



Mississauga Library

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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Executive Summary of Mississauga Library

Mission: To provide library services to meet life-long informational, educational, cultural and recreational needs of all Mississauga citizens.

Services we provide:

The Mississauga Library System operates 18 facilities of varying sizes, including a large Central Library. These facilities provide physical spaces where the Library’s services, programs and collections can be used and accessed. For customers unable to come to the Library, arrangements can be made for delivery through its homebound service.

The Library also provides many online services and resources through its website including access to its online catalogue, downloadable and streaming collections, electronic resources and information on a range of Library services and programs.

Interesting facts about this service:

- Visitors – 4.8 million in-person visits
- Circulation – 6.3 million items loaned
- Collection – 1.2 million items available through 18 locations throughout the City

Highlights of the Business Plan include:

- The new Meadowvale Library re-opened in the redeveloped Meadowvale Community Centre
- 85 per cent of residents surveyed express overall satisfaction with Library services in Mississauga, an increase of 10 per cent from 2012

- Investment in the Library Collection has resulted in 83 per cent satisfaction by residents with the quality of materials and 79 per cent satisfaction with online services such as eBooks. These measures are a 12 to 13 per cent improvement from 2012
- Design concepts completed in 2016 for the Central Library Revitalization will inform this important initiative over the next four years
- Implementation of Self-Serve Check-out at all 18 library locations completed. Almost 70 per cent of materials now checked out by customers
- Expansion of Maker Mississauga digital learning and creativity programs and resources to over 10,000 participants in 2015 with plans to provide permanent locations over the next four years

| Net Investment (000's) | 2017 | 2018 | 2019 | 2020 |
|------------------------|--------|--------|--------|--------|
| Operating | 26,837 | 27,435 | 27,973 | 28,500 |
| Capital | 1,258 | 6,428 | 11,087 | 6,707 |
| Full Time Equivalent | 316.6 | 316.6 | 316.6 | 316.6 |

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

The Mississauga Library System provides life-long enrichment, education and empowerment.

Mission

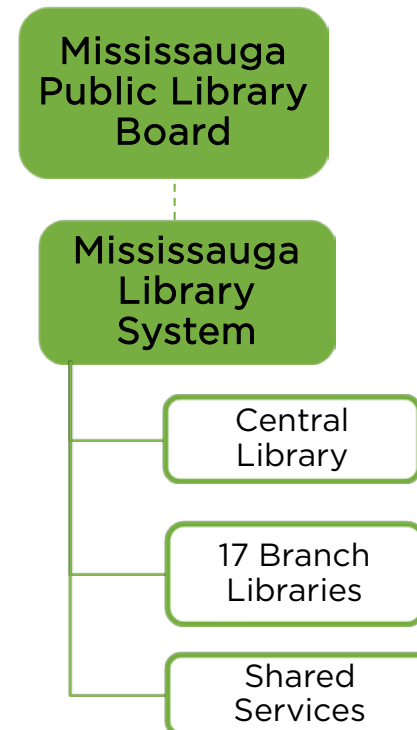
The Mississauga Library System exists to provide library services to meet the life-long informational, educational, cultural and recreational needs for all citizens.

Goals of Service

Library Services are provided through the Library Board Ends:

- To know and engage our community
- To recognize Library as a key learning institution
- To provide inspiring, welcoming and creative spaces
- To deliver service with multi-talented people changing lives
- To provide access to many resources in many ways

Service Delivery Model



Mississauga Public Library Board

- The Mississauga Public Library Board oversees the strategic direction of the Library, setting priorities as directed by the Public Libraries Act
- Volunteer citizen and Council members meet 10 times a year to plan and continually evaluate the Library's progress on strategic objectives
- The Library Board operates in an integrated way with the City of Mississauga through the Community Services Department

Library Facilities

- 18 locations with a large Central Library and 17 branch locations of varying sizes provide physical spaces where the library's services, programs and collections can be used and accessed
- All libraries have public computers, free WiFi, self check-out
- Homebound Services for customers unable to come to the library

Programs and Services

- A variety of programs and services for target groups including children, youth, older adults, newcomers, families and caregivers and local businesses
- The Library reaches out to:
 - Schools (local school boards, the French school, private schools)
 - Post-secondary institutions (Sheridan College, University of Toronto Mississauga)

- Daycares
- Community agencies (Peel Literacy Guild, Museums, multicultural groups, health agencies)
- Businesses of all sizes (as sponsors, donors, partners)
- Technology-based resources and programs through Maker Mississauga initiative

Online Services

- The Library's website and online catalogue provide 24/7 access year-round to a wide range of services and programs
- Information on locations and hours, programs and events, access to downloadable content, online information resources, special collections
- Online access to customer accounts for placing holds, renewals etc.

