



# Mississauga Library

2020-2023 Business Plan  
& 2020 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 the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details 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 and direct program offerings, and improve service delivery to ensure our vision is efficiently realized.

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# Executive Summary of Mississauga Library System

**Mission:** The Mississauga Library System exists to provide services to meet the lifelong informational, educational, cultural and recreational needs of all citizens.

## Services we provide:

The Mississauga Library System (Library) operates 18 libraries of varying sizes, including a large Central Library at Celebration Square. These facilities provide physical space where people can gather, attend programs and access the Library's collections. The Library runs thousands of free programs a year for all demographics and also operates three permanent makerspaces equipped with technology that encourages people to create. The Library also has thousands of e-resources available as well as a website and online catalogue that can be accessed remotely. The Central Library also operates the Open Window Hub which services at-risk residents from across the city and runs community initiatives to support those in need.

## Interesting facts about this service:

- Ninety per cent of residents responding to the 2017 Citizen Satisfaction survey expressed overall satisfaction with Library services in Mississauga
- There are more than 4.3 million in-person visits to the Library per year
- In 2018, people made 8.75 million visits to the Library website and catalogue, and the Library has a growing social media following of over 12,000 subscribers
- The Library boasts a collection in excess of 1.06 million items

- Items were loaned over 6.09 million times to the public in 2018
- In 2018, over 152,000 people attended Library programs
- The Open Window Hub helped at-risk residents almost 1,000 times in 2018

## Highlights of the Business Plan include:

- Revitalization of Central Library to include infrastructure for more modern and future-focused digital offerings; redeveloping underutilized and ancillary spaces; creating a layout that is conducive to current library collections; and expanding the fourth floor by adding 6,000 square feet of library space
- Investment in technology enhancements to modernize and enhance customer access to services and collections
- Continued expansion of Maker Mississauga offerings through a mobile makerspace to better reach communities and staff to support maker programming and equipment use
- Investing in infrastructure and the community through the renovation of South Common Library

| Net Investment (\$000s) | 2020   | 2021   | 2022   | 2023   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 29,180 | 30,218 | 30,928 | 31,775 |
| Capital                 | 4,021  | 18,934 | 21,413 | 2,620  |
| Full Time Equivalents   | 308.3  | 308.6  | 309.6  | 309.6  |

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## Core Services

### Vision, Mission, Goals of Service and Service Delivery Model

#### Vision

The Mississauga Library System provides lifelong enrichment, education and empowerment.

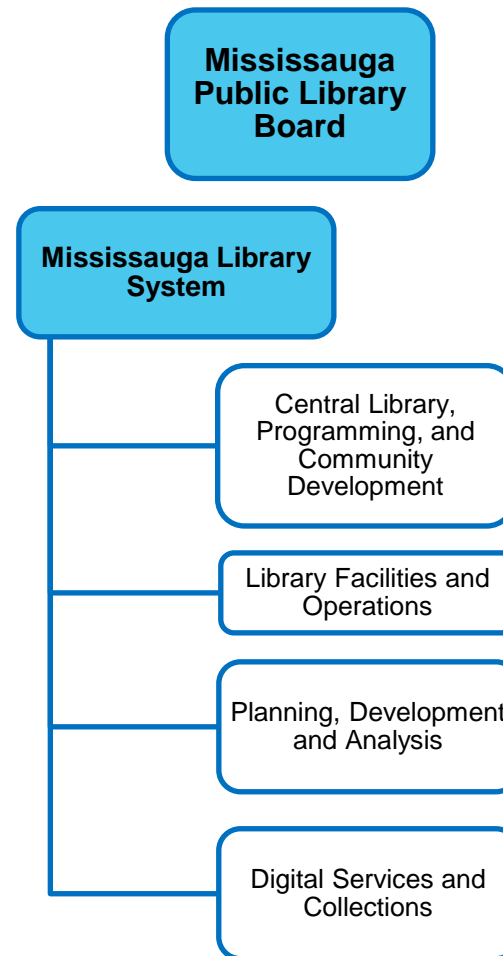
#### Mission

The Mississauga Library System exists to provide library services to meet the lifelong 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



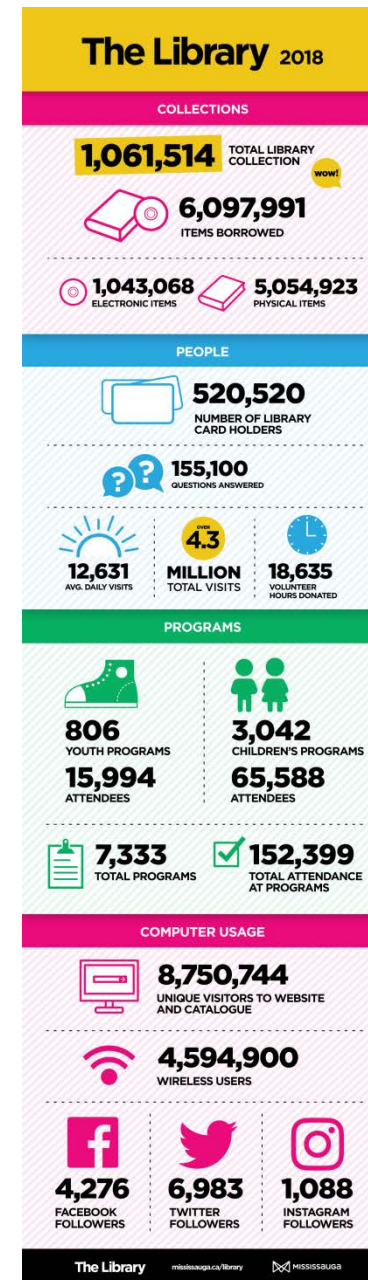
## Current Service Levels and Trends

### Service Levels

The Library currently consists of the Central Library and 17 branch libraries which are open for a combined total of more than 56,000 hours a year. Along with a website, online catalogue and other e-resources, the Library offers a collection of more than one million items including books and audiobooks, magazines, videogames, DVDs and Blu-Rays, family activity passes, Launchpads, Chromebooks and hot spots. In addition to providing electronic and circulating library materials, Mississauga libraries are visited more than 4.3 million times a year and used by the community as a place to study, gather, learn and access technology. The Library also delivers more than 7,300 programs per year which are attended by more than 152,000 participants.



*Welcoming and knowledgeable staff provide a variety of services to over 4.3 million customers each year*



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## Trends

Library systems across North America are evolving to meet current customer needs and expectations. The following outlines some industry trends that are helping to drive the Library's Business Plan.

### Collections

Collection trends point toward a decrease in the size of print collections, accompanied by an emphasis on increased utilization and circulation of those collections. Library staff will provide curated collections – recommending titles to allow for visibility and circulation in branch and online. The following are the current global trends in library services that also affect the Library:

- Increasing borrowing of eBooks
- Increasing access to downloadable videos and music through library subscriptions
- Increasing access to online learning resources and databases
- Increasing access to online periodicals and newspapers
- Decreasing physical newspaper and periodical subscriptions

Rising costs and restrictive purchasing models for eAudiobooks and eBooks are highly impacting library collections. Furthermore, many best-selling titles are not available to Canadian public libraries, including some prominent Canadian and Indigenous works. North American libraries are currently working together to resolve the prohibitive costs and purchasing restrictions public libraries face related to eContent.

Another recent trend in collections is building a “library of things” that allows customers to check out non-traditional items. Items may include laptop computers, hot spots, musical instruments, sewing machines, board games, tools, sports equipment and a

variety of other items. This trend helps those who face barriers to accessing these items, providing a chance to build important skills required for success in the knowledge economy.

### Technology and the “Digital Divide”

Library customers are consuming more digital resources and using mobile technology to access them. In Mississauga, electronic resources make up 17 per cent of the Library's circulation, and that ratio has been consistently increasing. To keep up, the Library must continue to build a leading-edge information infrastructure that understands customer requirements, supports technological innovation, integrates multiple information systems, connects to global information sources, and provides access to self-service of core library services remotely.

The “Internet of Things” revolution – the network of physical devices and electronics that have connectivity, which enables them to connect and exchange data – continues to be a trend in libraries. Libraries must provide the resources to allow collaborative use of technology such as embedded screens and printing from personal wireless devices. Along with this infrastructure, virtual branch services and programming are helping reach outside the walls of the library to the places where people gather.

Within physical branches, there is an ongoing effort to expose and allow access to digital collections co-located with physical collections so customers find the best resources available regardless of format. Library technology must also focus on automation of repetitive staff tasks, allowing existing staff to focus on high-value customer service interactions.

The increasing shift toward having products and services only available digitally amplifies the gap that exists between individuals at different socioeconomic levels and their ability to access information and technology. As governments, schools

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and private companies move more of their products and services online, the inequality that exists in access to crucial information and knowledge grows larger each day. An important role of libraries is to bridge that “digital divide” by providing barrier-free access to technology and eResources.

## **People**

The evolution of library services results in a simultaneous evolution of the role of library staff. Staff with skills in Science, Technology, Engineering, Arts, and Math (STEAM) programming and technology are required for libraries to support customer exploration, learning and success. In addition, there have been increasing instances in North American libraries of customer challenges such as homelessness and customers having mental health crises. The modern library needs to be equipped with staff that have social work training and other skills which help address customers with challenges. Further to this, libraries are recognizing that modern customer service involves helping the customer where they are, rather than at a customer service desk, so mobile technology for library staff is an important part of the modern library.

