



Mississauga Library

2018-2021 Business Plan
& 2018 Budget

Foreword

Our Vision for the Future

Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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Executive Summary of Mississauga Library

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

Services we provide:

The Mississauga Library System (MLS) 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 – 4.862 million in-person visits
- Circulation – 6.041 million items loaned
- Collection – 1.06 million items available through 18 locations throughout the City
- Participation – More than 135,000 program attendees and 2,100 outreach initiatives
- Access – More than 930,000 visits to the Library website
- 88 per cent of residents surveyed express overall satisfaction with Library services in Mississauga

Highlights of the Business Plan include:

- An exciting reorganization began in 2017 that will position the Library to be focused on co-ordinated programming, responsive collections and digital services in a customer centred environment
- Design concepts completed in 2017 for the Central Library Revitalization will inform this important initiative over the next three years
- Expansion of Maker Mississauga digital learning and creativity programs and resources
- Development of permanent maker spaces at Burnhamthorpe and Courtneypark branches began in 2017

Net Investment (000's)	2018	2019	2020	2021
Operating	27,521	28,075	28,605	29,025
Capital	1,795	11,187	11,207	225
Full Time Equivalents	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.

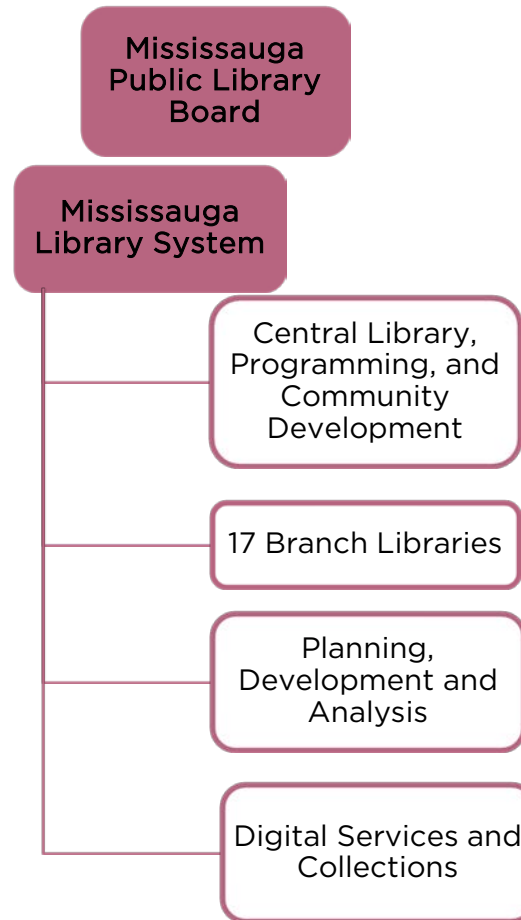
Mission

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

Goals of Service

- We know and engage with our community
- We recognize the Library as a key learning institution
- We aim 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



Current Service Levels and Trends

Service Levels

The Library system currently consists of one Central Library and 17 branch libraries which are open for a combined 54,350 hours a year. The system offers a collection of more than six million items of which more than 875,000 are electronic. The Library and its branches are visited almost five million times a year. The system delivers more than 9,400 programs and 2,100 outreach initiatives a year which are attended by 135,000 participants.



Trends

Technology

Library customers are consuming more digital resources and using mobile technology to access them. It is important that the system remains relevant to new users by investing in the proper technology.

Collections

To meet customer demand, the MLS continues to expand its physical and digital collections in a variety of formats – many of them purchased from the United States with Canadian currency. The Library system will continue to improve its collection and keep an eye on changing consumer preferences as well as the value of the Canadian dollar.

Infrastructure

Mississauga libraries have become areas for community gatherings, hubs for digital and physical learning tools, supportive learning institutions, and the bridge between home and school. The pressure on capital funding is making it challenging for MLS to keep up with demand for these needs.

