to concerns, remove barriers, and make service decisions, while remaining aligned with Library policies and service standards.

The framework also serves as a foundational resource for onboarding, training, and ongoing service improvement. By clearly documenting service expectations and responsibilities, MPL can strengthen organizational consistency, support staff in delivering excellent service, and ensure that patron experiences remain aligned with the Library's values regardless of location, service point, or staff member involved.

As such, the Customer Experience Framework supports the Strategic Master Plan by strengthening service excellence, accessibility, community connection, and the consistent delivery of patron-focused library services.

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

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

Pillar: Building Strong Infrastructure
Objectives: Create inclusive, welcoming and safe spaces for all members of the community.

MILTON PUBLIC LIBRARY CUSTOMER EXPERIENCE FRAMEWORK

October, 2026

PURPOSE

At Milton Public Library, everyone plays a role in customer experience. Every interaction, whether in person, online, by phone, or through digital channels, shapes how patrons and visitors perceive MPL.

Our goal is to create positive, welcoming, and memorable experiences that help patrons Read, Learn, Innovate and Connect.

This framework provides guiding principles that empower staff to make thoughtful decisions, remove barriers, and create exceptional experiences while remaining aligned with MPL policies, values, and service standards.

This framework is supported by:

- MPL's Customer Experience Standards Policy (OP-06), which establishes the library's commitment to welcoming, inclusive, patron-focused service.
- The American Library Association's Guidelines for *Behavioral Performance of Reference and Information Service Providers,* which emphasize connection, inclusion, approachability, engagement, responsiveness, and meaningful interactions.
- Town of Milton Customer Service Standards
- Industry customer service standards
- Feedback gathered from Milton Public Library management and staff through customer experience working sessions and discussions.

TERMINOLOGY

Throughout this framework, and in our daily work, we refer to users of Library services as **'patrons'.**

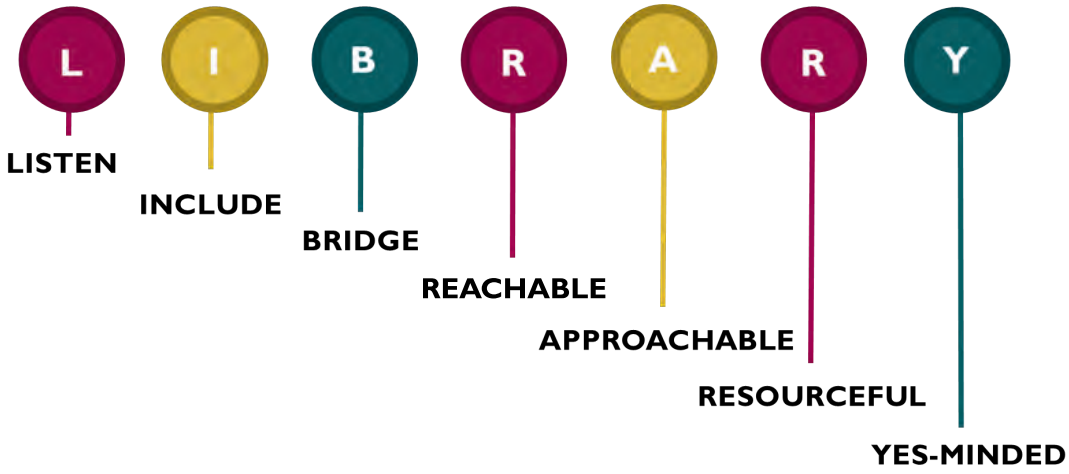
While the principles within this framework are rooted in customer experience best practices, staff are encouraged to use 'patron' when communicating about those we serve, except where reference to external customer service standards, policies, or partner documents requires alternative terminology.

OUR CUSTOMER EXPERIENCE PROMISE

"We welcome everyone with compassion and care, listen with purpose, and create meaningful experiences that empower our patrons to learn, discover, connect, and belong."

MPL : CUSTOMER EXPERIENCE MODEL

At Milton Public Library, an excellent customer experience is built around seven principles represented by the word 'LIBRARY' and are an extension of the American Library Association's Guidelines for Behavioral Performance of Reference and Information Service Providers. These principles guide every interaction and decision.