## **Service Delivery**

Two major trends in library service delivery are becoming prevalent; express libraries and library spaces that are open 24 hours a day.

Express libraries are kiosks, or vending-style machines, that are typically located in public spaces where library services are not prevalent. These kiosks can have both digital and print collections available as well as a deposit box for customers to return materials they have borrowed. The Express Library is usually open during non-traditional library hours, allowing customers who have other commitments during traditional hours access to library resources at a convenient time for them.

Secondly, the location of the Express Library is usually in high traffic areas like shopping malls, community centres or transit terminals. Having library services at these locations increases the convenience for the customer and helps libraries expose their collections to people who wouldn't normally visit a library.

Another trend in service delivery is the availability of library services, including library space, 24 hours a day. Some libraries in North America have actually adopted a staffless library model for remaining open during non-traditional library hours. This model is still being tested for feasibility, but the advantages for customers would be tremendous – especially for students and those who are not able to visit library spaces during customary library hours.



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## Infrastructure

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

The proportion of space allocated for social and program interaction versus collection storage and display continues to evolve. More library space is now designated for public accommodation and interaction than is designated for collection materials.

Collection planning in all major Canadian public libraries now involves a significant decrease in physical collection sizes; space planning has reflected this decrease and now includes a corresponding increase in spaces for customer activities and interaction. Many of these spaces are meant to provide a “third place”, beyond home and school/work, where customers can spend time, socialize, collaborate and learn.



*The multi-purpose children's area at Meadowvale Library is a successful example of library space being used for programming, reading and gathering*

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## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well goals are being achieved and where improvement is required. The results also inform decision making and strengthen accountability.

### Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

### Financial Measures

*Operating cost per capita* is lower on average than similar benchmarked library systems, indicating that the Library provides good value to taxpayers thanks in large part to continuous improvement initiatives through Lean and providing cost-effective services.

*Expenditures per capita – library materials* is a key measure of a library's provision of materials to serve the local population. The Library's Collection Strategy from 2014 onward has focused on investing in this area to improve results for this measure. At \$4.61 per capita (2018), the Library has made significant strides in improvement with a 45.6 per cent increase from 2014's \$3.16 per capita. Nevertheless, this remains second-lowest among provincial comparator libraries.

### Customer Measures

Customers are at the core of library services and there are numerous measures of performance as a result. It is important to note that the Environics 2015 citizen satisfaction survey found the Library had the highest satisfaction rating from citizens of any City service.

The Library's story is changing. Traditionally the customer service measures were focused on how many items were circulated and how many questions were answered. The current customer service measures for libraries include program attendance, visits and electronic uses as more modern reflections of what customers value in libraries. The Library has seen increases in program attendance, visits and electronic uses. The 2020 budget requests for enhanced customer access and investments in Maker Mississauga are coming as a direct result of the increase in these customer use metrics.

### Employee Measures

*Employee satisfaction* is measured through the Employee Engagement Survey which takes place every three years. Employee Satisfaction results from the 2018 survey for the Library were 69.2 per cent, up from 67.5 per cent in 2015, with the City's overall employee satisfaction at 66.7 per cent. The Library participation rate was 87.1 per cent with 330 out of 379 staff responding; an increase from 81.9 per cent in 2015. The measures that improved the greatest from 2015 to 2018 are Divisional Leadership, Communication and Quality Improvement Practices.

### Internal Business Process Measures

*Library Space per Capita* remains at 0.46 square feet through the course of this plan. The industry standard for library space per capita is 0.6 square feet. The 2019 Future Directions Master Plan recommends a provision of 0.5 square feet with a future target of 0.6 square feet, together with a study to plan how to achieve this standard.

## Balanced Scorecard

| Measures for Mississauga Library             | 2016<br>(Actual) | 2017<br>(Actual) | 2018<br>(Actual) | 2019<br>(Plan) | 2020<br>(Plan) | 2021<br>(Plan) | 2022<br>(Plan) | 2023<br>(Plan) |
|--|------------------|------------------|------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Financial:</b>                            |                  |                  |                  |                |                |                |                |                |
| Operating Cost per Capita                    | \$34.98          | \$36.06          | \$36.89          | \$37.44        | \$37.74        | \$38.20        | \$38.65        | \$39.12        |
| Collection Cost per Capita                   | \$4.63           | \$4.86           | \$4.61           | \$4.79         | \$4.98         | \$5.18         | \$5.39         | \$5.60         |
| <b>Customer:</b>                             |                  |                  |                  |                |                |                |                |                |
| Visits (000s)                                | 4,862            | 4,902            | 4,382            | 4,397          | 3,899          | 4,035          | 4,182          | 4,341          |
| Circulation (000s)                           | 6,021            | 6,140            | 6,480            | 6,029          | 5,415          | 5,604          | 5,808          | 6,029          |
| In-Library Use of Materials (000s)           | 1,205            | 1,345            | 1,155            | 1,194          | 1,072          | 1,110          | 1,150          | 1,194          |
| In person Reference Inquiries (000s)         | 137              | 137              | 161              | 154            | 136            | 141            | 146            | 152            |
| Computer Use (000s)                          | 625              | 650              | 660              | 589            | 503            | 529            | 548            | 564            |
| Electronic Uses (visits to websites) (000s)  | 706              | 690              | 717              | 732            | 716            | 743            | 768            | 810            |
| Electronic Uses (visits to online catalogue) | 2,600            | 2,547            | 2,573            | 2,515          | 2,230          | 2,308          | 2,392          | 2,483          |
| Program Attendance (000s)                    | 136              | 161              | 152              | 149            | 154            | 152            | 153            | 154            |
| <b>Employee:</b>                             |                  |                  |                  |                |                |                |                |                |
| Employee Satisfaction (%)                    | 67.5             | N/A              | N/A              | 69.2           | N/A            | N/A            | 71             | N/A            |
| <b>Internal Business Process:</b>            |                  |                  |                  |                |                |                |                |                |
| Collection Size (000s)*                      | 1,061            | 1,111            | 1,061            | 904            | 812            | 841            | 871            | 904            |
| Library Space per Capita (sq. ft.)           | 0.46             | 0.46             | 0.46             | 0.46           | 0.46           | 0.46           | 0.46           | 0.46           |

\* 2021-2023 numbers reflect an anticipated service level disruption due to the redevelopment of Central Library

## Additional Performance Measures

The Library has one of the most mature Key Performance Indicator systems in the City. To understand how well it's operating, the Library measures the following in addition to the metrics found on our Balanced Scorecard.

### Percentage of residents who have library cards

|                  | 2017    | 2018    | 2019E   | 2020F   |
|------------------|---------|---------|---------|---------|
| Registered Users | 492,153 | 520,520 | 551,812 | 577,256 |
| Penetration Rate | 63.9%   | 67.3%   | 71.0%   | 74.0%   |

### Operating Costs and Collections Spending per capita

|                | 2017       | 2018       | 2019E      | 2020F      |
|----------------|------------|------------|------------|------------|
| Operating Cost | 27,762,463 | 28,532,048 | 29,101,567 | 29,442,893 |
| Per Capita     | \$36.06    | \$36.89    | \$37.44    | \$37.74    |

|                      | 2017      | 2018      | 2019E     | 2020F     |
|----------------------|-----------|-----------|-----------|-----------|
| Collection Spending* | 3,738,535 | 3,562,417 | 3,723,021 | 3,886,265 |
| Per Capita           | \$4.86    | \$4.61    | \$4.79    | \$4.98    |

\*Collections spending includes money that is earmarked to offset the difference between CAD and USD

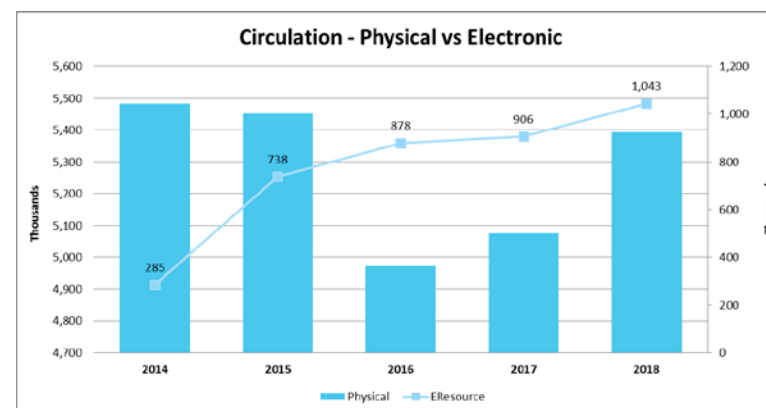
### Benchmarking for per capita spending

| City        | Operating Cost | Population | Op cost per Capita | Collection Cost | Collection Cost per capita |
|-------------|----------------|------------|--------------------|-----------------|----------------------------|
| Toronto     | 201,127,921    | 2,929,886  | 68.65              | 19,702,305      | 6.72                       |
| Hamilton    | 32,471,584     | 563,480    | 57.63              | 3,439,748       | 6.10                       |
| London      | 21,772,654     | 387,275    | 56.22              | 2,186,251       | 5.65                       |
| Ottawa      | 48,858,637     | 937,243    | 52.13              | 5,308,866       | 5.66                       |
| Mississauga | 28,532,048     | 775,000    | 36.82              | 3,562,417       | 4.60                       |
| Brampton    | 19,179,965     | 642,800    | 29.84              | 2,269,616       | 3.53                       |