People

The evolution of Library services results in a simultaneous evolution of the role of library staff. Staff development is crucial to meet the expectations of customers. The Library recognizes the evolution of Library services within the community and has begun a reorganization to become focussed on co-ordinated programming, responsive collections and digital services in a customer centered environment

Performance Measures and Results

The Mississauga Library System exists to provide library services to meet the life-long informational, educational, cultural and recreational needs of all citizens. The Library's Performance Measures are used to help assess how well we are achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. These statistics are based on the 2015 Provincial Survey, as the 2016 statistics are not available as of the date of this document's printing.

What we are measuring

To understand how well we are achieving our goals, the Library system measures the following in addition to the metrics found on our Balanced Scorecard.

Percentage of residents who have library cards

	2015	2016	2017	2018
Registered Users	427,097	458,854	470,325	482,083
Penetration Rate	56%	60%	62%	63%

Operating Costs and Collections Spending per capita

	2015	2016	2017	2018
Total Operating Costs	\$24,402,357	\$26,445,274	\$26,841,953	\$27,244,582
Per Capita	\$31.94	\$34.61	\$35.13	\$35.66

	2015	2016	2017	2018
Collections Spending*	\$2,665,810	\$2,855,120	\$2,970,000	\$3,070,000
Per Capita	\$3.49	\$3.96	\$4.12	\$4.25

Benchmarking for per capita spending

	Population	Operating Cost	Operating \$ Per Capita	Collections Cost	Collection \$ Per Capita
Brampton	580,600	\$14,188,551	\$24.44	\$1,655,791	\$2.85
Mississauga	764,000	\$24,402,357	\$31.94	\$2,665,810	\$3.49
Ottawa	960,754	\$41,718,909	\$43.42	\$5,109,966	\$5.32
London	381,310	\$19,195,376	\$50.34	\$1,997,398	\$5.24
Hamilton	550,700	\$28,576,020	\$51.89	\$3,273,638	\$5.94
Toronto	2,826,498	\$175,738,082	\$62.18	\$18,444,049	\$6.53

Customer Use Benchmarking

	Total Collections	Circulation Total	Circulation per Collection	Population	Collections Per Resident
Brampton	498,318	5,062,877	10.16	580,600	0.86
Hamilton	669,710	6,473,602	9.67	550,700	1.22
London	677,284	3,869,642	5.71	381,310	1.78
Mississauga	1,105,983	6,385,679	5.77	764,000	1.45
Ottawa	2,021,585	11,425,711	5.65	960,754	2.10
Toronto	5,424,770	32,505,963	5.99	2,826,498	1.92

Why these measures are important

These measures give us an idea of how well we are being accessed by Mississauga residents, and how well our comparators are doing. If we see a comparator surpassing our success, we can potentially look to their system or services to learn how we might improve.

How we are improving results

We are constantly looking internally and externally to develop ideas which could raise the rate of registered card users and circulation. The City of Mississauga has been a fantastic supporter of the Library system's operational needs.

Balanced Scorecard

The Library's balanced scorecard identifies measures in four key areas of performance: Financial, Customer Service, Employee, and Business Process.

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 process of moving to outcome based measures, to focus more on the value-add of 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 \$4.23 per capita (2016), this measure remains second lowest among national and provincial comparator libraries.

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 we have 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 Process 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 Master Plan recommended provision standard, and the planned growth will coincide with anticipated population growth.



Dreamtimes.com

Balanced Scorecard (Cont'd)

Measures for Mississauga Library	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
Financial:								
Expenditure per Capita	\$34.37	\$31.94	\$34.61	\$35.13	\$35.66	\$36.20	\$36.74	\$36.65
Expenditure per Capita – library materials	\$3.16	\$3.49	\$3.96	\$4.12	\$4.25	\$4.25	\$4.25	\$4.25
Customer:								
Visits (000s)	4,530	4,758	4,862	4,902	4,975	4,500	4,500	5,100
Circulation (000s)	6,071	6,386	6,041	6,644	6,777	6,912	7,051	7,100
In-Library Use of Materials (000s)	1,517	1,490	1,205	1,345	1,277	1,000	1,000	1,500
Reference Inquiries (000s)	210	213	137	137	130	130	120	120
Computer Use (000s)	599	646	625	650	660	670	680	690
Electronic Uses (visits to websites) (000s)	794	839	932	950	975	1,000	1,025	1,050
Electronic Uses (visits to online catalogue)	2,498	2,497	2,600	2,547	2,573	2,598	2,624	2,600
Program Attendance (000s)	149	149	136	155	165	175	185	195
Employees:								
Employee Satisfaction	N/A	67.5	N/A	N/A	68.9	N/A	N/A	70.4
Internal Business Process:								
Collection Size (000s)	1,252	1,166	1,061	1,111	1,161	1,211	1,261	1,311
Space per Capita	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46