Shared Services

- Provide a range of services that support the library and its customers
 - Collection development and acquisition of library materials
 - Material handling and distribution
 - Community engagement through marketing, community development, web services, social media
 - Strategic and financial planning services, library systems administration and support

Achieving our Goals

Goal - To know and engage our community

- 85 per cent of residents surveyed express overall satisfaction with Library services in Mississauga (10 per cent increase from 2012)
- Created a new marketing look focused on two key themes: Discover. Learn. Create. THE LIBRARY and Discover Your Creative Space. Youthful, fun, energetic and modern it engages library in-person and online customers

Goal - To recognize Library as a key learning institution

- Library Technology Roadmap plan completed late 2015 informs how the Library plans to use technology to stimulate discovery and creativity
- Expansion of Maker Mississauga and Online Learning resources through Ministry of Tourism, Culture and Sport Technology Grant. Over 10,000 participants in Maker programs in 2015

Goal - To provide inspiring, welcoming and creative spaces

- The new Meadowvale Library re-opened in the redeveloped Meadowvale Community Centre September 2016
- Implementation of Self-Serve Check-out at all 18 library locations completed July 2015

Goal - To deliver service with multi-talented people changing lives

- Library staff delivered over 9,400 programs to 149,400 participants in 2015
- Mississauga Valley Library was an active participant at the citywide Syrian Newcomer Event held outdoors at the Mississauga Valley Community Centre. More than 300 newcomers enjoyed free food, activities and information from a wide range of City departments

- Through translators, library staff promoted the wide range of library services, programs and events to children, teens and adults
- Libraries participated in the 5th annual youth-led Rebel week in 2016, empowering youth ages 13 to 30 to get involved and make a difference within their community through music, film, the arts, culture and sport
- The Mississauga Library System hosted MCX, Mississauga Comic Expo 2016, featuring Canadian artists, exhibitors and performers along with workshops, panels, cosplay shoots, and gaming sessions

Goal - To provide access to many resources in many ways

- Collection expansion including addition of popular print materials and additional downloadable and streaming collections
- Library website homepage redesigned, improving accessibility to online catalogue and ease of navigation to library programs and services. Over 600 per cent improvement in hits
- Online catalogue customer enhancements including launch of the Library's catalogue mobile app, Author Alerts service and Text notifications to customers

Awards and Recognition

- The new Woodlands Library was nominated for both an Ontario Library Association's Library Building Award and a Mississauga Urban Design Award
- The Library celebrated the 25th Anniversary of Central Library in September 2016
- The Ontario Public Library Association's Leadership in Adult Readers' Advisory (RA) award was given to Amy Colson, Manager, Meadowvale Library. The award was presented at the RA in a Day event in October 2016
- Two Library staff received Green Belt Certification in Lean: Katharine Pryma, Manager Material Handling and Project Lead and Amanda French, Manager, Central Science and Business Department, Central Library
- Ontario Library Association 2016 Annual Super Conference – Library staff delivered presentations at the all Ontario conference on "From Lost to Found: Newcomers in Mississauga" and a poster session entry highlighting the Lean experience in new materials processing
- The Library's new marketing look won the Association of Registered Graphic Designers In-house Design Award, acknowledged at the International Design Thinkers Conference in Toronto in November 2016



Woodlands Library Exterior



Woodlands Library Interior

Existing Service Levels, Trends and Efficiencies

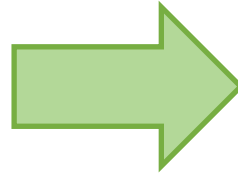
Service Levels

LIBRARY AMENITIES

Central Library

17 Branch Libraries

54,350 Annual Service Hours



DELIVERS ANNUALLY

6,300,000 Items Circulated

4,800,000 Visits to our Libraries

213,000 Reference Questions Answered

428 Public Computers

Wifi at all Locations

3.3 million Visits to Online Catalogue and Website

57,000 Library e-News Subscribers

1.2 million Collection items in variety of physical and digital formats

108,000 new materials added/replaced in 2015

Over 9,400 programs delivered with 149,400 participants

Over 2,100 Outreach programs



jasondavies.com/wordcloud

Trends

| | |
|-------------------|---|
| TECHNOLOGY | <ul style="list-style-type: none">• Technology is changing how Library services delivered• Mobile access to library services is expanding and desired by our customers• Libraries' application of technology has the potential to spur economic development |
| COLLECTION | <ul style="list-style-type: none">• Demand for multiple formats and languages is growing |
| SPACES | <ul style="list-style-type: none">• Residential intensification is changing demands• Strengthening role of Libraries as community hubs to improve a community's quality of life |
| PEOPLE | <ul style="list-style-type: none">• Changing role of staff is occurring within the Library's evolving service delivery |



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Lakeview Library Interior

Opportunities

Customer Holds - Cycle Time Review

Customer borrowing activity of the Library's collection is the foundation of library services. With a collection of over a million items and 18 locations, getting library materials into the hands of customers is both a priority and a complex process.