### Customer Use Benchmarking

| City        | Collection | Circulation | Circ per Collection | Population | Collections per Resident |
|-------------|------------|-------------|---------------------|------------|--------------------------|
| Toronto     | 9,614,371  | 30,555,570  | 3.18                | 2,929,886  | 3.28                     |
| London      | 722,404    | 3,390,506   | 4.69                | 387,275    | 1.87                     |
| Ottawa      | 1,506,210  | 11,692,782  | 7.76                | 937,243    | 1.61                     |
| Hamilton    | 722,404    | 6,668,020   | 9.23                | 563,480    | 1.28                     |
| Mississauga | 839,942    | 6,080,606   | 7.24                | 775,000    | 1.08                     |
| Brampton    | 440,276    | 4,279,075   | 9.72                | 642,800    | 0.68                     |

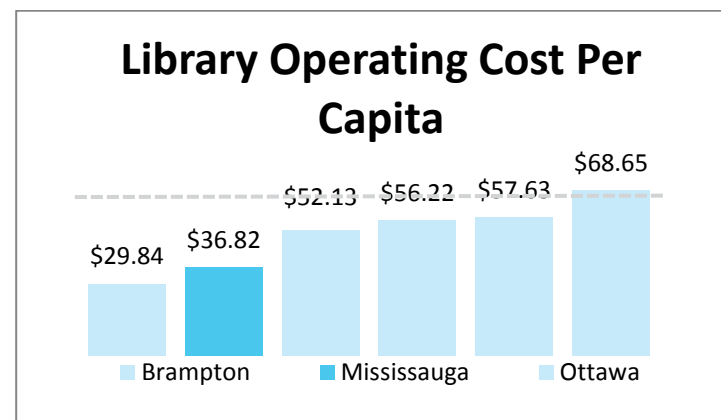
## Collection Trends



\* the 2016 labour disruption had a short-term effect on physical circulation which spilled into 2017

### Why these measures are important

These measures give the Library an idea of how well it's being accessed by Mississauga residents, and how well its comparators are doing. If a comparator surpasses the Library's success, the Library can potentially look to their system or services to learn how it can improve.



## Awards and Achievements

The Library is very proud of its achievements in 2018, some of which include:

- Meadowvale Library (as a part of the Meadowvale Community Centre and Library) won acclaim from the 2018 Mississauga Urban Design Awards through the Award of Excellence and the Award 'Healthy by Design'



*A view of the award-winning Meadowvale Library*

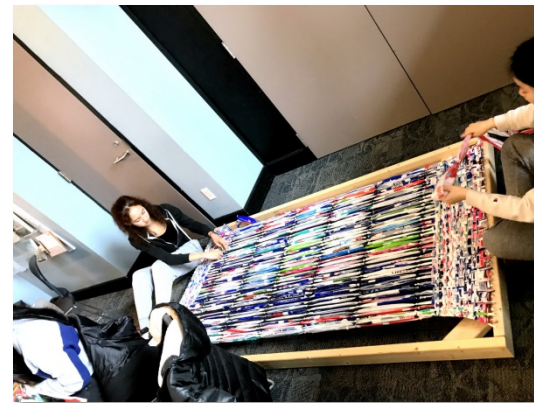
### Open Window Hub

- The Library received a generous donation from the P. and L. Odette Charitable Foundation for \$390,000 over the period of three years in support of the Open Window Hub
- Open Window Hub held multiple successful initiatives in 2018. The donations received reinforced the generosity of the Library community and the important role that the Open Window Hub plays in fostering connections and supporting community members in need

- Put a Sock on It 'Sauga saw thousands of socks donated for distribution throughout the community during the winter. Donations exceeded expectations and were shared with other programs in the community to help with distribution
- Fifteen Plastic Bag Mattresses were created using donated milk bags and there are donations to create 15 more. The mattresses are donated to those in need



*Promotion for Put a Sock on it 'Sauga*



*Students creating milk-bag mattresses*



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## Achievements in Inclusion

- The Library hosted two new exhibits highlighting diversity: Border Crossings (in partnership with the Art Gallery of Mississauga) focused on stories of library customers, while the Indigenous Language exhibits (in partnership with the Canadian Language Museum) promoted an appreciation of all languages spoken across Canada
- The Library hosted a Citizenship Ceremony for 41 new Canadians from 26 different countries in partnership with the Institute for Canadian Citizenship (ICC) and Immigration, Refugees, and Citizenship Canada (IRCC)
- Launched an Indigenous Discussion Group with the help of Traditional Indigenous Elder Cat Criger to read the Truth and Reconciliation Commission of Canada's final report and discuss current issues to build relationships and deepen understanding of Indigenous Peoples in the Mississauga community
- Family Storytime with a Drag Queen was introduced at the Library, with over 150 people attending the first four programs



*Family Storytime with a Drag Queen hosted at Streetsville, Malton, Port Credit and Central Libraries*

## Environmental Sustainment

- The Library opened its first pollinator garden at Port Credit Library with the help of a \$1,500 grant from Scotts Canada and Communities in Bloom through the Scotts® Miracle-Gro's GRO1000™ 2018 Garden and Green Space Grant Program
- Community gardens were opened at Burnhamthorpe Library and Woodlands Library in support community building and environmental sustainment



*Raised accessible garden at Woodlands Library*

## Achievements in Technology

- Launched two pilot technology lending programs including hot spot lending as well as Chromebook lending
- The Library opened two new makerspaces at the Courtneypark and Burnhamthorpe libraries. The Courtneypark Makerspace houses the Library's first recording studio
- The Library launched a new website featuring updated content, mobile capabilities and accessibility features

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# The 2020-2023 Business Plan

## Outlook

### Planning for the Future

In the past people had very specific expectations of libraries; mainly as a place to borrow books, or somewhere you could study or read a novel quietly. As with other government offerings and public spaces, libraries are evolving. The sole purpose of being a quiet place to borrow books has expanded to include more collaborative learning environments, modern physical designs, multi-purpose spaces, innovative seating options, and the availability of barrier-free emerging technologies. In response to the earlier identified emerging trends, the following areas are the focus of the Library's business plan from 2020-2023.

#### Emerging Technology and the “Digital Divide”

A significant part of the Library's future is technology. Technology specifically as it relates to the Library's plan will be discussed in detail in the “Transforming our Business with Technology” section of this plan. The Library has become a place where emerging technologies, which are normally inaccessible to some members of the community, are provided so that customers can learn new skills and decrease the impact of the “digital divide”. In addition to this evolution, customers expect the Library's website and online resources to be seamless, mobile-friendly, contain all services that are available in person and generally perform as flawlessly as the websites and electronic resources of retail companies. The Library can see this evolution in the consistently increasing demand for computer usage system wide – the computers at Mississauga Libraries are in use 93 per cent of the time.

A scan of the websites for other libraries also shows the need for improvement in the Library's online presence. Both comparator research and customer feedback point to the need to enhance

the Library website with more self-service options. With the launch of the new library website, the Library is on its way to creating a stronger and more relevant digital presence through enhanced accessibility, mobile capabilities and searching tools.

Furthermore, with the prevalence of technology in day-to-day life, the “digital divide” is becoming more and more significant. In downtown Mississauga, 52.4 per cent of the residents have an annual income of less than \$30,000 and will not have access to technology at home. Those individuals who have limited or no access to technology are becoming further disadvantaged by not being able to access the services and content available online from governments, schools, potential employers and private industries. Initiatives that the Library is proposing through this planning cycle such as online learning programs, enhanced customer access points, and the expansion of Maker Mississauga are all crucial to help customers overcome the “digital divide”.

In addition to technology hardware enhancements in the Library, software enhancements and licensing must also be acquired in order to keep pace with the advancements in hardware and the diverse learning needs of the community.



*Library staff using a tablet to teach coding in a Maker program*

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## Makerspaces

In many ways, makerspaces are the hallmark of what a modern library should be. They are collective workspaces where people can interact with new technology (such as 3D printers, sewing machines, laser cutters, robotics and audio visual equipment) and learn new skills. The Library has invested heavily in makerspaces and will continue to do so to provide barrier-free learning to Mississauga residents.

Looking towards reaching further in to our communities, the Library aims to support the expansion of makerspaces with the launch of a mobile makerspace which will work to serve the community at outreach events and at libraries that do not have the capacity to host full makerspaces. In order to support the continued investment in makerspaces, staff with specialized technical expertise will be required to ensure programming and equipment use is sustained.

## Multi-Purpose Space

Increasingly, Mississauga libraries are being designed to improve sight lines, have mobile shelving and seating options, have multi-functional modular furniture, and be brightly coloured. Having flexible furniture in the library makes it easier to set up new spaces for programming or events, create multi-purpose walls by using book stacks as dividers, and maintain visual appeal by moving furniture around and refreshing the feel of the space. Workstations for library staff and customers are evolving as well, slowly moving away from wooden chairs and desks and toward technology-friendly workspaces with ergonomic support and more electrical outlets. Upcoming redevelopment projects for Central Library and South Common Library provide opportunities to increase the functionality and use of Mississauga libraries through multi-purpose spaces.