Awards and Achievements

Awards

- The new Woodlands Library was nominated for both an Ontario Library Association's Library Building Award and a Mississauga Urban Design Award
- The Ontario Public Library Association's Leadership in Adult Readers' Advisory (RA) award was given to Amy Colson, Manager, Meadowvale Library
- 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

Achievements

- The Library celebrated Lakeview, Lorne Park and Streetsville's 50th anniversaries in 2017
- The Library System received grant funding from the Federal government for a homelessness prevention outreach worker and Provincial Grant funding to expand our technology footprint through the OLCF-IT program
- 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 2017 Annual Super Conference – Library staff delivered presentations at the all Ontario conference on "Get Your Conference On: Running a Staff Conference for Public Libraries" and a poster session entry highlighting the Lean experience in new materials processing



Woodlands Library Exterior



Woodlands Library Interior

The 2018-2021 Business Plan Outlook Planning for the Future

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

Library Future Directions Master Plan

- A master plan review will be undertaken during the 2018-2021 business plan period to help guide the next five years of Mississauga Library Service

Express Libraries

- We will expand library service points by offering self-service options known as 'express' libraries
- This option will be located in intensifying and/or high traffic areas that are convenient for library users

Expanding Online Learning Opportunities

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

Central Redevelopment

- Central Library is 25 years old and requires significant facility component lifecycle replacement
- The current footprint is not sufficient to serve all the City and its changing Library needs

- Includes development of a digital innovation centre for the entire City that will foster a culture of learning, discovery and entrepreneurship
- Detailed design to begin in 2018 with construction beginning in 2019

A New Path Forward

- In 2014, the Library Board and City Council approved an organizational review for the Library system within the Future Directions Master Plan
- The resulting new organization will begin to roll out in late 2017 and early 2018 and is aimed at building Centres of Expertise in a customer centred library focused on co-ordinated programming, responsive collections and digital services
- Changes include increased groupings of library locations, and changes to the roles and responsibilities of some of our managers
- The new roles will focus on forward thinking, analytics, digital library services, innovation, technology and social engagement



Finding Efficiencies

Maintaining an efficient library system while providing the highest level of library services to the citizens of Mississauga is a priority of the Mississauga Library System. As the role of libraries within the community continues to change, it becomes more difficult to provide the services that are in demand while meeting the City's target for budget reductions. The library is committed to providing value for taxpayer money and operating at the highest level with the lowest amount of tax impact. The following are areas where we are striving to find efficiencies:

Budget Saving

- Savings of \$800,000 in the operating budget since 2015, due to better business practices
- Maximized efficiencies in labour and materials, further reductions will affect service levels
- Least impactful budget reduction of \$23,000 from equipment repair budget

Lean

- Library staff have two Green Belts and 45 White Belts, with plans to train two more Green and Yellow Belts in 2018 and 80 more White Belts before the end of 2017
- We have successfully implemented two Green Belt projects, one of which resulted in more than \$30,000 of cost avoidance in our materials processing section, as well as a 27 per cent increase in the number of materials that are processed in a day. The other project resulted in a 24 per cent reduction in the amount of time it takes for customers to receive holds, as well as cost avoidance of more than \$6,000 a year for the courier system
- The Library is also committed to continuous improvement through participation in the Lean program. To date the library has completed more than 27 small improvements at our branches and business units which have resulted in significant time savings and cost avoidance