L - LISTEN

We seek to understand before we respond.

We:

- Practice active listening
- Allow patrons to fully explain their needs
- Ask thoughtful questions
- Clarify before offering solutions
- Explore the patron's interests before recommending materials or resources
- Demonstrate empathy
- Our Mindset: "Tell me more so I can help."



I - INCLUDE

We ensure everyone belongs.

We:

- Welcome all people without assumptions
- Promote accessibility and equity
- Adapt our communication style
- Remove barriers whenever possible (i.e. offer paper and pen to write questions)
- Help patrons discover collections and formats that match their abilities, interests, language preferences, and learning styles
- Respect different abilities, cultures, and perspectives
- Our Mindset: "How can we make this easier to access?"



B- BRIDGE

We connect people to what matters.

We:

- Connect patrons to information and resources (i.e. Readers advisory, HIP)
- Connect people to programs and services (i.e. Program calendar)
- Connect people to community
- Make introductions and referrals
- Connect patrons to collections and digital resources
- Look beyond the immediate question to discover opportunities that may benefit the patron
- Our Mindset: "Who or what can help this person succeed?"



R - REACHABLE

We are present, approachable, and ready to help.

We:

- Acknowledge patrons promptly
- Follow through on commitments
- Keep patrons informed (i.e. let the next person in-line they will help them in a moment)
- Communicate next steps clearly
- Anticipate needs where possible
- Offer additional assistance before being asked
- Actively help patrons access materials and services
- Our Mindset: "I'll take ownership."



A - APPROACHABLE

We make it easy to ask for help.

We:

- Smile and greet patrons
- Maintain welcoming body language
- Make ourselves visible and available
- Encourage questions about collections and resources
- Use plain language (i.e. don't use library terminology)
- Create safe and comfortable interactions
- Confirm needs are met and encourage future engagement.
- Our Mindset: "I'm here to help."



R - RESOURCEFUL

We focus on possibilities.

We:

- Explore options / Discover
- Think creatively
- Use the full breadth of the collection and resources to create solutions
- Collaborate with colleagues
- Guide patrons through solutions
- Our Mindset: "Let me find out."



Y - YES-MINDED

We focus on what we can do.

Being yes-minded does not mean saying yes to every request. We:

- Look for solutions first
- Are flexible where appropriate
- Explain limitations respectfully
- Offer alternatives
- Address the need or concern
- Our Mindset: "Here's what we can do."

WHAT EXCELLENT SERVICE LOOKS LIKE

- Personalized - Use patrons' names when appropriate
- Understand individual needs
- Help patrons become independent users
- Similar situations receive similar responses. Service standards are applied fairly
- Helpful. Assist with or demonstrate resources and services (i.e. technology, e-resources)
- Relationship focused. Take time to build connections

MPL ALWAYS / NEVER GUIDE

NEVER	ALWAYS
Point	Show / Walk to Area
Hide and Ignore	Great patron / Use Name
Wait for patron to approach	Make and contact and acknowledge
Say “That’s our policy”	Say “Let me explain how the policy works”
Say "I don't know"	Say "Let me find out"
Focus on what cannot be done	Focus on what can be done
Transfer without context	Make a warm transfer
Drop the conversation	Follow up
Leave interaction cold	Thank the patron
Say “I can’t do that”	Say “Here’s what I can do” / Provide options
Say “You returned the book late”	Say “The book was returned past the deadline”
Use jargon	Use plain language
Deflect or Blame	Be representative of MPL
Rush the interaction	Take time to understand
Show frustration publicly	Remain calm and professional
Leave patrons uncertain	Explain next steps



ROLES & RESPONSIBILITIES OF CUSTOMER EXPERIENCE

STAFF RESPONSIBILITIES

Listen, understand, and resolve concerns whenever possible.

STAFF ARE EMPOWERED TO:

- Use good judgment
- Resolve concerns at the lowest level possible
- Remove unnecessary barriers
- Take ownership
- Create reasonable solutions
- Deliver positive outcomes
- Escalate when necessary
- Follow up when required

STAFF SHOULD:

- Acknowledge the concern
- Listen without interruption
- Clarify desired outcomes
- Explore available solutions
- Resolve the issue where possible
- Escalate when additional authority is required
- Explain next steps before concluding the interaction

Guiding Question: "What can I do right now to help this patron?"