## Collections

Demand for digital collections is continuously increasing in Mississauga. With increasingly restrictive purchasing models that include high costs and embargos from major publishers, library e-material waitlists are expected to increase as materials become more difficult to acquire, causing potential risk to customer satisfaction. The impact of these changes on collections spending will also be a focus for the Library's future as pressure on the ability to maintain consistent digital collections increases. The Library will continue to participate in advocacy campaigns to work towards fair resolutions for libraries and publishers in these new publishing environments.

The Library is attempting to enhance the service of providing "things" for loan as well. The "library of things" trend is something the Library is adopting with an expansion of technology lending (hot spots and Chromebooks) which is currently available at Cookville, Sheridan and Malton libraries. The Library is also looking to introduce a musical instrument lending library which is supported by the Culture Future Directions Master Plan and would further help to support the arts community, library programming and use of makerspaces for creative content creation.



*Customers continue to look to the Library to use materials and find a quiet space to read, learn and study*



## Finding Efficiencies

### Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Over 122 staff have received introductory White Belt Training; two staff have received intermediate Yellow Belt Training, and four staff have received advanced Green Belt Training. Four projects and 169 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs.

Some highlights of the many projects and small improvements completed include:

- Consolidated six library brochures resulting in over \$25,000 cost savings and avoidance, and 350 hours of freed capacity
- Reduced turnaround times and number of staff involved for responding to Two-Way staff idea submissions by introducing Mildea. A cost avoidance of over \$23,000
- Centralized the booking of performers for March break and summer programming resulting in over \$26,000 in cost savings and avoidance, and 648 hours of freed capacity
- Created 23 programming guides and learning modules to reduce time required for training supervisors and programmers

| Completed Initiatives           |  |      |           |       | Total Benefits                |           |
|---------------------------------|--|------|-----------|-------|-------------------------------|-----------|
| Improvement Type                | 2014-2017  | 2018 | Sept 2019 | Total | Type                          | Total     |
| Small Improvement               | 27   | 89   | 53        | 169   | Cost Savings and Avoidance    | \$316,257 |
| Rapid Improvement               | -  | -    | -         | -     | Customer Service Improvements | 103       |
| Project                         | 2  | 1    | 1         | 4     | Safety Improvements           | 31        |
| <b>Total</b>                    | 29   | 90   | 54        | 173   | Environmental Improvements    | 35        |
| In-Progress Initiative          | Goals of the Initiative  |      |           |       |                               |           |
| Library Scheduling Practices    | Increase consistency and transparency with staff schedules while decreasing time required to fill shifts.  |      |           |       |                               |           |
| Library Technology Acquisitions | Develop a process that delivers required technology solutions for library business and minimizes lead time, incorrect requests, lost requests, and increases the percentage of approved recommendations. |      |           |       |                               |           |
| Courier Route Evaluation        | Reduce the amount of wait time staff and customers are experiencing.   |      |           |       |                               |           |

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## Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of the Mississauga Library System relate to the Strategic Plan pillars.

### move - developing a transit oriented city

The Library advances the City's Move Pillar by ensuring that Library services are easily accessible for people who use transit around the City. The Library plans to utilize Express Libraries or "book vending" machines at Mississauga Transit locations to further bolster service levels and make certain that library services are ever-present in Mississauga.

### belong - ensuring youth, older adults and new immigrants thrive

The Library ensures residents can belong by providing barrier-free services, programming and collections. Through market research studies the Library also learns more about its users and those who could benefit from the service, and makes sure that the collections reflect the diverse demographics present in Mississauga. The Open Window Hub is an important example of the Library's commitment to inclusive services that fit the needs of everyone in the community.

### connect - completing our neighbourhoods

The Library works to establish its facilities and services as a hub in the community through the delivery of neighborhood-specific services. The Library's planning team also keeps an eye on neighbourhoods that are expanding to ensure there are sufficient library services in those areas. The redevelopment of Central Library is an example of how the Library responds to the changing needs of the community to help complete neighbourhoods.

### prosper - cultivating creative and innovative businesses

The Library helps cultivate creative and innovative businesses by offering more than 35 business and finance courses every year. In addition to this, the Central Library is the home of Mississauga's Business Enterprise Centre which helps residents start or grow small businesses.

### green - living green

The Library believes in living green and works to mitigate the impact of climate change. Libraries by nature are providing green services by circulating books and magazines multiple times as opposed to individually owned books and magazines which are read once and then eventually end up as waste. Through the Seed Library program, and newly developed community and pollinator gardens, the Library further encourages the practice of living green.

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## Transforming our Business with Technology

In alignment with its Future Directions Master Plan and the City's Smart City Master Plan, the Library will continue to build modern technology to support digital inclusion, evolve with emerging trends, build virtual technologies to extend collections outside its walls, and utilize technology to expose and promote digital collections within library locations.

One of the major transformations that will occur in the life of this business plan is the redevelopment of Central Library. The library will include the largest makerspace in the library system, with technology features that will allow for digital creation and the expansion of popular introductory STEAM (Science, Technology, Engineering, Art and Math) programming, which will have a trickle-down effect across the entire library system. Some features that will be available through the new makerspace include: enhanced creative software and hardware, sound recording and podcast booths, specialized personal computers (PCs), training rooms, flexible creation spaces as well as access to robotics, 3D printing, and virtual reality stations. Satellite makerspaces will also be expanded at Malton and Churchill Meadows during the term of the plan. A mobile makerspace will allow the Library to take its programs to community events and schools. Creative software enhancements, laptop lending and computers equipped with enhanced accessibility features will also be expanded across all library branches throughout the term of the plan.

In addition to the makerspace, the Central Library renovation will enhance and streamline operations, support customer self-service and create efficiencies. Technology will be used to promote and expose collections throughout the building, providing one consistent view of the best resources available at one time regardless of format. The addition of portable laptop and tablet lending stations will allow for the use of technology

throughout the building, and increase the ability for customers to use the technology in collaborative and group settings.

With a focus on customer experience throughout the whole library system, technology will be used to streamline operations and provide more online self-service options. Online registration for programs as well as room and equipment booking capabilities will allow for Library staff to spend more time on highly valued customer interactions. The use of mobile technologies will increase customer service flexibility in branches and at programs held outside the Library's walls. Enhanced search optimization and discovery capabilities on the Library catalogue, a more intuitive library mobile application and the digitization of Local History materials will further increase customer access to information and library materials.

The Library will also create a physical and virtual presence outside of the Library's walls and outside of existing hours in order to ensure that physical access barriers are decreased. Technology for physical and digital lending such as an Express Library will be installed in high-traffic areas like transit hubs or community centres to better serve potential customers who cannot access the existing physical locations, and technologies to extend hours of access to branches will be evaluated. The Library will also expand beyond physical walls through the launch of a mobile makerspace, which will take Maker Mississauga into local communities.

To support the high cost of this transformation and to supplement in-house expertise, the Library will work to develop technology and education partnerships.

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## Maintaining Our Infrastructure

The Library is counted on to provide traditional library offerings such as quiet space, information services and physical collections for loan. There is a simultaneous expectation that the Library also become a place where people “do things” and this is requiring library spaces to be more about multi-functional versatility. The Library’s future space planning aims to repurpose traditional library layouts and create more multi-purpose spaces. The current Central Library redevelopment is the Library’s most impactful opportunity to design a modern library focused on providing flexible space for programming, socializing, reading, collaborating and creating.

The plan to redevelop Central Library emphasizes creating a modern library that prioritizes public space, flexibility, technology and multiple uses. By repurposing ancillary spaces an additional 20,000 square feet for public access will be gained. An Express Library will also be included in the redeveloped facility as well as Food Services and the modernization of Noel Ryan Auditorium.

At the new Central Library, the strategy will change from a resource-driven to a customer-focused approach. The plan at Central Library is to offer customer service in new and innovative ways such as removing big reference desks and empowering mobile technology-equipped staff who can offer service where the customers are, as opposed to having the customer come to them. The renovation also gives the Central Library the ability to fully comply with the Accessibility for Ontarians with Disabilities Act (AODA) standards. Inclusion is one of the Library’s core values, and ensuring that customers with disabilities have barrier-free access to library space, collections, and services is imperative.

Technology will be used throughout Central Library to promote and expose collections in the building, and provide a modern customer experience for residents. Technology will also be used to automate repetitive staff tasks, allowing staff to be creative

customer service agents, redeployed to customer-facing activities supporting knowledge, growth, and literacy acquisition.

The redeveloped library building will have several multi-use rooms to support a wide range of programming and meetings, while still allowing a physical transition to quiet space or a place for social gathering. Staff spaces will be created with an eye to promoting collaboration, fostering creativity and ensuring the well-being of staff. In addition to flexible spaces, having modern multi-purpose furniture will be key in the new Central Library. Ergonomic chairs that are portable, book shelving that moves to create temporary walls, desks and tables that are portable and able to transform to meet a variety of needs are all important investments that will be made.