Customers are able to reserve library materials online and request items be sent to a preferred library location for pick up.

A review in 2015 of the processes surrounding the placing and filling of customer holds for library materials resulted in significant customer service improvements and operational efficiencies.

Key Outcomes

- Turnaround time to fill customer holds requests shortened by 22 per cent
- Average fill time now 12 hours earlier than previous cycle time
- 80 per cent holds requests now filled 19 hours faster



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The 2017-2020 Business Plan Outlook

Planning for our Future

Over the next four years exploration of a number of future initiatives will be undertaken by the Library.

Library Future Directions Master Plan

- Five-year review will be undertaken during the 2017-2020 business plan period

Express Libraries

- Expand library service points by offering self-service options known as 'express' libraries
- Provide library service in intensifying and/or high traffic areas that are convenient for library users

Expand Online Learning Opportunities

- Develop online tutorials for library services to help customers use the library better
- Provide customers with help for some technology tools
- Host online courses with colleges and universities
- An expanded exam proctoring service could also be developed

Canada 150 Celebration

- The Library is actively involved in the planning and preparation for Mississauga's 2017 celebration of Canada's 150th birthday
- One Book, One Community

Optimizing the Use of Technology

The Library continues to use technology to advance services to customers and provide them opportunities to interact with the library and access services and resources.

The Library's Technology Roadmap provides a strategic framework to balance service delivery through traditional and virtual means. The goal of the plan is to stimulate discovery and creativity through technology. The Roadmap is the Library's commitment to implement innovative technologies that improve convenience, open doors and expand horizons for Mississauga residents and supports several of the Library Board Ends.

The following initiatives have 2017-2019 Technology impacts and represent major components of the Library Technology plan.



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Library Website Redevelopment

GOAL

Know and engage our community.

Provide access to many resources in many ways.

INITIATIVE

- Provide a mobile-friendly full-service website that provides an accessible and interactive customer experience
- The Library's website serves as a digital branch for access to a wide range of collections, information databases and customer account activities
- 2016-2017 – Redevelopment of Library website a key component of the City's Web Modernization Project

Digital Hub & Maker Spaces

GOALS

Recognize the Library as a key learning institution.

Provide inspiring, welcoming and creative spaces.

Provide access to many resources in many ways.

INITIATIVE

- Enables the Library to advance STEAM (science, technology, engineering, art and math) opportunities and programming
- Builds on existing highly successful mobile maker programs launched in 2014
- In 2016 additional maker equipment provided including digital cameras and supplies, fabric steamers and sewing machines, 3D printers, MacBook Pro, Minecraft licences
- 2017-2019 – Expansion of digital equipment, services and programs as part of the development of permanent maker spaces at Burnhamthorpe and Courtneypark libraries



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Automated Materials Handling & Sortation

GOAL

To provide access to many resources in many ways.

INITIATIVE

- Automate customer check-in of library materials and provide sorting machines to direct library materials for shelving or relocation
- Enhanced customer initiative, making materials available for borrowing more quickly and updating customer accounts
- Reduce labour intensive tasks of manually sorting materials
- Automated materials handling will be introduced at large library locations, including Central Library where the volume of returns would result in a suitable return on investment
- 2016 – Multi-year funding (2016-2019) approved by Council for phased implementation

Library Collection Strategy

GOAL

Know and engage our community.

Provide access to many resources in many ways.

INITIATIVE

- Expansion of a balanced Library collection with multiple formats to meet customer expectations
- Focus on building e-collections and e-resources
- Continue to grow the Library's collection towards target of \$4.25 materials expenditure per capita
- Over the last four-year business plan, investment in the collection towards this goal has improved the expenditure per capita from \$3.25 to \$3.44 per capita
- As the majority of the publishing industry is based in the United States of America (USA), funding has been provided to offset the low Canadian dollar



Maintaining Our Infrastructure

The following initiatives are key to the Library maintaining inspiring, accessible, creative spaces for customers.

Central Library Redevelopment

GOALS

Know and engage our community.

To recognize Library as a key learning institution.

To provide inspiring, welcoming and creative spaces.

INITIATIVE

- Central Library is 25 years old and requires significant facility component lifecycle replacement
- Population growth in the downtown area including large increases in families with young children, has impacted the use of space and service delivery
- Current public space footprint not sufficient to serve all areas of the City
- Includes development of a digital innovation centre for the entire City that will foster a culture of learning, discovery and entrepreneurship
- Will allow for expanded strategic partnerships with Culture and Economic Development
- 2013 – Feasibility Study completed recommending structural and accessibility changes, and space utilization options
- 2014 – Library's Future Directions Master Plan recommends implementation of the study findings
- 2016 – Multi-year funding (2016-2020) approved by Council to build on the feasibility study, develop design options and construction

Digital Hub & Maker Spaces

GOALS

To recognize the Library as a key learning institution.