ROLES & RESPONSIBILITIES OF CUSTOMER EXPERIENCE

MANAGEMENT RESPONSIBILITIES

Support staff, remove barriers, and resolve escalated concerns.

MANAGERS SHOULD:

- Address escalated concerns promptly
- Investigate unresolved complaints
- Review policy exceptions
- Support staff during difficult situations – be available
- Communicate decisions clearly
- Ensure consistency across locations
- Report customer service wins and concerns

WHEN INVOLVED IN A CONCERN, MANAGERS WILL:

- Contact the patron promptly – refer to communication standards below
- Review the concern objectively
- Gather necessary information
- Communicate progress updates
- Consult or escalate to leadership, when applicable
- Identify a fair resolution
- Document actions taken
- Confirm resolution with the patron

Guiding Question: "What is the most reasonable and fair outcome while supporting policy and service standards?"



ROLES & RESPONSIBILITIES OF CUSTOMER EXPERIENCE

LEADERSHIP RESPONSIBILITIES

Create a culture where exceptional customer experience is expected, supported, and recognized.

LEADERSHIP SHOULD:

- Establish service expectations
- Support staff decision making
- Ensure staff receive training
- Review trends and recurring concerns
- Remove organizational barriers
- Evaluate customer experience performance
- Maintain the Customer Experience Framework

CUSTOMER EXPERIENCE RECOVERY

When concerns arise, patrons should feel heard, respected, supported, and informed throughout the resolution process. Whenever possible, concerns should be resolved at the first point of contact.

Customer experience recovery is not about determining who is right or wrong. It is about restoring trust, repairing relationships, and finding fair and reasonable solutions while supporting Library policies and service standards.

When immediate resolution is not possible, staff are responsible for ensuring the patron understands:

- What will happen next
- Who is responsible for follow-up
- When they can expect communication
- How they can obtain updates

WHEN THINGS GO WRONG

Service recovery is about restoring trust, not determining who is right.



MANAGING DIFFICULT INTERACTIONS

WE RECOGNIZE THE HUMAN EXPERIENCE

Patrons may approach us while feeling frustrated, confused, disappointed, anxious, or overwhelmed. Often, a concern may feel more significant to the patron than it appears to the staff member assisting them. Patrons may not always distinguish between departments, service areas, policies, or processes. Their experience is shaped by the person they are interacting with in the moment.

When a patron brings forward a question, concern, or issue, staff should approach concerns with empathy and professionalism, recognizing that emotions are often a natural response to a situation.

WHEN CONCERNS ARISE:

- Do not take comments or frustrations personally
- Listen actively and without interruption
- Acknowledge the patron's perspective
- Demonstrate empathy and understanding
- Focus on identifying solutions and restoring confidence

While staff are expected to respond to concerns with professionalism, empathy, and patience, no one is expected to tolerate abusive, threatening, discriminatory, or harassing behaviour.

STAFF SHOULD:

- Remain calm and professional
- Listen and attempt to understand the concern
- Focus on resolving the issue where possible
- Avoid becoming defensive or argumentative
- Seek assistance from a co-worker or management when needed



MANAGING DIFFICULT INTERACTIONS

SETTING BOUNDARIES

Staff should use their judgment to recognize when a conversation is no longer productive or when behaviour has become inappropriate.

Examples may include:

- Personal insults
- Repeated yelling
- Threatening language
- Harassing or discriminatory remarks
- Behaviour that creates a safety concern for staff and other patrons

When respectful communication cannot be maintained, staff may set clear expectations and discontinue the interaction.

EXAMPLE RESPONSES

Phone

"I want to help address your concern. However, I cannot continue this conversation if inappropriate language continues. If the behaviour continues, I will need to end the call."

If the behaviour continues:

"As I have explained, I am ending this call due to inappropriate behaviour. You may contact the Library again when you are prepared to continue the conversation respectfully."

In Person

"I understand you are frustrated, and I would like to help. However, I cannot continue our conversation if abusive or disrespectful language continues."