The Library also plans to redevelop South Common library during the upcoming redevelopment of the South Common Community Centre. A customer-focused approach will significantly influence the reimagining of South Common library through the creation of more multi-purpose spaces, enhanced accessibility, green spaces and increased access to technology.



*The plan to redevelop Central Library emphasizes creating a modern library that prioritizes public space, flexibility, technology and multiple uses*

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## 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 through the Community Services Department.

#### The Mississauga Library System

There are 211 full-time staff working at the Library and approximately 95 part-time FTEs. The total number of yearly hours worked by Library staff is approximately 550,000. Library staff are divided into the following four major teams:

##### Central Library, Programming and Community Development

This team is responsible for the day-to-day operation of Central Library as well as community development, centralized programming and system-wide customer experience.

##### Facilities and Operations

Eighteen locations of varying sizes currently provide physical spaces where the Library's services, programs and collections can be used and accessed. This team is responsible for all of the Library's public services across the city as well as participating on task and project teams with mandates to impact public service.

##### Planning, Development and Analysis

This team monitors governance and compliance issues as well as providing strategic support, input and recommendations to the Director and the Library Leadership Team. The team develops the annual Divisional Business Plan & Budget, while also providing project leadership with the goal of increasing productivity and 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, and providing leadership for developing and expanding the Library's digital presence to foster a culture of innovation for the whole Division. In addition, this team is responsible for leading the social media and website functions and all public service components of the Integrated Library System (ILS). This includes overseeing the Library's ongoing technical support needs, as well as maintenance and software upgrades in conjunction with the Community Services Information Technology team.



*Library staff visiting the Open Window Hub along with therapy dogs providing support to students during high school "exam week"*

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## Our Talent

The Library is comprised of a diverse workforce of unionized and non-unionized staff with specialized accreditations, degrees and certifications in disciplines such as information science, public policy, business administration 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 2018 the Library system realigned its structure to achieve its mission and service goals, and to respond to current needs while anticipating the critical needs of the future. These changes included increased pairings of library locations, as well as changes to the roles and responsibilities of some managers. The changed roles focus on community development, business planning, analytics, digital library services, innovation,

technology and social engagement. In order to achieve the Library's business goals, coordinated programming, responsive collections, a customer-centered environment and modernized digital services have been embedded in the Library's culture and work.

## Talent Needs

With the Library's continued investment in Maker Mississauga due to customer interest in maker programs and spaces, staff with skilled, technical expertise in STEAM (Science, Technology, Engineering, Art and Math) learning are required to support learning and success.

In addition, support from the Information Technology Division through a Library-specific Information Technology Specialist will also be required in order to keep pace with the increasing investment required in technology in the Library to meet customer need.

## Proposed Full Time Equivalent Staffing Distribution by Program

| Program                        | 2019  | 2020  | 2021  | 2022  | 2023  |
|--------------------------------|-------|-------|-------|-------|-------|
| Library Admin, Planning, Other | 7.0   | 9.7   | 12.1  | 13.1  | 13.1  |
| Library Central, Comm Develop  | 63.5  | 65.5  | 65.5  | 65.5  | 65.5  |
| Library Facilities Operations  | 194.7 | 194.4 | 194.4 | 194.4 | 194.4 |
| Library Services, Collection   | 41.4  | 38.7  | 36.7  | 36.7  | 36.7  |
| Total Service Distribution     | 306.6 | 308.3 | 308.6 | 309.6 | 309.6 |

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 2020-2023 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 budget for 2019 was \$28.15 million and the proposed budget for 2020 is \$29.18 million.

## Total Changes to Maintain Current Service Levels

Highlights include:

- Increase of \$220,000 in labour and benefits to reflect updated collective agreement
- Increase of \$308,000 in materials and supplies services including the Open Window Hub, program materials and ebook enhancements
- Increase of \$55,000 in contractor and professional services for programming
- Increase of \$42,000 in admin and support costs related to minimum wage and market conditions impact for custodial contracts
- Increase of \$40,000 in staff development for professional development in the areas of technology, social issues response and information services
- Revenue increase of \$133,000 related to Open Window Hub donation and increased photocopy charges for customers

## Efficiencies and Cost Savings

The Library has identified \$23,500 in cost savings and efficiencies in the 2020 Budget. This has come from:

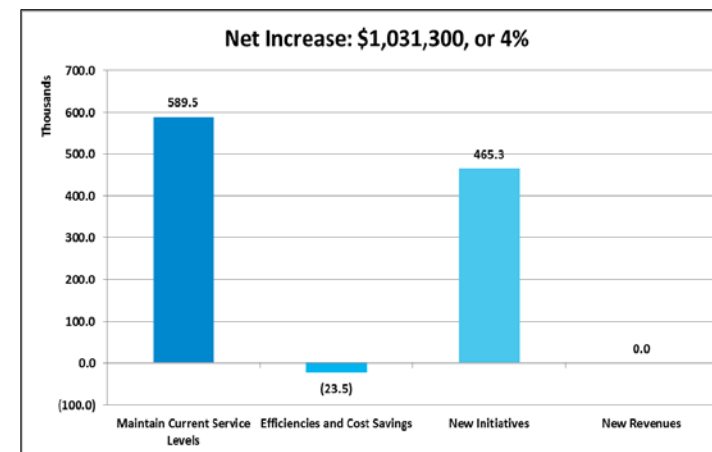
- Facility Rental: \$10,000

- Miscellaneous Expenses: \$7,000
- What's on Guide consolidation: \$6,500

## New Initiatives

- Enhancing customer access to spaces, collections, and technology with a modernized online user interface, and digitizing the Local History section
- Staffing costs for Maker Mississauga programmers
- Expanding Maker Mississauga through a mobile makerspace
- Software licensing and AppleCare to support digital design programming and makerspaces
- Musical instrument lending library
- Additional Information Technology Specialist to support the Library to be added to the Information Technology Division

## Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

### Proposed Budget By Program (\$000s)

| Description   | 2018 Actuals   | 2019 Budget    | 2020 Proposed Budget | 2021 Forecast  | 2022 Forecast  | 2023 Forecast  |
|---|----------------|----------------|----------------------|----------------|----------------|----------------|
| <b>Expenditures to Deliver Current Services</b>                         |                |                |                      |                |                |                |
| Library Admin, Planning, Other  | 3,708          | 3,671          | 3,803                | 3,903          | 3,986          | 4,058          |
| Library Central, Comm Develop   | 4,575          | 5,074          | 5,380                | 5,529          | 5,522          | 5,655          |
| Library Facilities Operations   | 13,154         | 13,887         | 14,273               | 14,574         | 14,879         | 15,191         |
| Library Services, Collection  | 7,188          | 7,485          | 7,360                | 7,471          | 7,553          | 7,626          |
| <b>Total Expenditures</b>   | <b>28,624</b>  | <b>30,118</b>  | <b>30,817</b>        | <b>31,478</b>  | <b>31,941</b>  | <b>32,530</b>  |
| <b>Revenues</b>   | <b>(2,074)</b> | <b>(1,969)</b> | <b>(2,102)</b>       | <b>(2,102)</b> | <b>(1,972)</b> | <b>(1,972)</b> |
| Transfers From Reserves and Reserve Funds                               |                |                |                      |                |                |                |
| New Initiatives and New Revenues  |                |                | 465                  | 842            | 959            | 1,218          |
| <b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b> | <b>26,550</b>  | <b>28,149</b>  | <b>29,180</b>        | <b>30,218</b>  | <b>30,928</b>  | <b>31,775</b>  |

|                                       |  |  |    |    |    |    |
|---------------------------------------|--|--|----|----|----|----|
| Expenditures Budget - Changes by Year |  |  | 2% | 2% | 1% | 2% |
| Proposed Net Budget - Changes by Year |  |  | 4% | 4% | 2% | 3% |

Note: Numbers may not balance due to rounding.



## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

### Summary of Proposed 2020 Budget (\$000s)

| Description                            | 2019<br>Approved<br>Budget | Maintain<br>Current<br>Service<br>Levels | Efficiencies<br>and Cost<br>Savings | Annualized<br>Prior Year's<br>Budget<br>Decisions | Operating<br>Impact of<br>New Capital<br>Projects | Proposed<br>New<br>Initiatives<br>And<br>Revenues | Special<br>Purpose<br>Levies | 2020<br>Proposed<br>Budget | \$ Change<br>Over 2019 | % Change<br>Over 2019 |
|--|----------------------------|--|-------------------------------------|---|---|---|------------------------------|----------------------------|------------------------|-----------------------|
| Labour and Benefits                    | 23,213                     | 255                                      | 0                                   | (35)  | 0   | 233   | 0                            | 23,666                     | 453                    | 2%                    |
| Operational Costs                      | 6,370                      | 460                                      | (24)                                | 0   | 0   | 232   | 0                            | 7,039                      | 669                    | 10%                   |
| Facility, IT and Support Costs         | 473                        | 42                                       | 0                                   | 0   | 0   | 0   | 0                            | 515                        | 42                     | 9%                    |
| Transfer To Reserves & Reserve Funds   | 63                         | 0  | 0                                   | 0   | 0   | 0   | 0                            | 63                         | 0                      | 0%                    |
| <b>Total Gross Expenditures</b>        | <b>30,118</b>              | <b>758</b>                               | <b>(24)</b>                         | <b>(35)</b>                                       | <b>0</b>  | <b>465</b>  | <b>0</b>                     | <b>31,282</b>              | <b>1,164</b>           | <b>4%</b>             |
| Total Revenues                         | (1,969)                    | (133)                                    | 0                                   | 0   | 0   | 0   | 0                            | (2,102)                    | (133)                  | 7%                    |
| Transfer From Reserves & Reserve Funds | 0                          | 0  | 0                                   | 0   | 0   | 0   | 0                            | 0                          | 0                      | 0%                    |
| <b>Total Net Expenditure</b>           | <b>28,149</b>              | <b>625</b>                               | <b>(24)</b>                         | <b>(35)</b>                                       | <b>0</b>  | <b>465</b>  | <b>0</b>                     | <b>29,180</b>              | <b>1,031</b>           | <b>4%</b>             |

### Summary of Proposed 2020 Budget and 2021-2023 Forecast (\$000s)

| Description                            | 2018 Actuals  | 2019<br>Approved<br>Budget | 2020<br>Proposed<br>Budget | 2021<br>Forecast | 2022<br>Forecast | 2023<br>Forecast |
|--|---------------|----------------------------|----------------------------|------------------|------------------|------------------|
| Labour and Benefits                    | 21,587        | 23,213                     | 23,666                     | 24,412           | 25,033           | 25,594           |
| Operational Costs                      | 6,531         | 6,370                      | 7,039                      | 7,329            | 7,287            | 7,573            |
| Facility, IT and Support Costs         | 443           | 473                        | 515                        | 516              | 517              | 518              |
| Transfer To Reserves & Reserve Funds   | 63            | 63                         | 63                         | 63               | 63               | 63               |
| <b>Total Gross Expenditures</b>        | <b>28,624</b> | <b>30,118</b>              | <b>31,282</b>              | <b>32,320</b>    | <b>32,900</b>    | <b>33,747</b>    |
| Total Revenues                         | (2,074)       | (1,969)                    | (2,102)                    | (2,102)          | (1,972)          | (1,972)          |
| Transfer From Reserves & Reserve Funds | 0             | 0                          | 0                          | 0                | 0                | 0                |
| <b>Total Net Expenditure</b>           | <b>26,550</b> | <b>28,149</b>              | <b>29,180</b>              | <b>30,218</b>    | <b>30,928</b>    | <b>31,775</b>    |

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.

| Description                              | 2019 Budget (\$000s) | 2020 Proposed Budget (\$000s) | Change (\$000s) | Details (\$000s)   |
|--|----------------------|-------------------------------|-----------------|--|
| <b>Labour and Benefits</b>               | <b>23,213</b>        | <b>23,433</b>                 | <b>220</b>      | Increase reflects labour adjustments and other fringe benefit changes  |
| Administration and Support Costs         | 473                  | 515                           | 42              | Minimum wage and market conditions impact for cleaning contracts   |
| Advertising & Promotions                 | 48                   | 41                            | (7)             | What's on Guide consolidation (consolidation of multiple library brochures into one)   |
| Communication Costs                      | 8                    | 8                             | 0               |  |
| Contractor & Professional Services       | 29                   | 84                            | 55              | Continuity of programming (performers)   |
| Equipment Costs & Maintenance Agreements | 84                   | 101                           | 17              | \$7 Film Licenses<br>\$5 Circulation of Internet of Things (IoT)<br>\$5 WiFi Hotspots  |
| Finance Other                            | 61                   | 61                            | (0)             |  |
| Materials, Supplies & Other Services     | 4,225                | 4,533                         | 308             | \$130 Operating material costs related to Open Window Hub program<br>\$75 Marketing/Creative<br>\$50 Ebooks<br>\$35 Makerspace consumable materials<br>\$20 Program supplies<br>\$(2) Miscellaneous expenses |
| Occupancy & City Costs                   | 1,734                | 1,757                         | 23              | Increased utility costs  |
| Staff Development                        | 126                  | 166                           | 40              | \$20 Tuition/Courses<br>\$20 Travel/Conferences  |
| Transfers To Reserves and Reserve Funds  | 63                   | 63                            | 0               |  |
| Transportation Costs                     | 56                   | 56                            | 0               |  |
| <b>Subtotal - Other Operating</b>        | <b>6,905</b>         | <b>7,384</b>                  | <b>479</b>      |  |
| Total Revenues                           | (1,969)              | (2,102)                       | (133)           | \$130 Open Window Hub program<br>\$3 Increased photocopy charges   |
| <b>Subtotal - Revenues</b>               | <b>(1,969)</b>       | <b>(2,102)</b>                | <b>(133)</b>    |  |
| <b>Total</b>                             | <b>28,149</b>        | <b>28,715</b>                 | <b>566</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. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

| Description                                    | BR # | 2020 FTE Impact | 2020 Proposed Budget (\$000s) | 2021 Forecast (\$000s) | 2022 Forecast (\$000s) | 2023 Forecast (\$000s) | 2020 to 2023 FTE Impact | 2020 to 2023 Capital (\$000s) |
|--|------|-----------------|-------------------------------|------------------------|------------------------|------------------------|-------------------------|-------------------------------|
| <b>New Initiative</b>                          |      |                 |                               |                        |                        |                        |                         |                               |
| Modernizing Customer Facing Library Technology | 5502 | 0.0             | 157                           | 164                    | 171                    | 171                    | 0.0                     | 1,396                         |
| Central Library Technology Licences            | 5518 | 0.0             | 0                             | 0                      | 0                      | 213                    | 0.0                     | 40,800                        |
| Maker Mississauga Programmers                  | 6024 | 2.7             | 146                           | 251                    | 349                    | 385                    | 4.7                     | 11                            |
| Enhanced Customer Access                       | 6025 | 0.0             | 0                             | 80                     | 85                     | 88                     | 0.0                     | 985                           |
| Mobile Makerspace                              | 6027 | 0.0             | 0                             | 127                    | 130                    | 133                    | 1.4                     | 204                           |
| IT Specialist                                  | 6029 | 1.0             | 87                            | 118                    | 120                    | 122                    | 1.0                     | 4                             |
| Musical Instrument Lending                     | 6030 | 0.0             | 25                            | 50                     | 50                     | 50                     | 0.0                     | 0                             |
| Creative Cloud & Apple Care Licences           | 6031 | 0.0             | 50                            | 53                     | 55                     | 57                     | 0.0                     | 218                           |
| <b>Total New Initiatives</b>                   |      | <b>3.7</b>      | <b>465</b>                    | <b>842</b>             | <b>959</b>             | <b>1,218</b>           | <b>7.1</b>              | <b>43,619</b>                 |
| <b>Total New Initiatives and New Revenues</b>  |      | <b>3.7</b>      | <b>465</b>                    | <b>842</b>             | <b>959</b>             | <b>1,218</b>           | <b>7.1</b>              | <b>43,619</b>                 |

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

**Proposed Initiative**

Modernizing Customer-Facing  
Library Technology

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Description of Budget Request**

This BR is for technology improvements including virtual branch introduction, improved mobile presence, enhancing access to the online catalogue and IT equipment lending which are all needed to modernize the Library and respond to customer demand. The community expects library services to be fully accessible electronically. However, the Library has fewer electronic items and web visits than comparable library systems and has identified one of the highest dollar value in technology needs from among comparators.

**Required Annual Operating Investment**

| Impacts (\$000s)           | 2020  | 2021  | 2022  | 2023  |
|----------------------------|-------|-------|-------|-------|
| Gross Expenditures         | 157.0 | 163.5 | 170.5 | 170.5 |
| 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      | 157.0 | 163.5 | 170.5 | 170.5 |
| * Net Change in \$         |       | 6.5   | 7.0   | 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) | 2019 & Prior | 2020  | 2021  | 2022  | 2023 & Beyond |
|------------------------|--------------|-------|-------|-------|---------------|
| Expenditures           | 580.3        | 291.1 | 355.0 | 325.0 | 425.0         |

**Why Staff Recommend this Initiative**

Best practice research and customer feedback indicate a need to modernize the Library's virtual operations, particularly the Library's website, mobile capability, and technology lending. A scan of the websites of other libraries shows how far behind the Mississauga Library System is in terms of its digital and IT presence.

### **Details of Service Change**

Customers will have seamless online access to both digital and physical collections, and more integration with social media. More content will be featured through the Virtual Library and key concerns will be addressed including making the collections system more mobile friendly, recommending other titles based on a user's history, online chats with library staff, and an updated discovery layer.

### **Service Impact**

Customers will have access to a more robust online library presence. This will help to meet expectations as identified in the Future Directions background study and customer feedback survey.

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Budget Request #: 5518

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**Proposed Initiative**

Central Library Technology  
Licences

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Description of Budget Request**

Central Library will be redeveloped in this budget cycle. The new library will feature state-of-the-art infrastructure and customer facing technology. The licences in this budget request would be for the software and yearly maintenance fees required for the new technology, including but not limited to 3D printers, computer programs, self-service technology, security gates, tablets, computers and video games.