To provide inspiring, welcoming and creative spaces.

To provide access to many resources in many ways.

INITIATIVE

- Repurpose existing library spaces to provide dedicated spaces for digital literacy opportunities, resources and programs
- Creative spaces to house computers, electronics, recording equipment and for users to share supplies, skills, ideas and work together
- These spaces an extension of the successful mobile Maker Mississauga initiative
- 2014 – Launch of Maker Mississauga mobile program and services with 10,000 participants
- 2015-2016 – Expanded program and equipment offerings to all library locations
- 2017-2019 – Development of a Digital Hub in the Central Library and permanent maker spaces at Burnhamthorpe and Courtneypark libraries

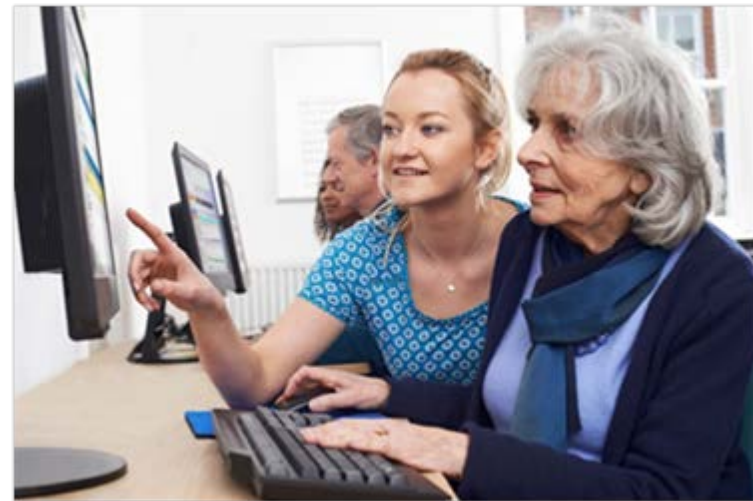
Managing Our Human Resources

GOAL

Deliver service with multi-talented people changing lives.

INITIATIVES

- Leverage talent management, succession planning and staff development to address changing priorities and future vacancies
- Staff Conference September 2016: 775 library staff attendees in 30 informative and innovative sessions over four days
- Library Lean Certifications
 - Green Belt – Two
 - White Belt – 43



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Linkages to the City's Strategic Plan

The Library's major initiatives over the next four years support the City's Strategic Pillars.

belong - ensuring youth, older adults and new immigrants thrive

- Central Library Revitalization
- Maker Spaces
- Collection Expansion

connect - completing our neighbourhoods

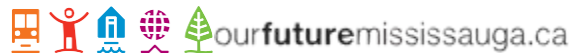
- Central Library Revitalization
- Technology Investments – Digital Hub
- Collection Expansion

prosper - cultivating creative and innovative businesses

- Central Library Revitalization
- Maker Spaces

green - living green

- Withdrawn library items are given to the Friends of the Library (FOL) for their book sales. Through these sales hundreds of thousands of books have been distributed back into the community and out of landfills over the years



Engaging Our Customers

WHO are our customers?

- Families with children
- School aged children
- Youth/teens
- Millennials
- Adults
- Older adults (particularly women)
- New immigrants and ESL residents
- At risk and vulnerable residents
- Small business owners and entrepreneurs
- Community groups, school boards, service providers and associations

HOW do we communicate with them?

- Word of mouth
- Media and print
- Telephone
- In-house flyers, posters and brochures
- Website
- Digital channels
- Email and social media
- Programs and services
- Speakers bureau and outreach events
- Library Board engages through eports, monthly meetings, town halls and website

HOW do our customers communicate with us?

- Point of contact word of mouth
- Comment forms available at all libraries
- Program evaluation forms (onsite reviews)
- Customer satisfaction surveys
- Purchase suggestion forms
- Social media

- Email (generic and staff addresses)
- Telephone
- Exit interviews

WHAT are our customers saying?

2015 Environics, over eight in 10 residents (85 per cent, up 10 points from 2012) are satisfied with the library services in Mississauga.

- 83 per cent satisfied with Quality of Books (up 12 per cent from 2012)
- 79 per cent satisfied with Online Services such as eBooks (up 13 per cent from 2012)
- Convenience with locations 85 per cent satisfied
- Customer Service 85 per cent satisfied
- Library programs 79 per cent satisfied

The Library receives thousands of comment forms each year from members discussing collections, services, programs, local library facilities and our staff. These not only provide a voice to our members but allows their participation with the Library. And the many positive comments are a barometer of how we are doing.



Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 Business Plan.

Information is provided by major expenditure and revenue category as well as by program.