If appropriate:

"At this point, I am going to involve my manager (or co-worker) so we can work toward resolving your concern."

Email / Chat

Staff should not engage in prolonged exchanges involving abusive, threatening, discriminatory, or harassing language. These communications should be referred to the appropriate manager or member of leadership team for review and response.

MANAGING DIFFICULT INTERACTIONS

TAKING TIME TO RESET

Difficult interactions can be emotionally demanding. Feeling frustrated, unsettled, disappointed, or mentally drained after a challenging conversation is a normal response. Staff are encouraged to take appropriate steps to regain focus and composure before returning to regular work.

STAFF ARE ENCOURAGED TO:

- Step away from the service desk or workspace for a few moments
- Take a short walk or move to a quiet space
- Use deep breathing or other calming techniques
- Speak with a manager or trusted colleague, debrief on the situation/issue
- Reflect on the interaction and identify any learning opportunities
- Focus on the next interaction rather than replaying the previous one
- Use scheduled breaks to recharge when needed

Guidance: Clear your mind before returning to your work. A short pause to reset can help ensure that one difficult interaction does not affect the next patron experience.



OUR COMMUNICATION COMMITMENTS

Communication plays an important role in every patron and staff interaction. The words we choose, the tone we use, and the way we communicate help shape the experience of those we serve. Whether communicating with patrons or colleagues, staff should consider their audience, provide information clearly, and communicate in a way that is welcoming, respectful, and easy to understand.

TELEPHONE SERVICES

Calls should be answered promptly and in the order received whenever possible.

EXPECTATIONS

Staff should:

- Answer with a welcoming greeting
- Identify the Library branch and themselves
- Smile before answering – positive mindset
- Listen without interrupting
- Attempt first-contact resolution
- Use warm transfers when needed
- Explain next steps clearly

WARM TRANSFER PROCEDURE

Before transferring:

- Confirm the appropriate department or staff member
- Explain the patron's situation
- Introduce the patron to the receiving staff member, if possible
- Confirm the patron understands what happens next
- The patron should never be left wondering who they are being transferred to or why

VOICEMAIL STANDARD

Staff should:

- Maintain an updated greeting
- Check voicemail regularly
- Respond within two business days
- Provide alternate contacts during extended absences

OUR COMMUNICATION COMMITMENTS

EMAIL COMMUNICATION

Patrons receive acknowledgement or response within two business days.

EXPECTATIONS

Staff should:

- Use plain language
- Write professionally and respectfully
- Avoid library jargon
- Be helpful in your response
- Provide complete information
- Explain technical terms when necessary
- Proofread message before sending

OUT-OF-OFFICE STANDARDS

An automatic out-of-office message must be activated whenever a staff member will be away from work for one or more days.

OUT-OF-OFFICE MESSAGES SHOULD INCLUDE:

- The staff member's absent period – leave and return dates
- Expected response timeline
- An alternate department contact – email and/or phone number. Ensure that the staff member will be in the office during absence
- Alternative contact information when immediate assistance is required, if required



OUR COMMUNICATION COMMITMENTS

LIVE CHAT & SMS

Patrons should receive responses to Live Chat/SMS as quickly as possible. Messages should not remain unanswered for more than 15 minutes whenever staff are available.

APPROPRIATE USES

Staff may assist with:

- Hours and locations
- Programs and events
- Collection information
- Library services
- Website navigation
- Basic information requests
- General feedback

WHAT NOT TO ASSIST WITH BY TEXT

- Request, receive, or process payments or financial information
- Request or collect sensitive personal information, including passwords, government-issued identification numbers, or financial information.
- Share confidential patron account information.
- Discuss another patron's account, borrowing history, or personal information.
- Use text messaging for complex account issues that require identity verification.
- Share personal opinions, viewpoints, political statements, or advice unrelated to library services.
- Engage in lengthy back-and-forth conversations that are better handled by phone or in person.

