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Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2016 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff has focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



# Executive Summary of Mississauga Library

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

**This service is provided by:**

- The Central Library; 17 Branch Libraries/Homebound Services; Electronic Resources and the Online Catalogue

**Interesting facts about this service:**

- Visitors – 4.5 million in-person visits
- Circulation – 6 million items loaned
- Collection Size – 1.25 million items available through 18 locations throughout the City

**Highlights of the Business Plan include:**

- Libraries launched RFID Self Check-Out in 2014 at seven locations with the remaining libraries to implement in 2015. The Self Check-Out project is a major initiative that the Library commenced during the 2011-2014 Business Plan period. Self Check-Out of materials provides a more convenient and cost-effective option for both customers and staff
- Collection growth funding strategy completed in order to improve the provision level so that the library’s collection can keep pace with population growth
- Approval of Future Directions Master Plan in June 2014
- Completion of the Woodlands and Meadowvale Libraries developments

- Central Library Redevelopment Study completed and business case underway
- Introduction of Makerspace technology including 3D printer
- Redesigned web site business case completed
- Expanded use of tablets for provision of information services and programming planned for 2015/2016



Woodlands Library

Net Investment (000's)	2015	2016	2017	2018
Operating	25,033	25,896	26,313	26,604
Capital	4,326	1,094	11,872	12,010
Full Time Equivalents	317.2	316.6	316.6	316.6

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# Existing Core Services

## Vision, Mission, Service Delivery Model

The Mississauga Public Library Board oversees the fulfillment of the library's mission and vision. Library staff work hard to plan and deliver quality services and programs that respond to our community's needs today and into the future.

### Vision

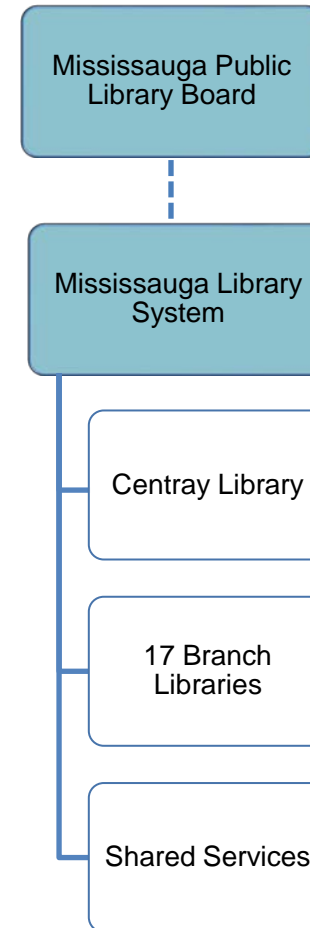
The Mississauga Library System provides life-long enrichment, education and empowerment.

### Mission

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



Source: iStockPhoto.com



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## 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

- Eighteen locations with a large Central Library and seventeen 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 & Services

- A variety of programs and services for target groups including children, youth, older adults, newcomers, families & caregivers and local businesses
- The Library reaches out to schools (local school boards, the French school, private schools, Sheridan College, University of Toronto Mississauga and daycares) to community agencies (Peel Literacy Guild, Museums, multicultural groups, health agencies) and to 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

- 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



Source: iStockPhoto.com

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## Business Plan Updates

### Self Check-Out

- Implemented at all eighteen library locations
- Customer service enhancement using RFID technology

### Meadowvale Library Construction

- Relocation of Meadowvale Library to the redeveloped Meadowvale Community Centre is underway
- Opening scheduled for Summer 2016

### Collection Development

- Improvements in provision of print material through use of allocation tool that balances distribution with demand (Collection HQ)
- Continued expansion of digital collections including downloadable books and audio books, e-magazines, music streaming and download
- Access to languages improved through launch of online language learning resource (Mango) and multi-lingual cataloguing for improved access to languages material

### Central Library Redevelopment

- Business Case developed including economic impact or return on investment (ROI)

### Maker Mississauga

- Expansion of resources and programs promoting opportunities for learning and skills development
  - Additional 3D Printer launched at Erin Meadows Library
  - Over 300 programs have been offered to more than 4,000 residents as of June 2015
  - A successful computer coding program has been piloted and expansion options will be explored this year
  - 25 tablets for library programs
  - Lego programs at all locations

- Expanded community partnerships are being explored in the areas of robotics and coding
- Library received an Ontario Library Capacity Fund grant from the Ministry of Tourism, Culture and Sport. Provides for additional digital literacy opportunities including:
  - Increased 3D Printing
  - Expanded digital design capabilities
  - Digital recording, and electronics

### Library Website Refresh

- Catalogue search functionality incorporated onto main page
- Streamlined navigation to most popular features based on usage metrics
- Optimizes online catalogue, improves access to library cardholder accounts and online library resources and services