The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2016 was \$25.9 million and the proposed budget for 2017 is \$26.8 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Library service is an increase of \$1,006,000 for 2017.

Highlights of the proposed budget changes include:

- Labour costs projected to increase by \$695,000 including adjustments for cost of living
- Increase of \$287,000 to the Collection materials budget to offset the impact of the US exchange rate on the purchase of library materials
- Increase of \$26,000 net impact of utility increase and school board administration fee budget transfer

Efficiencies and Cost Savings

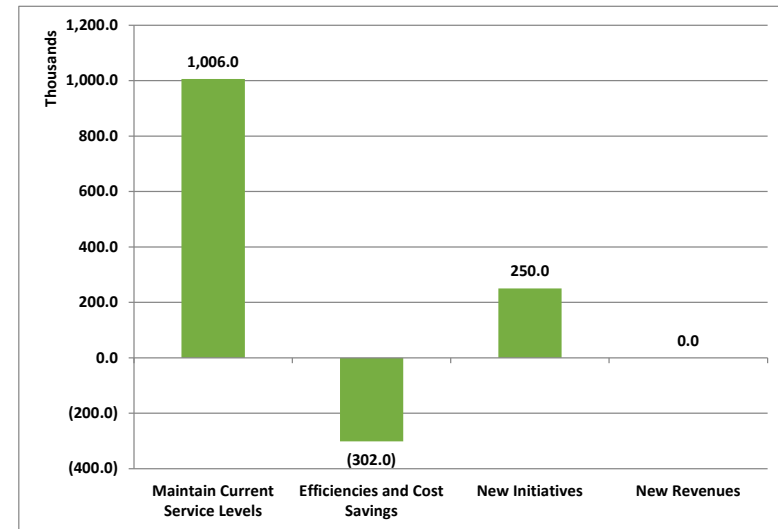
A reduction of \$302,000 reflects operating savings resulting from:

- Elimination of the Meadowvale Library lease \$275,000
- Savings in utilities of \$27,000

Proposed New Initiatives

The addition of \$250,000 in 2017 to the Library's collection budget will enable the purchase of additional formats and materials to support the City's population.

Proposed Changes to 2016 Net Operating Budget by Category (\$000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 Budget as well as 2015 Actuals by program within the service area.

Proposed Budget by Program

| Description | 2015 Actuals (\$000's) | 2016 Budget (\$000's) | 2017 Proposed Budget (\$000's) | 2018 Forecast (\$000's) | 2019 Forecast (\$000's) | 2020 Forecast (\$000's) |
|---|------------------------|-----------------------|--------------------------------|-------------------------|-------------------------|-------------------------|
| Expenditures to Deliver Current Services | | | | | | |
| Central Library Services | 4,306 | 4,956 | 5,049 | 5,160 | 5,268 | 5,376 |
| Library Support Services | 9,539 | 9,487 | 9,570 | 9,679 | 9,841 | 10,006 |
| Public Services | 12,579 | 13,389 | 13,917 | 14,194 | 14,463 | 14,717 |
| Total Expenditures | 26,424 | 27,832 | 28,536 | 29,034 | 29,572 | 30,099 |
| Revenues | (2,022) | (1,949) | (1,949) | (1,949) | (1,949) | (1,949) |
| Transfers From Reserves and Reserve Funds | 0 | 0 | 0 | 0 | 0 | 0 |
| New Initiatives and New Revenues | | | 250 | 350 | 350 | 350 |
| Proposed Net Budget Including New Initiatives & New Revenues | 24,403 | 25,883 | 26,837 | 27,435 | 27,973 | 28,500 |
| Expenditures Budget - Changes by Year | | | 3% | 2% | 2% | 2% |
| Proposed Net Budget - Changes by Year | | | 4% | 2% | 2% | 2% |

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

| Description | 2016 Approved Budget (\$000's) | Maintain Current Service Levels | Efficiencies and Cost Savings | Annualized Prior Years Budget Decisions | Operating Impact of New Capital Projects | Proposed New Initiatives And Revenues | Special Purpose Levies | 2017 Proposed Budget (\$000's) | \$ Change Over 2016 | % Change Over 2016 |
|------------------------------|--------------------------------|---------------------------------|-------------------------------|---|--|---------------------------------------|------------------------|--------------------------------|---------------------|--------------------|
| Labour and Benefits | 21,428 | 695 | 0 | 0 | 0 | 0 | 0 | 22,123 | 695 | 3% |
| Operational Costs | 5,989 | 296 | (302) | 0 | 0 | 250 | 0 | 6,234 | 244 | 4% |
| Facility, IT and Support | 414 | 16 | 0 | 0 | 0 | 0 | 0 | 429 | 16 | 4% |
| Total Gross | 27,832 | 1,006 | (302) | 0 | 0 | 250 | 0 | 28,786 | 955 | 3% |
| Total Revenues | (1,949) | 0 | 0 | 0 | 0 | 0 | 0 | (1,949) | 0 | 0% |
| Total Net Expenditure | 25,883 | 1,006 | (302) | 0 | 0 | 250 | 0 | 26,837 | 955 | 4% |