LIVE CHAT/SMS WRITING STANDARDS

- Plain language
- No text shorthand
- No emojis
- Clear and concise responses
- Professional tone

OUR COMMUNICATION COMMITMENTS

ACCESSIBILITY & INCLUSIVE COMMUNICATION

Staff should:

- Adapt communication methods when appropriate. Ask patrons how they prefer to communicate
- Support assistive technologies
- Consider whether the patron may want to communicate using alternative means and ask them. For example, a person may wish to communicate using notes.
- Be aware that some patrons may take a little longer to understand and respond
- If accommodations cannot be provided immediately, staff will explain next steps and engage a manager for support

DIGITAL EXPERIENCE

Staff should:

- Consider the patron journey online
- Report website navigation challenges
- Identify barriers in digital services
- Promote digital accessibility (AODA Standards)
- Help patrons build confidence using online tools



THE BRANCH EXPERIENCE

Customer experience is not only what we say and do. It is also what patrons see, feel, and experience in our spaces.

A welcoming branch reflects our commitment to service. Clean, safe, organized, and inviting spaces help patrons and co-workers feel comfortable, supported, and confident using library services and work areas.

Every staff member contributes to the branch experience through their actions, attention to detail, and shared responsibility for maintaining high service standards.

SEE IT. OWN IT. ACT ON IT.

Maintaining a positive branch experience is a shared responsibility.

WE ALL SHOULD:

- Take pride in MPL spaces
- Support a positive and welcoming atmosphere throughout the branch
- Help maintain clean and welcoming public and staff areas
- Report maintenance, safety, or accessibility issues promptly
- Ensure service and staff areas remain organized and professional
- Take action when a concern can be addressed immediately
- Notify the appropriate staff member or department when additional support is required.

Guiding Question: "If I were visiting the Library for the first time today, what impression would this space leave?"

MEASURING CUSTOMER EXPERIENCE SUCCESS

Exceptional customer experience is measured through patron feedback, staff insights, and service performance data. These measures help us understand the patron experience, identify opportunities for improvement, and ensure we are delivering an excellent customer experience.

MPL WILL MONITOR AND REVIEW:

- Patron Feedback: through suggestions, feedback forms, program evaluations, and online submissions
- Annual Patron Survey Results: includes key measures such as overall satisfaction, staff helpfulness, likelihood to recommend MPL, branch experience, and feelings of welcome and belonging
- Patron Compliments and Success Stories: recognize exceptional service and understand what creates meaningful experiences
- Incident Tracking: identify trends, service gaps, recurring issues, and opportunities for improvement
- One-on-One Staff Feedback: both formal and informal, to understand service challenges, recognize successes, and gather ideas for improving the patron experience
- Service Standards Performance: includes response times for email, online inquiries, and service recovery follow-up.

SUCCESS INDICATORS

We know we are succeeding when patrons consistently tell us:

- Staff were welcoming and approachable
- Staff were helpful and knowledgeable
- Staff listened and understood their needs
- Staff helped resolve their question or concern
- They felt valued and included
- The Library was easy to access and use
- They would return to Milton Public Library
- They would recommend MPL to others

Discussion Item 7.5

Report to: Milton Public Library Board

From: Kanta Kapoor, Director, Support Services

Date: November 4, 2026

Subject: Information Technology Security Policy

Recommendation:

That the Milton Public Library Board approve OP-26 Information Technology Security Policy as presented;

And further, that the Milton Public Library Board rescind HR – 40 Electronic Monitoring Policy, effective immediately upon approval of the Information Technology Security Policy.

Background:

The Library is committed to maintaining the confidentiality, integrity, and availability of information assets while supporting a secure and productive work environment. As technology, cybersecurity risks, regulatory requirements, and organizational practices continue to evolve, a review of existing technology-related policies was undertaken to ensure alignment with current operational needs and best practices.

The existing Electronic Monitoring Policy was implemented to address employee notification requirements related to electronic monitoring activities. A subsequent review determined that the monitoring components addressed in that policy are better incorporated into a broader Information Technology Security framework that governs the acceptable use, monitoring, protection, and management of organizational information systems and technology resources.

The proposed Information Technology Security Policy consolidates technology security requirements into a single governance document and clarifies employee responsibilities, organizational safeguards, system monitoring, cybersecurity expectations, and compliance requirements.

Report:

The proposed Information Technology Security Policy establishes a comprehensive framework for protecting organizational information assets, technology infrastructure, and data resources.