**Required Annual Operating Investment**

| Impacts (\$000s)           | 2020 | 2021 | 2022 | 2023  |
|----------------------------|------|------|------|-------|
| Gross Expenditures         | 0.0  | 0.0  | 0.0  | 212.5 |
| 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      | 0.0  | 0.0  | 0.0  | 212.5 |
| * Net Change in \$         |      | 0.0  | 0.0  | 212.5 |
| FTEs                       | 0.0  | 0.0  | 0.0  | 0.0   |

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

**Required Capital Investment**

| Total Capital (\$000s) | 2019 & Prior | 2020    | 2021     | 2022     | 2023 & Beyond |
|------------------------|--------------|---------|----------|----------|---------------|
| Expenditures           | 2,000.0      | 1,500.0 | 18,000.0 | 20,250.0 | 1,050.0       |

**Why Staff Recommend this Initiative**

Customer expectations of the library are changing significantly, and in order for the library system to redevelop a modern, smart Central Library significant investment needs to be made in physical and digital technology that will be a touchstone for future libraries. The redevelopment of Central Library is the optimal opportunity to begin integrating the latest technology into the library system.

**Details of Service Change**

Service change at Central Library will include the development of a smart library and makerspace which will include recording studios, virtual reality, 3D printers, high end Macs and PCs, tablets, computer labs, increased check-in and checkout/security gates, video games, digital signs and wayfinding, staff mobility solutions, all networks, power and cabling, and more.

**Service Impact**

The impact of implementing the smart library/makerspace project at Central Library cannot be overstated. This is an opportunity to position Mississauga as a technology leader and the Central Library as one of the most digitized and modern libraries in North America.

**Proposed Initiative**

Maker Mississauga Programmers

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Description of Budget Request**

With the current success of Maker Mississauga, the Library continues to respond to customer demand by expanding its offerings including spaces and programming. Staff with specific Maker knowledge are required to deliver high quality service and learning opportunities for customers. This BR is a request to provide Maker-specific full-time and part-time staffing to support Maker Mississauga across all locations.

**Required Annual Operating Investment**

| <b>Impacts (\$000s)</b>    | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> |
|----------------------------|-------------|-------------|-------------|-------------|
| Gross Expenditures         | 146.0       | 251.0       | 349.1       | 385.1       |
| 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      | 146.0       | 251.0       | 349.1       | 385.1       |
| * Net Change in \$         |             | 105.0       | 98.0        | 36.0        |
| FTEs                       | 2.7         | 3.7         | 4.7         | 4.7         |

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

**Required Capital Investment**

| <b>Total Capital (\$000s)</b> | <b>2019 &amp; Prior</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023 &amp; Beyond</b> |
|-------------------------------|-------------------------|-------------|-------------|-------------|--------------------------|
| Expenditures                  | 0.0                     | 10.8        | 0.0         | 0.0         | 0.0                      |

**Why Staff Recommend this Initiative**

The expectations that customers have of Library staff with regards to technical expertise are increasing. Having staff specialized in maker available to help customers and provide training for staff would respond to these rising expectations.



**Details of Service Change**

Programmers skilled in maker equipment will be available at libraries with makerspaces to deliver programs and support customer inquiries as well as provide staff training. In addition, these staff will perform outreach in libraries without makerspaces and other locations such as schools, with community groups and at special events.

**Service Impact**

Customers will have expanded learning opportunities and support for using maker equipment and spaces.

**Proposed Initiative**

Enhanced Customer Access

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Description of Budget Request**

This BR is for enhancing digital services and technology in the Library through assistive workstation expansion, inventory wands, Local History section digitization, online room and material booking and an eBook “hot reads” collection which are all needed to match technology offerings to comparator libraries and respond to customer needs.

**Required Annual Operating Investment**

| Impacts (\$000s)           | 2020 | 2021 | 2022 | 2023 |
|----------------------------|------|------|------|------|
| Gross Expenditures         | 0.0  | 80.3 | 84.8 | 87.9 |
| 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      | 0.0  | 80.3 | 84.8 | 87.9 |
| * Net Change in \$         |      | 80.3 | 4.5  | 3.1  |
| FTEs                       | 0.0  | 0.0  | 0.0  | 0.0  |

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

**Required Capital Investment**

| Total Capital (\$000s) | 2019 & Prior | 2020  | 2021 | 2022 | 2023 & Beyond |
|------------------------|--------------|-------|------|------|---------------|
| Expenditures           | 0.0          | 985.4 | 0.0  | 0.0  | 0.0           |

**Why Staff Recommend this Initiative**

Requests in this BR address specific recommendations in Future Directions under two priorities: Investing in Technology to Bridge the “Digital Divide” and Enhancing Customer Experience.

**Details of Service Change**

Library services and collections will be more openly accessible online. Improved inventory management will allow resources to become more readily available, expanding accessibility for residents to access materials across all library locations.

**Service Impact**

Customers will have expanded accessibility to resources digitally, quicker access to materials and increased access points.

**Proposed Initiative**

Mobile Makerspace

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Description of Budget Request**

This BR is for the creation of a mobile makerspace through the purchase of a vehicle for transporting equipment, technology and specialized maker staff as well as serving as a pop up location for programs and events. This would scale the cost of maker equipment and programs to reach more locations in the city.

**Required Annual Operating Investment**

| Impacts (\$000s)           | 2020 | 2021  | 2022  | 2023  |
|----------------------------|------|-------|-------|-------|
| Gross Expenditures         | 0.0  | 127.1 | 130.0 | 132.9 |
| 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      | 0.0  | 127.1 | 130.0 | 132.9 |
| * Net Change in \$         |      | 127.1 | 2.8   | 2.9   |
| FTEs                       | 0.0  | 1.4   | 1.4   | 1.4   |

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

**Required Capital Investment**

| Total Capital (\$000s) | 2019 & Prior | 2020 | 2021  | 2022 | 2023 & Beyond |
|------------------------|--------------|------|-------|------|---------------|
| Expenditures           | 0.0          | 0.0  | 204.2 | 0.0  | 33.0          |

**Why Staff Recommend this Initiative**

Maker programs are in high demand at every branch; however, there is not enough technology available in many locations to meet programming demand. Mobile makerspaces will allow the Library to extend beyond its walls to community events to expand program knowledge outside of those who use bricks and mortar library services and will increase the ability of the Library to partner with other community organizations that are serving new customers.

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*Budget Request #: 6027*

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**Details of Service Change**

Maker equipment will be available for community outreach events.

**Service Impact**

More customers and potential customers will be exposed to maker equipment and available library services.

**Proposed Initiative**

IT Specialist

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Description of Budget Request**

As the Library continues to modernize and offer new IT-related services to residents, the demands for increased operational support surpass the capacity of the one existing IT Specialist. This BR is for an additional IT Specialist for the IT Division to support the continued modernization of the Library and the technology that is being implemented.

**Required Annual Operating Investment**

| Impacts (\$000s)           | 2020 | 2021  | 2022  | 2023  |
|----------------------------|------|-------|-------|-------|
| Gross Expenditures         | 87.3 | 117.8 | 119.8 | 121.8 |
| 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      | 87.3 | 117.8 | 119.8 | 121.8 |
| * Net Change in \$         |      | 30.6  | 1.9   | 2.0   |
| FTEs                       | 1.0  | 1.0   | 1.0   | 1.0   |

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

**Required Capital Investment**

| Total Capital (\$000s) | 2019 & Prior | 2020 | 2021 | 2022 | 2023 & Beyond |
|------------------------|--------------|------|------|------|---------------|
| Expenditures           | 0.0          | 4.0  | 0.0  | 0.0  | 0.0           |

**Why Staff Recommend this Initiative**

Every new project, hardware, software, or work process introduced by the Library adds to the support-related workload of the IT Specialist. Without the addition of another IT Specialist, the implementation of IT projects and work requests will be delayed.

**Details of Service Change**

There will be an additional IT Specialist to support Library technology needs.

**Service Impact**

Adding an IT Specialist will result in improved operational support, back-up support to maintain coverage, and the delivery of more work requests and project tasks within a given timeframe.

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Budget Request #: 6030

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**Proposed Initiative**

Musical Instrument Lending

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Description of Budget Request**

The Library is proposing providing Mississauga residents a “Musical Instrument Lending” program which allows for a collection of instruments that can be borrowed with a library card. This BR is to support the program with purchases, repairs and replacements of instruments.

**Required Annual Operating Investment**

| Impacts (\$000s)           | 2020 | 2021 | 2022 | 2023 |
|----------------------------|------|------|------|------|
| Gross Expenditures         | 25.0 | 50.0 | 50.0 | 50.0 |
| 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      | 25.0 | 50.0 | 50.0 | 50.0 |
| * Net Change in \$         |      | 25.0 | 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) | 2019 & Prior | 2020 | 2021 | 2022 | 2023 & Beyond |
|------------------------|--------------|------|------|------|---------------|
| Expenditures           | 0.0          | 0.0  | 0.0  | 0.0  | 0.0           |

**Why Staff Recommend this Initiative**

Staff recommend this initiative in order to support the Culture Master Plan; to be competitive with comparative libraries; and, to continue offering innovative services to customers.