Advancing the City's Strategic Plan

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

belong - ensuring youth, older adults and new immigrants thrive

- Central Library Revitalization – developing a modern and welcoming Central Library to better serve the residents of Mississauga
- Makerspaces - providing dedicated space for Mississauga residents to build their science, technology, engineering, art and math skills
- Collection Expansion – continuing to invest in both our physical and digital collection to ensure that the library can provide something for all Mississauga residents

connect - completing our neighbourhoods

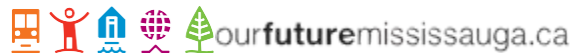
- Central Library Revitalization – providing the downtown core with a modern library with flexible spaces for all residents
- Technology Investments – a new technology-focused digital hub with facilities for events, lectures and seminars; and active creation space
- Collection Expansion – investing in new collection materials that provide Mississauga residents opportunities for lifelong learning and skill development

prosper - cultivating creative and innovative businesses

- Central Library Revitalization – designing the new central library to be cutting edge, dynamic and reflective of the importance of this community institution
- Maker Mississauga - brings new opportunities for learning to children, teens, and adults. Making means sharing ideas, exploring new technologies, developing new skills

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 kept out of landfills over the years



Transforming our Business with 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 enhance and extend delivery of library services. 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 2018-2021 Technology impacts and represent major components of the Library Technology plan.

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
- 2016-2018 – Redevelopment of Library website a key component of the City's Web Modernization Project

Digital Hub & Makerspaces

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 2018 additional maker equipment will be 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 makerspaces at Burnhamthorpe and Courtneypark libraries



Watching 3-D printing (stock photo)

Automated Materials Handling & Sorting

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 at Central Library
- 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 Central Library where the volume of returns would result in a suitable return on investment

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

Wi-Fi Hotspots

GOAL

Know and engage our community.

Provide access to many resources in many ways.

INITIATIVE

- Expansion of resources on loan to include mobile Wi-Fi hotspots. Mobile hotspot device connects computers, tablets, or cell phones to the Internet
- Enables customers without home internet to access learning and information 24/7

Virtual Reality

GOAL

Recognize the Library as a key learning institution.

Provide inspiring, welcoming and creative spaces.

Provide access to many resources in many ways.

INITIATIVE

- Creation of virtual reality space at library locations. Virtual reality technology uses software to generate realistic images and sounds that replicate a real environment
- Customers able to book in-house virtual reality station to explore, learn, create and play

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
- Detailed design to begin in 2018 with construction beginning in 2019

Digital Hub & Makerspaces

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 other branch libraries

Managing Our Human Resources

Our Structure

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

Central Library, Programming and Community Development

This team is responsible for the large Central library as well as

- Community Development
- Centralized Programming
- Customer Experience

Facility Operations

Eighteen locations of varying sizes currently provide physical spaces where the library's services, programs and collections can be used and accessed.

- All libraries have public computers, free Wi-Fi and self check-out
- Also provide homebound services for customers unable to come to the library

Planning, Development and Analysis

This team monitors governance and compliance issues regarding the Library Board and provides recommendations to the Director.

- Drives divisional Budget, Work-in-Progress (WIP) and forecast processes
- Provides strategic support, input and recommendations to the Director and the Library Leadership Team for the development of the annual Divisional Business Plan and Budget
- Drives productivity and Division wide continuous improvement

Digital Services and Collections

The primary functions of this team are:

- Leading the strategic development of the Library's print and digital collections
- Providing leadership for developing and expanding the Library's digital presence to foster a culture of innovation for the whole Division
- Leading the social media and website team
- Being responsible for all public service components of the Integrated Library System (ILS) including overseeing the library's ongoing technical support needs, as well as maintenance and software upgrades in conjunction with the Community Services IT team



Using a computer (stock photo)

Our Talent

The Mississauga Library System is comprised of a diverse workforce of unionized and non-unionized staff with special accreditations, degrees and certifications in disciplines such as information science, public policy, business and Lean. The Library system is committed to providing staff with lifelong learning opportunities such as conferences, courses, and training which grow with the ever changing roles of library staff and municipal employees.