The policy applies to all employees, contractors, volunteers, students, and any individual granted access to organizational information systems.

- Key components of the policy include:
- Acceptable use of organizational technology resources;
- Protection of confidential and personal information;
- User access management and authentication requirements;
- Password and credential management standards;
- Cybersecurity awareness and responsibility requirements;
- Monitoring and auditing of organizational systems and networks;
- Reporting and management of security incidents;
- Protection of organizational devices and information assets;
- Compliance with applicable legislation, regulations, and contractual obligations; and
- Responsibilities of users and management in maintaining a secure information technology environment.

The policy clarifies that the organization may monitor, log, audit, and review technology resources for legitimate business, operational, security, legal, and regulatory purposes. These provisions address the intent and requirements previously contained within the Electronic Monitoring Policy while providing a more comprehensive governance framework.

Staff determined that maintaining a separate Electronic Monitoring Policy creates duplication and potential inconsistencies with information technology governance practices. Incorporating electronic monitoring requirements within the Information Technology Security Policy improves policy alignment, reduces administrative burden, and ensures a single, comprehensive reference document for technology security and monitoring practices.

Subject to Board approval, the Information Technology Security Policy will replace HR-40 Electronic Monitoring Policy, which will be formally rescinded.

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

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

Policy Type: Operational Policy Number: OP - 26

Policy Title: Information Technology Security and Electronic Monitoring

Approval Date: November 2026

Policy Creation Date: November 2026

1. Policy Statement

The Organization is committed to maintaining a secure information technology environment and protecting organizational information assets through appropriate security controls, oversight, and monitoring practices.

2. Purpose

Milton Public Library (MPL) is committed to providing secure, reliable, and effective information technology resources to support library operations and service delivery. MPL requires employees to use technology responsibly and in a manner that protects the confidentiality, integrity, availability, and security of Library information, systems, and assets.

This Policy also promotes transparency regarding MPL's electronic monitoring practices and identifies how information may be collected, used, disclosed, and retained through the operation of Library technology systems. MPL may use electronic monitoring technologies to support cybersecurity, operational effectiveness, asset management, workplace safety, legal compliance, and business continuity.

3. Scope

This Policy applies to:

- All MPL employees.
- Volunteers, contractors, consultants, temporary staff, and any other individuals granted access to MPL technology resources.
- All MPL-owned or managed technology assets regardless of physical location.

4. Definitions

4.1 Electronic Monitoring

The collection of information about employee activities through electronic technology that gathers, stores, or analyzes activity data.

4.2 Passive Monitoring

Data collected automatically by systems for operational, security, maintenance, or administrative purposes that may be associated with an employee, device, location, or activity.

4.3 Active Monitoring

Data collected and reviewed for the purpose of correlating an employee or asset with a specific task, location, timeframe, or operational objective.

4.4 Authorized Employees

Employees specifically authorized by management to access information collected through electronic monitoring technologies.

4.5 Personal Information

Any factual or subjective information about an identifiable individual.

4.6 Acceptable Use of Technology Resources

Technology resources are provided primarily for MPL business purposes and may include:

- Computers and workstations
- Laptops and tablets
- Mobile devices
- Network and internet access
- Email and communication systems
- Printers and multifunction devices
- Software applications
- Cloud services
- Data storage systems

Employees shall not:

- Use MPL technology resources to operate a personal business.
- Install or use unapproved software, applications, or services.
- Intentionally bypass security controls.

- Access information they are not authorized to access.
- Relocate Library information to unauthorized storage locations.
- Engage in illegal, discriminatory, offensive, or inappropriate activities using MPL technology resources.
- Employees shall not disable, tamper with, interfere with, or attempt to circumvent electronic monitoring technologies or security systems.

Note:

- All software, cloud services, applications, or technology solutions used for MPL business purposes must be reviewed and approved by Information Technology prior to acquisition, installation, or use.

- Incidental personal use is permitted, provided that it does not interfere with work responsibilities, create security risks, violate Library policies, or result in additional costs to MPL.