Central Library Self Check-out



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## Accomplishments

- Rebel15 was a big success across the City with a wide range of activities for youth including Altered Pages (creating poetry with art), candy art, gamers lounge, graffiti walls, karaoke, photography contests, and talent shows.
- Through partnership with the Institute for Canadian Citizenship, Cultural Access passes were issued to over 2500 new Canadian citizens. The passes offer discounted entrance fees to many local cultural venues and discounted travel on VIA trains. This continues to be a successful partnership, bringing new citizens into the Library.
- In partnership with the Toronto Seed Library, the Port Credit Library launched the Mississauga Library System's very first seed-lending library.
- The Library hosted Katherine Govier's "The Shoe Project" featuring compelling stories written and told by immigrant women about the shoes that played a unique role in their journey to Canada. This event led to a facilitated six-week workshop Story of My Life where newcomers can to talk, share, explore, and write about their life's journey – successes, struggles, and dreams.
- Older adults introduced to digital literacy tools and skills across the City through programming and partnerships, including tablet workshops, computer buddies, and safety & online privacy workshops.
- The Library has significantly improved its turnaround time to get new materials to the shelves for customers. This was done through a review of work flows using Lean principles, which identified a number of process efficiencies.

## Awards and Recognition

The Ontario Library Association has awarded Daria Sharanewych, Manager, Children's Department Central Library with the OPLA Advocacy in Action Award for Children's and Teen Services. The award will be presented at the Child and Youth Expo on November 16, 2015.



Source: iStockPhoto.com

# Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 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 Library's 2016 net operating budget of \$25.9 million is a 3% increase over the 2015 budget.

## Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Library service is an increase of \$880,000 for 2016.

Highlights of the proposed budget changes include:

- Labour costs projected to increase by \$479,000 including adjustments for cost of living
- Increase of \$427,000 to the Collection materials budget to offset the impact of the US exchange rate on the purchase of library materials
- Storm water charge of \$18,000 has been added for stand-alone libraries
- Reduction of \$27,000 for IT and support allocations

## Efficiencies and Cost Savings

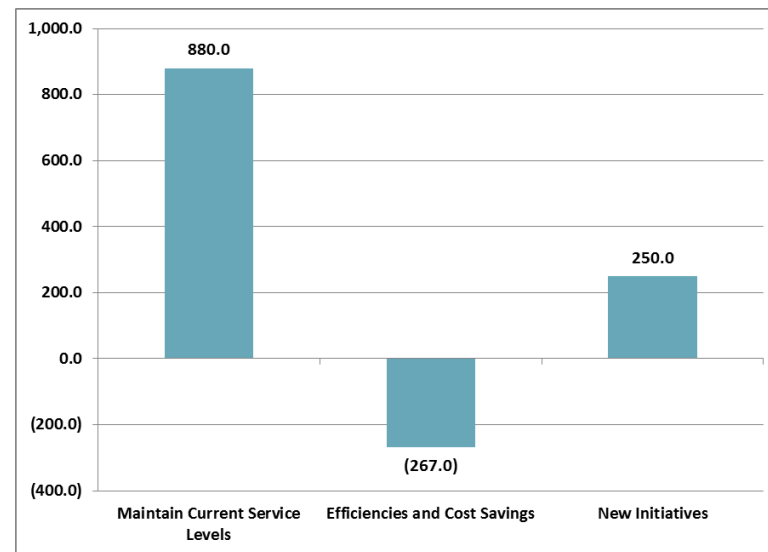
A reduction of \$267,000 reflects operating savings resulting from:

- Elimination of the Meadowvale Library lease \$118,700
- Implementation of Self check-out \$98,000
- Utility cost reductions through effective energy management initiatives

## Proposed New Initiatives

The addition of \$250,000 in 2016 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

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identify the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

### Proposed Budget by Program

Description	2014 Actuals (\$000's)	2015 Budget (\$000's)	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>					
Central Library Services	4,349	4,842	4,957	5,049	5,138
Library Support Services	8,906	8,969	9,249	9,057	8,899
Public Services	12,763	13,192	13,389	13,657	13,916
<b>Total Expenditures</b>	<b>26,018</b>	<b>27,004</b>	<b>27,595</b>	<b>27,762</b>	<b>27,953</b>
<b>Revenues</b>	<b>(2,032)</b>	<b>(1,971)</b>	<b>(1,949)</b>	<b>(1,949)</b>	<b>(1,949)</b>
Transfers From Reserves and Reserve Funds	(16)	0	0	0	0
New Initiatives and New Revenues			250	500	600
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>23,970</b>	<b>25,033</b>	<b>25,896</b>	<b>26,313</b>	<b>26,604</b>
Expenditures Budget - Changes by Year			2%	1%	1%
Proposed Net Budget - Changes by Year			3%	2%	1%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table provides proposed budget changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings and new initiatives.