Critical Roles/Functions to Achieve Business Goals

In 2017 the Library system began rolling out a reorganization to align our structure to achieve its mission and service goals. These changes include increased groupings of library locations, and changes to the roles and responsibilities of some of our managers. The new roles will focus on forward thinking, analytics, digital library services, innovation, technology and social engagement.

Proposed Full Time Equivalent Staffing

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2017	2018	2019	2020	2021
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.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 Business Plan. Information is provided by major expenditure and revenue categories as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2017 was \$26.8 million and the proposed budget for 2018 is \$27.5 million.

Total Changes to Maintain Current Service Levels

- \$440,000 increase reflects labour adjustments and part-time labour and fringe benefit rate increase set out by the Provincial Labour Law
- \$100,000 budget for Radio Frequency Identification programmable tags purchase for the books using self check-out system
- \$31,000 budget for cell phones for Library Managers
- \$28,000 utility cost increase

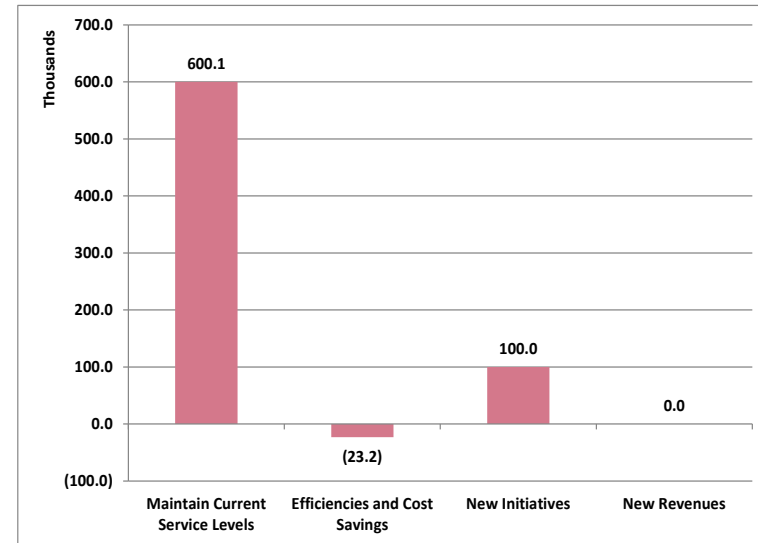
Efficiencies and Cost Savings

We were able to identify some savings of \$23,000 within Building Maintenance and Equipment Rental & Repairs budget.

New Initiatives

In order to implement the Collection Strategy laid out in the Master Plan Study, we request to add another \$100,000 of collection budget to meet the per capita rate gradually.

Proposed Changes to 2018 Net Operating Budget by Category (000's)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Expenditures to Deliver Current Services						
Central Library Services	4,253	5,049	5,178	5,286	5,393	5,484
Library Support Services	10,109	9,827	9,985	10,162	10,330	10,428
Public Services	12,506	13,917	14,208	14,476	14,731	14,962
Total Expenditures	26,867	28,793	29,370	29,924	30,454	30,874
Revenues	(1,911)	(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			100	100	100	100
Proposed Net Budget Including New Initiatives & New Revenues	24,956	26,845	27,521	28,075	28,605	29,025
Expenditures Budget - Changes by Year			2%	2%	2%	1%
Proposed Net Budget - Changes by Year			3%	2%	2%	1%

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

Summary of Proposed 2018 Budget

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	22,140	440	0	0	0	0	0	22,580	440	2%
Operational Costs	6,224	159	(23)	0	0	100	0	6,460	235	4%
Facility, IT and Support	429	1	0	0	0	0	0	430	1	0%
Total Gross	28,793	600	(23)	0	0	100	0	29,470	677	2%
Total Revenues	(1,949)	0	0	0	0	0	0	(1,949)	0	0%
Total Net Expenditure	26,845	600	(23)	0	0	100	0	27,521	677	3%