5. Ownership and Retention of Information

- All information created, received, stored, transmitted, or maintained using MPL technology resources remains the property of MPL.
- Employees should have no expectation of privacy regarding information stored on or transmitted through MPL systems, except where protected by applicable legislation.
- Information may be accessed by authorized individuals for operational, cybersecurity, legal, audit, investigation, compliance, or records management purposes.
- Records shall be managed and retained in accordance with applicable legislation and MPL records retention requirements.

6. Technology Asset Care and Custody

- Employees are responsible for the care, security, and appropriate use of all MPL-issued technology assets, including laptops, tablets, mobile phones, peripherals, and related equipment assigned to them.

- All MPL-issued technology assets remain the property of MPL and may be reassigned, replaced, recalled, or redeployed at any time based on operational, business, or technological requirements. Employees must return technology assets promptly upon request.

- Employees shall not place stickers, decals, labels, markings, or other personal items on MPL-owned technology assets, nor make cosmetic or physical

modifications that may damage the asset, leave permanent residue, alter its appearance, or interfere with its future redeployment.

- Employees shall not alter, remove, or obscure MPL asset tags, serial number labels, security markings, or other identification labels affixed to Library technology assets.
- Employees are responsible for reporting any loss, theft, damage, or malfunction of MPL-issued technology assets immediately upon becoming aware of the issue.
- Normal wear and tear is expected; however, employees may be held accountable for damage resulting from negligence, misuse, unauthorized modifications, or failure to take reasonable precautions to protect MPL technology assets.

7. Passwords and Access Control

Employees are responsible for safeguarding all account credentials and access privileges.

Employees must:

- Use unique and secure passwords.
- Maintain password confidentiality.
- Utilize multi-factor authentication where provided.
- Immediately report suspected compromise of passwords or accounts.
- Secure devices when unattended.

Access to Library systems and information will be granted based on business need and the principle of least privilege.

Contractors, consultants, vendors, temporary staff, and other third parties shall only be granted access to MPL technology resources where such access is required for authorized business purposes and has been approved by the appropriate manager and Information Technology. Access shall be limited to the minimum level necessary and subject to appropriate security controls.

8. Data Security and Storage

Library information shall be stored only on approved MPL systems, approved cloud services, or other authorized storage locations.

Employees shall not store MPL information on personal devices, external media, or unauthorized cloud storage services without approval.

Sensitive, confidential, or personal information transmitted externally shall be protected through appropriate safeguards, including encryption where available and appropriate.

9. Mobile Devices and Endpoint Security

Devices used for MPL business must:

- Be protected by passwords or equivalent security controls.
- Have current software and security updates installed.
- Utilize approved security and anti-malware protection where applicable.
- Be reported immediately if lost, stolen, or compromised.
- Be maintained in good condition and free from unauthorized physical modifications, markings, stickers, decals, labels, or attachments that could impair the device's operation, appearance, identification, security, or future redeployment.

MPL may utilize endpoint protection, mobile device management (MDM), and other security technologies to protect Library information and technology assets.

10. Internet, Email and Communication Systems

Internet, email, and communication systems are provided primarily for MPL business purposes.

Employees shall exercise caution when opening attachments, accessing websites, or selecting links contained in electronic communications. Suspicious messages or cybersecurity concerns must be reported immediately.

MPL reserves the right to filter, block, monitor, log, or restrict access to websites, messages, applications, or services that present cybersecurity, legal, operational, productivity, or reputational risks.

Where operational continuity requires access to business records, electronic communications, or email accounts, authorized management personnel may access those records subject to appropriate approvals and applicable legislation. This may include situations involving employee absences, extended leave, termination of employment, cybersecurity incidents, investigations, or legal requirements.

11. Electronic Monitoring

MPL may use electronic monitoring technologies to:

- Protect employees, patrons, facilities, and assets.
- Support cybersecurity operations.
- Maintain operational efficiency.
- Investigate security incidents.

- Support technology administration and asset management.
- Meet legal, regulatory, and compliance obligations.
- Promote workplace health and safety.

Electronic monitoring is not conducted for the sole purpose of evaluating employee performance. However, information collected through monitoring systems may be reviewed and used during investigations involving misconduct, policy violations, workplace safety matters, legal proceedings, cybersecurity incidents, or other legitimate business purposes.