Description	2015 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	2016 Proposed Budget (\$000's)	\$ Change Over 2015	% Change Over 2015
Labour and Benefits	21,052	479	(98)	0	0	0	0	21,432	380	2%
Operational Costs	5,511	437	(198)	0	0	250	0	5,999	488	9%
Facility, IT and Support Costs	441	(27)	0	0	0	0	0	414	(27)	(6%)
<b>Total Gross Expenditures</b>	<b>27,004</b>	<b>888</b>	<b>(297)</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>27,845</b>	<b>841</b>	<b>3%</b>
<b>Total Revenues</b>	<b>(1,971)</b>	<b>(8)</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,949)</b>	<b>22</b>	<b>(1%)</b>
<b>Total Net Expenditure</b>	<b>25,033</b>	<b>880</b>	<b>(267)</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>25,896</b>	<b>863</b>	<b>3%</b>

### 2017-2018 Forecast

Description	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Labour and Benefits	21,432	21,865	22,289
Operational Costs	5,999	5,982	5,847
Facility, IT and Support Costs	414	415	416
<b>Total Gross Expenditures</b>	<b>27,845</b>	<b>28,262</b>	<b>28,553</b>
<b>Total Revenues</b>	<b>(1,949)</b>	<b>(1,949)</b>	<b>(1,949)</b>
<b>Total Net Expenditure</b>	<b>25,896</b>	<b>26,313</b>	<b>26,604</b>

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.

Category	2015 Budget (\$000's)	2016 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>21,052</b>	<b>21,432</b>	<b>380</b>	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	441	414	(27)	(\$27) IT and Support Allocation Reduction
Advertising & Promotions	48	48	0	
Communication Costs	9	9	0	
Contractor & Professional Services	10	10	0	
Equipment Costs & Maintenance Agreements	76	76	0	
Finance Other	53	53	0	
Materials, Supplies & Other Services	2,837	3,264	427	\$427 Increased Pressure on Collections from US dollar
Occupancy & City Costs	2,281	2,093	(189)	\$18 Stormwater Charge Added (\$149) Meadowvale Library Lease Reduction (\$50) Utilities savings, Meadowvale Library
Staff Development	86	86	0	
Transfers To Reserves and Reserve Funds	63	63	0	
Transportation Costs	48	48	0	
<b>Total Other Operating</b>	<b>5,952</b>	<b>6,163</b>	<b>211</b>	
Total Revenues	(1,971)	(1,949)	22	(\$8) Utility Lease Recovery Increase \$30 Meadowvale Library Sublease not Renewed
<b>Total Revenues</b>	<b>(1,971)</b>	<b>(1,949)</b>	<b>22</b>	
<b>Total</b>	<b>25,033</b>	<b>25,646</b>	<b>613</b>	

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 #	2016 FTE Impact	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital (\$000's)
<b>New Initiative</b>							
Library Collection Strategy	2030		250	500	600		0
<b>Total New Initiative</b>			<b>250</b>	<b>500</b>	<b>600</b>		<b>0</b>
<b>Total</b>			<b>250</b>	<b>500</b>	<b>600</b>		<b>0</b>

Note: Numbers may not balance due to rounding.

The Library's Collection Strategy is a multi-year initiative to bring the per capita expenditure on library materials from its current level of \$3.44 to \$4.25, as recommended by the Library Future Directions Master Plan. The adjustments to the base budget will enable the Library to sustain a relevant collection of materials in a variety of formats to support the City's residents, students and businesses.

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Budget Request #: 2030

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**Proposed Initiative**

Library Collection Strategy

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Required Annual Operating Investment**

<b>Impacts (\$000s)</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Gross Expenditures	250.0	500.0	600.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	250.0	500.0	600.0
* Net Change in \$		250.0	100.0
FTEs	0.0	0.0	0.0

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

**Required Capital Investment**

<b>Total Capital (\$000s)</b>	<b>2015 &amp; Prior</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019 &amp; Beyond</b>
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 \$3.44 to \$4.25 per capita in 5 years (2019).

2016 is year two of 5-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 5% 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.

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## Human Resources

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Central Library Services	71.2	71.2	71.2	71.2
Library Support Services	40.0	40.0	40.0	40.0
Public Services	206.0	205.4	205.4	205.4
<b>Total Service Distribution</b>	<b>317.2</b>	<b>316.6</b>	<b>316.6</b>	<b>316.6</b>

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include the reduction of 0.6 FTE resulting from efficiencies realized through the implementation of self check-out.



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## 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 for the capital forecast.

### Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)	2019-2025 Forecast (\$000's)	Total 2016-2025 (\$000's)
Library Buildings	968	11,747	11,884	603	25,202
Library Materials & Equipment	126	126	126	1,071	1,447
<b>Total</b>	<b>1,094</b>	<b>11,872</b>	<b>12,010</b>	<b>1,674</b>	<b>26,650</b>

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

### 2016 to 2025 Capital Forecast Highlights include the following:

- Central Library Redevelopment
- Automated Materials Sortation
- Lifecycle Replacement of Public Furniture & Equipment
- Minor Renovations and Productivity Improvements
- Library Master Plan – 5-Year Review

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**Proposed 2016-2025 Capital Budget by Funding Source**

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

<b>Funding</b>	<b>2016 Proposed Budget (\$000's)</b>	<b>2017 Forecast (\$000's)</b>	<b>2018 Forecast (\$000's)</b>	<b>2019-2025 Forecast (\$000's)</b>	<b>Total 2016-2025 (\$000's)</b>
Other	0	0	125	125	250
Tax	294	622	635	1,549	3,100
Debt	800	11,250	11,250	0	23,300
<b>Total</b>	<b>1,094</b>	<b>11,872</b>	<b>12,010</b>	<b>1,674</b>	<b>26,650</b>

Note: Numbers may not balance due to rounding. □

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## Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: Library Buildings

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMLS00054	Self Serve Technology-Automated Materials Sortation	120	0	120	Tax -Capital Reserve Fund
CMLS00059	Central Library Redevelopment	800	0	800	Tax - Debt-Other
CMLS00064	Renovations to various locations	48	0	48	Tax -Facility Repairs & Renovations Reserve Fund
<b>Total</b>		<b>968</b>	<b>0</b>	<b>968</b>	

Program: Library Materials & Equipment

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMLS00063	Public Use Furniture and Equipment	126	0	126	Tax -Capital Reserve Fund
<b>Total</b>		<b>126</b>	<b>0</b>	<b>126</b>	

Note: Numbers may not balance due to rounding.

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### Proposed 2017-2018 Capital Budget by Sub-Program

The following tables provide a detailed listing of proposed capital projects for 2017-2018.

<b>Sub-Program</b>	<b>2017 Forecast (\$000's)</b>	<b>2018 Forecast (\$000's)</b>
<b>Library Buildings</b>		
LIB New Construction	0	0
LIB Renovations	11,747	11,759
LIB Studies	0	125
<b>Subtotal</b>	<b>11,747</b>	<b>11,884</b>

<b>Sub-Program</b>	<b>2017 Forecast (\$000's)</b>	<b>2018 Forecast (\$000's)</b>
<b>Library Materials &amp; Equipment</b>		
LIB Programme Equipment Replacement	126	126
<b>Subtotal</b>	<b>126</b>	<b>126</b>
<b>Total Expenditures</b>	<b>11,872</b>	<b>12,010</b>

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

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# Performance Measures

A balanced scorecard identifies measures in four key areas of an organization'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 per capita expenditure on collection materials has been declining in recent years and a trend that is anticipated to continue. At \$3.44 per capita (2015), this measure is the lowest amongst national comparator libraries. The 2016-2018 business plan includes an initiative to increase collection funding levels, 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, but in recent years, the trend has seen a large

increase 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 2012 survey for the Library were 69.1 per cent with the City's overall satisfaction at 67.6 per cent.

## Business Processes Measures

*Space per capita* remains at 0.46 square feet per capita through the course of this plan, slightly under the provision standard.



Source: Dreamstime.com

## Balanced Scorecard

Measures for Mississauga Library	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
<b>Financial:</b>							
Expenditure per Capita	\$35.70	\$34.94	\$34.37	\$35.00	\$35.00	\$35.00	\$35.00
Expenditure per Capita - library materials	\$3.25	\$3.26	\$3.16	\$3.44	\$3.64	\$3.85	\$4.05
<b>Customer (000's):</b>							
Visits	4,515	4,577	4,530	4,598	4,667	4,737	4,808
Circulation	7,302	6,612	6,071	6,192	6,316	6,443	6,571
In-Library use of Materials	1,486	1,373	1,517	1,445	1,376	1,310	1,248
Reference Inquiries	310	223	210	200	190	181	173
Computer Use	626	574	599	611	623	636	648
Electronic Uses (visits to website)	815	903	794	873	961	1,057	1,162
Electronic Uses (visits to online catalogue)	NA	NA	2,498	2,748	3,023	3,325	3,657
Program Attendance	138	148	149	152	155	158	161
<b>Employees/Innovation:</b>							
Employee satisfaction - grand average	69.1%	NA	NA	71.0%	NA	NA	73.0%
<b>Internal Business Process:</b>							
Collection size (000's)	1,330	1,266	1,252	1,277	1,303	1,329	1,355
Space per Capita	0.54	0.54	0.46	0.46	0.46	0.46	0.46