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*Budget Request #: 6030*

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**Details of Service Change**

Purchasing, maintenance and continued service provision for the musical instrument lending library program.

**Service Impact**

Continued access and availability of musical instruments collection.

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Budget Request #: 6031

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**Proposed Initiative**

Creative Cloud & Apple Care  
Licences

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Description of Budget Request**

This request is for funding to provide a suite of software applications for audio, video, graphic design, photography, and web development licensed by Adobe in one software-as-a-service monthly subscription for laptops used in digital design programming and classes. Funding is also required for AppleCare, a contract for extended technical support services beyond any warranty for the Library's Apple hardware.

**Required Annual Operating Investment**

| Impacts (\$000s)           | 2020 | 2021 | 2022 | 2023 |
|----------------------------|------|------|------|------|
| Gross Expenditures         | 50.0 | 52.5 | 55.0 | 57.2 |
| 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      | 50.0 | 52.5 | 55.0 | 57.2 |
| * Net Change in \$         |      | 2.5  | 2.5  | 2.2  |
| FTEs                       | 0.0  | 0.0  | 0.0  | 0.0  |

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

**Required Capital Investment**

| Total Capital (\$000s) | 2019 & Prior | 2020  | 2021 | 2022 | 2023 & Beyond |
|------------------------|--------------|-------|------|------|---------------|
| Expenditures           | 0.0          | 218.3 | 0.0  | 0.0  | 0.0           |

**Why Staff Recommend this Initiative**

There is high demand by the public for technology-based learning offered through the Library. The current library workstations do not have these specialized, professional applications, which makes it impossible to offer digital learning programs. This request fulfills recommendations from the Future Directions Master Plan.

**Details of Service Change**

This investment allows for programs in digital design, video editing, podcast creation, photography, web development, coding and more to be offered through applications in the Creative Cloud. These programs will be presented either by externally hired third-party experts or by trained library staff.

**Service Impact**

This will enable the Library to offer more diverse and technologically rich programs to residents.

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## 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 2020-2029 Capital Budget by Program (\$000s)

| Program Expenditures          | 2020<br>Proposed<br>Budget | 2021<br>Forecast | 2022<br>Forecast | 2023<br>Forecast | 2024-2029<br>Forecast | Total<br>2020-2029 |
|-------------------------------|----------------------------|------------------|------------------|------------------|-----------------------|--------------------|
| Library Buildings             | 2,127                      | 18,175           | 20,778           | 1,885            | 18,207                | 61,171             |
| Library Materials & Equipment | 1,895                      | 759              | 635              | 735              | 2,363                 | 6,387              |
| <b>Total</b>                  | <b>4,021</b>               | <b>18,934</b>    | <b>21,413</b>    | <b>2,620</b>     | <b>20,570</b>         | <b>67,558</b>      |

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

### Proposed 2020-2029 Capital Forecast Highlights:

- Central Library Redevelopment
- Lifecycle replacement of book trucks, shelving, service desks, furniture
- Modernizing Customer-Facing Library Technology
- Express Libraries
- Makerspace Mississauga
- Mobile Makerspace
- Security Enhancements
- South Common Library Renovations

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**Proposed 2020-2029 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

**Proposed 2020-2029 Capital Budget by Funding Source (\$000s)**

| <b>Funding</b>                 | <b>2020<br/>Proposed<br/>Budget</b> | <b>2021<br/>Forecast</b> | <b>2022<br/>Forecast</b> | <b>2023<br/>Forecast</b> | <b>2024-2029<br/>Forecast</b> | <b>Total<br/>2020-2029</b> |
|--------------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|-------------------------------|----------------------------|
| Tax Capital                    | 4,021                               | 17,332                   | 19,706                   | 2,426                    | 15,949                        | 59,434                     |
| Development Charges            | 0                                   | 1,602                    | 1,707                    | 194                      | 4,620                         | 8,123                      |
| Other Reserves & Reserve Funds | 0                                   | 0                        | 0                        | 0                        | 0                             | 0                          |
| <b>Total</b>                   | <b>4,021</b>                        | <b>18,934</b>            | <b>21,413</b>            | <b>2,620</b>             | <b>20,570</b>                 | <b>67,558</b>              |

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

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## Proposed 2020 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2020.

### Program: Library Buildings

| Project Number | Project Name                     | Gross Cost (\$000s) | Recovery (\$000s) | Net Cost (\$000s) | Funding Source |
|----------------|----------------------------------|---------------------|-------------------|-------------------|----------------|
| CMLS00059      | Central Library Redevelopment    | 1,500               | 0                 | 1,500             | Tax Capital    |
| CMLS004220     | Automated Materials Sortation    | 110                 | 0                 | 110               | Tax Capital    |
| CMLS005016     | Renovations to various locations | 62                  | 0                 | 62                | Tax Capital    |
| CMLS006254     | Makerspace Mississauga (Malton)  | 455                 | 0                 | 455               | Tax Capital    |
| <b>Total</b>   |                                  | <b>2,127</b>        | <b>0</b>          | <b>2,127</b>      |                |

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

### Program: Library Materials & Equipment

| Project Number | Project Name                       | Gross Cost (\$000s) | Recovery (\$000s) | Net Cost (\$000s) | Funding Source |
|----------------|------------------------------------|---------------------|-------------------|-------------------|----------------|
| CMLS005024     | Public Use Furniture and Equipment | 200                 | 0                 | 200               | Tax Capital    |
| CMLS006644     | Modernizing Customer Facing        | 291                 | 0                 | 291               | Tax Capital    |
| CMLS007841     | Enhanced Customer Access           | 985                 | 0                 | 985               | Tax Capital    |
| CMLS007843     | Creative Cloud & Apple Care        | 218                 | 0                 | 218               | Tax Capital    |
| CMLS007844     | Security Action Plan               | 200                 | 0                 | 200               | Tax Capital    |
| <b>Total</b>   |                                    | <b>1,895</b>        | <b>0</b>          | <b>1,895</b>      |                |

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

## Proposed 2020-2029 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2020-2029.

| Sub-Program              | 2020<br>Forecast<br>(\$000s) | 2021<br>Forecast<br>(\$000s) | 2022<br>Forecast<br>(\$000s) | 2023<br>Forecast<br>(\$000s) | 2024<br>Forecast<br>(\$000s) | 2025<br>Forecast<br>(\$000s) | 2026<br>Forecast<br>(\$000s) | 2027<br>Forecast<br>(\$000s) | 2028<br>Forecast<br>(\$000s) | 2029<br>Forecast<br>(\$000s) | Total<br>Forecast<br>(\$000s) |
|--------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|-------------------------------|
| <b>Library Buildings</b> |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |                               |
| LIB New Construction     | 0                            | 0                            | 0                            | 0                            | 0                            | 0                            | 0                            | 0                            | 0                            | 4,800                        | 4,800                         |
| LIB Renovations          | 2,127                        | 18,175                       | 20,648                       | 1,677                        | 6,957                        | 5,942                        | 75                           | 75                           | 75                           | 75                           | 55,826                        |
| LIB Studies              | 0                            | 0                            | 130                          | 208                          | 208                          | 0                            | 0                            | 0                            | 0                            | 0                            | 545                           |
| <b>Subtotal</b>          | <b>2,127</b>                 | <b>18,175</b>                | <b>20,778</b>                | <b>1,885</b>                 | <b>7,165</b>                 | <b>5,942</b>                 | <b>75</b>                    | <b>75</b>                    | <b>75</b>                    | <b>4,875</b>                 | <b>61,171</b>                 |

| Sub-Program                              | 2020<br>Forecast<br>(\$000s) | 2021<br>Forecast<br>(\$000s) | 2022<br>Forecast<br>(\$000s) | 2023<br>Forecast<br>(\$000s) | 2024<br>Forecast<br>(\$000s) | 2025<br>Forecast<br>(\$000s) | 2026<br>Forecast<br>(\$000s) | 2027<br>Forecast<br>(\$000s) | 2028<br>Forecast<br>(\$000s) | 2029<br>Forecast<br>(\$000s) | Total<br>Forecast<br>(\$000s) |
|--|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|-------------------------------|
| <b>Library Materials &amp; Equipment</b> |                              |                              |                              |                              |                              |                              |                              |                              |                              |                              |                               |
| LIB Collection Development               | 0                            | 0                            | 100                          | 100                          | 100                          | 100                          | 0                            | 0                            | 0                            | 0                            | 400                           |
| LIB Program Equipment Replacement        | 1,895                        | 759                          | 535                          | 635                          | 378                          | 345                          | 355                          | 355                          | 365                          | 365                          | 5,987                         |
| <b>Subtotal</b>                          | <b>1,895</b>                 | <b>759</b>                   | <b>635</b>                   | <b>735</b>                   | <b>478</b>                   | <b>445</b>                   | <b>355</b>                   | <b>355</b>                   | <b>365</b>                   | <b>365</b>                   | <b>6,387</b>                  |
| <b>Total Expenditures</b>                | <b>4,021</b>                 | <b>18,934</b>                | <b>21,413</b>                | <b>2,620</b>                 | <b>7,643</b>                 | <b>6,387</b>                 | <b>430</b>                   | <b>430</b>                   | <b>440</b>                   | <b>5,240</b>                 | <b>67,558</b>                 |

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