Access to information collected through monitoring systems shall be limited to Authorized Employees who require access for operational, security, technical support, legal, health and safety, audit, investigation, or compliance purposes. Access for disciplinary or performance management purposes shall only occur where there is reasonable cause and after consultation with Human Resources.

12. Location Tracking

MPL may use location-based services associated with Library-owned devices and technology assets where necessary for cybersecurity, asset recovery, operational requirements, workplace safety, or device management.

Location information will only be accessed by Authorized Employees and only for legitimate business purposes.

13. Privacy and Confidentiality

MPL recognizes that information collected through monitoring activities may include personal information.

Any information collected through electronic monitoring shall:
- Be protected against unauthorized access.
- Be used only for legitimate business purposes.
- Be disclosed only to authorized individuals.
- Be retained in accordance with applicable legislation and records retention requirements.

MPL will comply with all applicable privacy, employment, and records management legislation governing the collection, use, disclosure, protection, and retention of information.

14. Security Incident Reporting

Employees must immediately report:
- Suspected phishing attempts.
- Malware or virus detections.

- Unauthorized access attempts.
- Lost or stolen devices.
- Suspected disclosure or loss of confidential information.
- Compromised passwords, accounts, or credentials.
- Any actual or suspected cybersecurity incident.

15. Cybersecurity Awareness Training

Employees with access to MPL technology resources may be required to complete cybersecurity awareness training and participate in cybersecurity exercises, including simulated phishing campaigns.

Failure to complete assigned training may result in additional education requirements or restrictions on access to certain technology resources where necessary to protect MPL systems and information.

16. Responsibilities

16.2 Employees

Employees are responsible for:

- Complying with this Policy.
- Protecting MPL information and technology resources.
- Reporting security incidents promptly.
- Completing required cybersecurity training.
- Using Library technology resources appropriately and responsibly.

16.2 Managers

Managers are responsible for:

- Promoting compliance with this Policy.
- Ensuring employees are aware of monitoring practices.
- Authorizing access to monitoring information where operationally necessary.
- Consulting Human Resources when monitoring information may be used for disciplinary purposes.

16.3 Information Technology

Information Technology is responsible for:

- Implementing and maintaining security controls.
- Monitoring systems for cybersecurity purposes.
- Investigating security incidents.
- Maintaining appropriate audit logs and monitoring records.
- Reviewing and updating this Policy as required.

17. Policy Distribution and Retention

MPL shall provide a copy of this Policy to all employees upon implementation and to all new employees within thirty (30) calendar days of commencing employment.

Where revisions are made to this Policy, MPL shall provide employees with a copy of the revised Policy within thirty (30) calendar days of the changes taking effect.

MPL shall retain copies of this Policy and any previous versions in accordance with applicable legislation and records retention requirements.

18. Exceptions

Requests for exceptions to this Policy must be submitted in writing to the Chief Librarian or designate and Information Technology for review and approval. Exception requests must document the operational need, associated risks, and proposed mitigating controls.

19. Violations

Violations of this Policy may result in corrective action up to and including termination of employment, termination of contractual agreements, legal action, or other remedies available to MPL.

Appendix A – Electronic Monitoring Technologies

The following technologies may collect information that can be associated with an employee, device, location, or activity. The list may be updated as technology changes.

Technology Resources Subject to Monitoring

- Computers, laptops, tablets, and mobile devices
- Endpoint detection and response (EDR) and antivirus systems
- Radio Communication Devices (Walkie-Talkie)
- Mobile Device Management (MDM) systems
- Internet and network infrastructure
- Email, voicemail, and communication systems
- Printers and multifunction devices
- Access control and card access systems
- Software applications and cloud-based services

Purpose of Monitoring

Monitoring may be conducted for one or more of the following purposes:

- Cybersecurity prevention, detection, investigation, and remediation
- Technical support and troubleshooting
- Asset management and inventory control
- Device performance monitoring
- Operational requirements
- Health and safety purposes
- Security and loss prevention
- Investigation and verification purposes
- Legal and regulatory compliance
- Business continuity and service delivery

Rescinded Policy

Upon approval of this Policy, HR-40 - Electronic Monitoring is rescinded and replaced by this Milton Public Library Information Technology Security and Electronic Monitoring Policy