Summary of Proposed 2017 Budget and 2018-2020 Forecast

| Description | 2016 Approved Budget (\$000's) | 2017 Proposed Budget (\$000's) | 2018 Forecast (\$000's) | 2019 Forecast (\$000's) | 2020 Forecast (\$000's) |
|------------------------------|--------------------------------|--------------------------------|-------------------------|-------------------------|-------------------------|
| Labour and Benefits | 21,428 | 22,123 | 22,576 | 23,020 | 23,443 |
| Operational Costs | 5,989 | 6,234 | 6,378 | 6,472 | 6,575 |
| Facility, IT and Support | 414 | 429 | 430 | 431 | 431 |
| Total Gross | 27,832 | 28,786 | 29,384 | 29,922 | 30,449 |
| Total Revenues | (1,949) | (1,949) | (1,949) | (1,949) | (1,949) |
| Total Net Expenditure | 25,883 | 26,837 | 27,435 | 27,973 | 28,500 |

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, efficiencies and cost savings, and cost increases arising from prior year decisions.

| Description | 2016 Budget (\$000's) | 2017 Proposed Budget (\$000's) | Change (\$000's) | Details (\$000's) |
|--|-----------------------|--------------------------------|------------------|--|
| Labour and Benefits | 21,428 | 22,123 | 695 | Increase Reflects Labour Adjustments and Other Fringe Benefit Changes |
| Administration and Support Costs | 414 | 429 | 16 | IT Allocation Increase |
| Advertising & Promotions | 48 | 48 | 0 | |
| Communication Costs | 9 | 9 | 0 | |
| Contractor & Professional Services | 10 | 10 | 0 | |
| Debt | 0 | 0 | 0 | |
| Equipment Costs & Maintenance Agreements | 67 | 67 | 0 | |
| Finance Other | 53 | 53 | 0 | |
| Materials, Supplies & Other Services | 3,514 | 3,800 | 287 | Increased Pressure on Collections from US Dollar |
| Occupancy & City Costs | 2,093 | 1,801 | (291) | \$46 Net Utility Increases (\$275) Meadowdale Library Lease Reduction (\$63) School Board Admin Fee Budget transferred to Recreation |
| Staff Development | 86 | 86 | 0 | |
| Transfers To Reserves and Reserve Funds | 63 | 63 | 0 | |
| Transportation Costs | 48 | 47 | (1) | Diesel Decrease |
| Subtotal - Other Operating | 6,403 | 6,413 | 10 | |
| Total Revenues | (1,949) | (1,949) | 0 | |
| Subtotal - Revenues | (1,949) | (1,949) | 0 | |
| Total | 25,883 | 26,587 | 705 | |

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by budget request (BR#) for proposed new initiatives. Detailed descriptions of each budget request can be found on the pages following the table.

| Description | BR # | 2017 FTE Impact | 2017 Proposed Budget (\$000's) | 2018 Forecast (\$000's) | 2019 Forecast (\$000's) | 2020 Forecast (\$000's) | 2017 to 2020 FTE Impact | 2017 to 2020 Capital (\$000's) |
|---|------|-----------------|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------------|
| New Initiative | | | | | | | | |
| Library Collections Strategy | 2452 | 0.0 | 250 | 350 | 350 | 350 | 0.0 | 0 |
| Total New Initiative | | 0.0 | 250 | 350 | 350 | 350 | 0.0 | 0.0 |
| Total New Initiatives and New Revenues | | 0.0 | 250 | 350 | 350 | 350 | 0.0 | 0.0 |

Note: Numbers may not balance due to rounding.

| Proposed Initiative | Department | Service Area |
|------------------------------|-------------------------------|---------------------|
| Library Collections Strategy | Community Services Department | Mississauga Library |

Required Annual Operating Investment

| Impacts (\$000s) | 2017 | 2018 | 2019 | 2020 |
|----------------------------|-------|-------|-------|-------|
| Gross Expenditures | 250.0 | 350.0 | 350.0 | 350.0 |
| Reserves & Reserve Funds | 0.0 | 0.0 | 0.0 | 0.0 |
| User Fees & Other Revenues | 0.0 | 0.0 | 0.0 | 0.0 |
| Tax Levy Requirements | 250.0 | 350.0 | 350.0 | 350.0 |
| * Net Change in \$ | | 100.0 | 0.0 | 0.0 |
| FTEs | 0.0 | 0.0 | 0.0 | 0.0 |

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

| Total Capital (\$000s) | 2016 & Prior | 2017 | 2018 | 2019 | 2020 & Beyond |
|------------------------|--------------|------|------|------|---------------|
| Expenditures | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

Why Staff Recommend this Initiative

The Library's collection is core to its service to the public. Metrics indicate that per capita operating expenditures on the collection have fallen below a level needed to provide an appropriate collection size for the City's population. Not providing a strong collection impacts our ability to sustain basic library services to the public. Key recommendation in 2014 Library Future Directions master plan.