Summary of Proposed 2018 Budget and 2019-2021 Forecast

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	19,957	22,140	22,580	23,023	23,446	23,823
Operational Costs	6,488	6,224	6,460	6,570	6,676	6,719
Facility, IT and Support	422	429	430	431	432	432
Total Gross	26,867	28,793	29,470	30,024	30,554	30,974
Total Revenues	1,911	(1,949)	(1,949)	(1,949)	(1,949)	(1,949)
Total Net Expenditure	24,956	26,845	27,521	28,075	28,605	29,025

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Category	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	22,140	22,590	440	Increase Reflects Labour Adjustments and Part Time labour Fringe Benefit rate increases.
Administration and Support Costs	429	430	1	
Advertising & Promotions	48	48	0	
Communication Costs	9	39	30	Budget increase for cell phone cost due to increased cell phone units
Contractor & Professional Services	10	10	(0)	
Equipment Costs & Maintenance	57	50	(7)	Budget cut for equipment rental and repair
Finance Other	53	53	0	
Materials, Supplies & Other Services	4,050	4,150	100	Purchase Radio Frequency Identification (RFID) programmable tags for the books using self check-out system
Occupancy & City Costs	1,801	1,814	13	\$28 Utility cost increase offset by \$15 savings in building maintenance
Staff Development	86	86	0	
Transfers To Reserves and Reserve	63	63	0	
Transportation Costs	47	47	(0)	
Subtotal - Other Operating	6,653	6,790	137	
Total Revenues	(1,949)	(1,949)	0	
Subtotal - Revenues	(1,949)	(1,949)	0	
Total	26,845	27,421	577	

Proposed New Initiatives and New Revenues

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

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
New Initiatives								
Library Collections Strategy	3931		100	100	100	100	0.0	0
Total New Initiatives		0.0	100	100	100	100	0.0	0
Total New Initiatives and New Revenues		0.0	100	100	100	100	0.0	0

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

Budget Request #: 3931

Proposed Initiative

Library Collections Strategy

Department

Community Services Department

Service Area

Mississauga Library

Required Annual Operating Investment

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	100.0	100.0	100.0	100.0
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	100.0	100.0	100.0	100.0
* Net Change in \$		0.0	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)	2017 & Prior	2018	2019	2020	2021 & 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 lifelong learning and literacy.
Expenditures per capita 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 a 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 \$4.25 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.

Proposed Capital Budget

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 for the capital forecast.

Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Library Buildings	1,669	11,062	11,062	65	4,800	28,657
Library Materials & Equipment	126	126	145	160	1,360	1,916
Total	1,795	11,187	11,207	225	6,160	30,573

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

Proposed 2018-2027 Capital Forecast Highlights include the following:

- Central Library Redevelopment
- The Express Libraries Pilot project in 2018
- Continued planning for the future through the Library's Future Direction Master Plan
- Expanding the Maker Mississauga program with more dedicated space

Proposed 2018-2027 Capital Budget by Funding Source

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

Funding	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Tax/Debt	1,795	11,187	11,207	225	4,770	29,183
Development Charges	0	0	0	0	1,260	1,260
Other Reserves & Reserve Funds	0	0	0	0	130	130
Total	1,795	11,187	11,207	225	6,160	30,573

Note: Numbers may not balance due to rounding.

Proposed 2018 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2018.

Program: Library Buildings

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMLS00046	Makerspace Mississauga	195	0	195	Tax/Debt
CMLS00054	Self Serve Technology-Automated Materials Sortation	423	0	423	Tax/Debt
CMLS00059	Central Library Redevelopment	1,000	0	1,000	Tax/Debt
CMLS00084	Renovations to various locations	52	0	52	Tax/Debt
Total		1,669	0	1,669	

Note: Numbers may not balance due to rounding.

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMLS00073	Public Use Furniture and Equipment	126	0	126	Tax/Debt
Total		126	0	126	

Note: Numbers may not balance due to rounding.

Proposed 2019-2021 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2019-2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Library Buildings			
LIB Renovations	10,962	11,062	65
LIB Studies	100	0	0
Subtotal	11,062	11,062	65

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

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Library Materials & Equipment			
LIB Programme Equipment Replacement	126	145	160
Subtotal	126	145	160
Total Expenditures	11,187	11,207	225

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