Details of Service Change

Library's collection is foundation of its service delivery in achieving goal of life long learning and literacy.

Expenditures per capital on collection materials lowest among Canadian large urban libraries.

Key recommendation in Future Directions Master Plan will bring per capita funding from \$3.26 to \$4.25 per capita in five years (2019).

2016 is year two of five-year plan.

Benefit: collection will keep pace with population growth and increasing number of formats required due to technology, accessibility and language.

Initiative:

Funding gap is \$800,000.

Annual five per cent increase to library materials base budget 2015-2018.

Will bring per capita expenditure to \$4.05 by 2018.

Master Plan recommended \$4.25 achieved in five years.

Service Impact

A collection of appropriate size and quality ensures that the Library is providing relevant and accessible materials, which drives circulation and use of other Library services.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

| Program | 2016 | 2017 | 2018 | 2019 | 2020 |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|
| Central Library Services | 71.2 | 71.2 | 71.2 | 71.2 | 71.2 |
| Library Support Services | 40.0 | 40.0 | 40.0 | 40.0 | 40.0 |
| Public Services | 205.4 | 205.4 | 205.4 | 205.4 | 205.4 |
| Total Service Distribution | 316.6 | 316.6 | 316.6 | 316.6 | 316.6 |

Note: Numbers may not balance due to rounding.

Capital

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

| Program Expenditures | 2017 Proposed Budget (\$000's) | 2018 Forecast (\$000's) | 2019 Forecast (\$000's) | 2020 Forecast (\$000's) | 2021- 2026 Forecast (\$000's) | Total 2017-2026 (\$000's) |
|-------------------------------|---|-------------------------------|-------------------------------|-------------------------------|--|---------------------------------|
| Library Buildings | 999 | 6,169 | 10,962 | 6,562 | 570 | 25,261 |
| Library Materials & Equipment | 259 | 259 | 126 | 145 | 960 | 1,748 |
| Total | 1,258 | 6,428 | 11,087 | 6,707 | 1,530 | 27,009 |

Note: Numbers may not balance due to rounding. Numbers are gross.

2017-2026 Capital Forecast Highlights include the following:

- 2017-2020** Central Library Redevelopment
- Automated Material Handling and Sortation
- Dedicated Maker Spaces
- Public Furniture and Equipment Lifecycle Replacement
- Library Future Directions Master Plan Review

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion for each year of the proposed 2017-2020 Business Plan and the 2017 Budget and consolidated forecast for 2021-2026.

| Funding | 2017 Proposed Budget (\$000's) | 2018 Forecast (\$000's) | 2019 Forecast (\$000's) | 2020 Forecast (\$000's) | 2021-2026 Forecast (\$000's) | Total 2017-2026 (\$000's) |
|----------------|---|--|--|--|---|--|
| Other | 130 | 0 | 0 | 0 | 130 | 260 |
| Tax | 928 | 928 | 3,887 | 6,707 | 1,240 | 13,689 |
| Debt | 200 | 5,500 | 7,200 | 0 | 160 | 13,060 |
| Total | 1,258 | 6,428 | 11,087 | 6,707 | 1,530 | 27,009 |

Note: Numbers may not balance due to rounding. □

Proposed 2017 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2017.

Program: Library Buildings

| Project Number | Project Name | Gross Cost (\$000's) | Recovery (\$000's) | Net Cost (\$000's) | Funding Source |
|-----------------------|---|-----------------------------|---------------------------|---------------------------|---------------------------------|
| CMLS00042 | Library Master Plan | 130 | 0 | 130 | Reserve for General Contingency |
| CMLS00046 | Makerspace Mississauga | 195 | 0 | 195 | Tax -Capital Reserve Fund |
| CMLS00054 | Self Serve Technology-Automated Materials | 423 | 0 | 423 | Tax -Capital Reserve Fund |
| CMLS00059 | Central Library Redevelopment | 200 | 0 | 200 | Tax -Debt-Other |
| CMLS00083 | Renovations to Various Locations | 52 | 0 | 52 | Tax -Capital Reserve Fund |
| Total | | 999 | 0 | 999 | |

Program: Library Materials & Equipment

| Project Number | Project Name | Gross Cost (\$000's) | Recovery (\$000's) | Net Cost (\$000's) | Funding Source |
|-----------------------|------------------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|
| CMLS00019 | Public Use Furniture and Equipment | 259 | 0 | 259 | Tax -Capital Reserve Fund |
| Total | | 259 | 0 | 259 | |

Note: Numbers may not balance due to rounding.

Proposed 2018 -2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018 -2020.

| Sub-Program | 2018 Forecast (\$000's) | 2019 Forecast (\$000's) | 2020 Forecast (\$000's) |
|--------------------------|-------------------------------|-------------------------------|-------------------------------|
| Library Buildings | | | |
| LIB Renovations | 6,169 | 10,962 | 6,562 |
| Subtotal | 6,169 | 10,962 | 6,562 |

| Sub-Program | 2018 Forecast (\$000's) | 2019 Forecast (\$000's) | 2020 Forecast (\$000's) |
|--|-------------------------------|-------------------------------|-------------------------------|
| Library Materials & Equipment | | | |
| LIB Programme Equipment Replacement | 259 | 126 | 145 |
| Subtotal | 259 | 126 | 145 |
| Total Expenditures | 6,428 | 11,087 | 6,707 |

Note: Numbers may not balance due to rounding.
Numbers are net.

Performance Measures

The Library's balanced scorecard identifies measures in four key areas of the service area's performance: Financial, Customer Service, Employees; and Business Processes.

By paying attention to all four areas, the organization can retain a balanced approach as it moves towards its goals. The Library is in the early stages of moving to outcome based measures, to focus more on the value-added of Library Services.

About the measures for Library Services:

Financial Measures

Expenditures per capita are lower on average than similar benchmarked library systems, indicating that Mississauga Library provides good value to its taxpayers.

Expenditures per capita on library materials is a key measure of a library's provision of materials to serve the local population. The Library's Collection Strategy focusses on investing in this area to improve this measure. At \$3.44 per capita (2015), this measure remains the lowest amongst national comparator libraries. The 2017-2020 business plan includes increased collection funding to achieve \$4.25 per capita by the end of this business planning cycle.

Customer Service Measures

Customers are at the core of library services and there are numerous measurements of performance in this area.

These measures are collected and submitted annually to the Province of Ontario and the Canadian Urban Libraries Council.

The Library's story is changing. We have traditionally focused on how many items were circulated and how many questions we answered. In recent years the trend has seen increases in program attendance, people through the doors and usage of online library materials and resources.

Employee Measures

Employee satisfaction is measured through the Employee Engagement Survey which takes place every three years. Employee Satisfaction results from the 2015 survey for the Library were 67.5 per cent with the City's overall satisfaction at 64.3 per cent.

Business Processes Measures

Space per capita remains at 0.46 square feet per capita through the course of this plan. The library system as a whole is slightly under the provision standard.



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Balanced Scorecard

| Measures for Mississauga Library | 2013 (Actual) | 2014 (Actual) | 2015 (Actual) | 2016 (Plan) | 2017 (Plan) | 2018 (Plan) | 2019 (Plan) | 2020 (Plan) |
|--|------------------|------------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Financial: | | | | | | | | |
| Expenditure per Capita | \$34.94 | \$34.37 | \$34.50 | \$35.00 | \$35.00 | \$35.00 | \$35.00 | \$35.00 |
| Expenditure per Capita – library materials | \$3.26 | \$3.16 | \$3.44 | \$3.78 | \$4.12 | \$4.26 | \$4.26 | \$4.26 |
| Customer: | | | | | | | | |
| Visits | 4,577 | 4,530 | 4,758 | 4,829 | 4,902 | 4,975 | 5,050 | 5,126 |
| Circulation | 6,612 | 6,071 | 6,386 | 6,514 | 6,644 | 6,777 | 6,912 | 7,051 |
| In-Library Use of Materials | 1,373 | 1,517 | 1,490 | 1,416 | 1,345 | 1,277 | 1,214 | 1,153 |
| Reference Inquiries | 223 | 210 | 213 | 202 | 192 | 183 | 173 | 165 |
| Computer Use | 574 | 599 | 646 | 659 | 672 | 686 | 699 | 713 |
| Electronic Uses (visits to website) | 903 | 794 | 839 | 847 | 856 | 864 | 873 | 882 |
| Electronic Uses (visits to online catalogue) | NA | 2,498 | 2,497 | 2,522 | 2,547 | 2,573 | 2,598 | 2,624 |
| Program Attendance | 148 | 149 | 149 | 152 | 155 | 158 | 161 | 165 |
| Employees/Innovation: | | | | | | | | |
| Employee satisfaction – grand average | NA | NA | 67.5 | N/A | N/A | 68.9 | NA | NA |
| Internal Business Process: | | | | | | | | |
| Collection size (000's) | 1,266 | 1,252 | 1,166 | 1,303 | 1,329 | 1,355 | 1,382 | 1,410 |
| Space per Capita | 0.54 | 0.46 | 0.46 | 0.46 | 0.46 | 0.46 | 0.46 | 0.46 |