
Board Meeting

Meeting Date: June 26, 2025
Meeting Time: 1:00 p.m.
Location: The Boardroom at L.E. Shore
Prepared By: Jennifer Murley, CEO/Secretary of the Board

Mission: *The Blue Mountains Public Library is a dynamic centre of community engagement where everyone can connect, explore and create.*



When available, this Board meeting will be recorded and made available on the BMPL YouTube Channel. Technical difficulties with social media platforms are not sufficient reason to cancel/postpone a meeting. The Community is also welcome to be onsite for meetings, or to present in either E1 or E2.

A. Call to Order

- A.1 Moment of Reflection
- A.2 Indigenous Acknowledgement Statement
- A.3 Public Announcement

If members of the public are present.

B. Agenda

- B.1 Approval of the Agenda

Recommended Motion

Moved by ___ and seconded by ___, THAT the Agenda of May 15, 2025, be approved as circulated, including any items added to the Agenda.

- B.2 Declaration of Pecuniary Interest and General Nature Thereof

NOTE: Known pecuniary interests should be provided to the Board Secretary in writing and be noted as part of this agenda item. Should items arise during the meeting, the member shall make notice.

C. Reports to be “Received as Information”

NOTE: Before there is any discussion on the items listed below, they must be received by this Board. Additional recommendations outlined in any of these items, as well as any subsequent motions, will be addressed at the time of discussion.

Recommended Motion

Moved by ___ and seconded by ___, THAT this Board receive as information:

1. 2025 Action Plan Status
2. ADM.25.19 entitled “*Space Utilization Study – Draft RFP V2*”
3. ADM.25.20 entitled “*Annual Policy Review - Continued*”
4. ADM.25.21 entitled “*Piano Policy – New*”
5. ADM.25.22 entitled “*Proposed Strategic Planning Process*”
6. ADM.25.23 entitled “*CEO Service Update-June*”

D. Minutes

D.1 Previous Minutes

Recommended Motion

Moved by ___ and seconded by ___, THAT this Board approve the minutes of May 15, 2025, circulated/amended.

D.2 Business Arising from the Minutes

E. Communications with the Board

Deadline for registration is Monday, June 23 at 2pm.

E.1 Deputations

None at the time of agenda creation.

NOTE: In accordance with Ontario’s Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and Board policy, the Blue Mountains Public Library Board wishes to inform the public that all information including opinions, presentations, reports, and documentation provided for or at an Open Meeting are considered part of the public record. This information may be posted on the Library website, included in Board packages, published in video record, and/or made available to the public upon request.

E.2 Public Input on the Agenda

NOTE: Any individual may choose to register for a virtual link to participate in the Public Input virtually or be present onsite for face-to-face meetings without registering. Said correspondence must meet the BMPL’s [BLG.2018.6.7 Public Input on Agenda Items](#) criteria.

In addition to Correspondence, any members of the public who would like to attend the Board Meeting virtually may do so by contacting LibraryCEO@TheBlueMountains.ca. Requests received prior to 4:00pm the *day prior* to the Board Meeting will be provided with internet and/or phone login information. Credentials are available one month prior to the meeting, so requests need not be made the day of. Visitors may also attend in person without registering.

E.3 Correspondence

E.3.1 Tim Hendry, Director of Strategic Initiatives, Town of The Blue Mountains Re : Invitation to Participate in Shaping The Blue Mountains' Future

F. Strategic Plan Updates & Action Items

NOTE: To better facilitate this section, all reports and discussions have been identified. The Board may make decisions at any time and does not require a formal report or recommended motion to do so.

F.1 Action Planning

1. **Discussion:** *2025 Action Plan Status*

F.2 Strategic Plan Pillar: Community Hubs

1. **Verbal Report:** CEO Update on the Multi-use Recreation Feasibility Assessment (MURFA)
2. **Verbal Report:** CEO Update on the Youth Climate Action Fund (YCAF)
3. **Report:** ADM.25.19 entitled *"Space Utilization Study – Draft RFP V2"*

Recommended Motion

Moved by ____ and seconded by ____, THAT the Blue Mountains Public Library Board receive as information ADM.25.19 entitled *"Space Utilization Study – Draft RFP V2"*;

AND THAT this Board directs the Library CEO to proceed with the public release of the Request for Proposal (RFP) in accordance with the Town of The Blue Mountains Public Library's Procurement Policy.

F.3 Strategic Plan Pillar: Organizational Excellence

1. **Verbal Update:** 2026 Budget Timeline
2. **Verbal Update:** Sewage Odour Issue at L.E. Shore
3. **Report:** ADM.25.20 entitled *"Annual Policy Review- Continued"*

Recommended Motion

Moved by ____ and seconded by ____, THAT this Board instruct the Library CEO to align the following Blue Mountains Public Library Board policies with the corresponding Town policies:

- POL-ADM.2018.101 entitled *"Salary Administration"* with POL.COR.23.01 entitled *"Compensation Administration Program Policy"*
- POL-ADM.2018.38 entitled *"Leaves Requests"* with POL.COR.24.06 entitled *"Health, Wellness, and Personal Emergency Leave Policy"*

4. **Report:** ADM.25.21 entitled *"Piano Policy - New"*

Recommended Motion

Moved by ____ and seconded by ____, THAT this Board approve POL-PUB.2025.01 entitled *"Piano Use Policy"* as presented/amended.

5. **Report:** ADM.25.22 entitled *"Proposed Strategic Planning Process"*

Recommended Motion

Moved by _____ and seconded by _____, THAT this Board receive the report GOV.25.01 entitled "Proposed Strategic Planning Process" as information;

AND THAT this Board adopt option 3;

AND THAT this Board appoint _____, _____, and Jennifer Murley, to complete the Phases of the Strategic Plan.

6. **Discussion:** Quarterly Reporting Template
7. **Verbal Update:** OLS Spring Board Assembly

F.4 Strategic Plan Pillar: Empowering Services

1. **Discussion:** OLA Indigenous Advisory Council Recommendation to Take Action: Say No to Bill 5

Recommended Motion

Moved by _____ and seconded by _____, THAT this Board submit a letter to MPP Saunderson, in honour of Indigenous History Month and the core values of public librarianship, supporting the Ontario Library Association's call to take action against *Bill 5 Protecting Ontario by Unleashing our Economy Act 2025*.

2. **Report:** ADM.25.23 entitled "CEO Service Update-June"

G. Other Business

G.1 Presentation: Draft 2024 Audited Financial Statements

Recommended Motion

Moved by _____ and seconded by _____, THAT this Board approve the draft 2024 Audited Financials of the Blue Mountains Public Library; AND

THAT this Board approve the Town of The Blue Mountains 2025 audited firm as the Blue Mountains Public Library Audited Firm.

H. Roundtable

H.1 Roundtable—General updates by the Board

NOTE: The Roundtable is an opportunity for members to share information on events, activities, or general information which members may wish to attend and/or review. This is not intended for new business or discussion pertaining to Action Items.

1) Community Updates and News

- Collingwood Today (June 2, 2025): [In the Name of Pride: Town and Library Partner for Pride Celebrations in The Blue Mountains](#)
- TBM Website (June 10, 2025): [TBM Proclamation: Pride Week 2025](#)
- Collingwood Today (June 14, 2025): [TBM mourning the loss of beloved community volunteer](#)

- Collingwood Today (June 14, 2025): [Exhibit on history of slavery in Canada coming to Collingwood Museum](#)
 - Collingwood Today (June 16, 2025): [Collingwood author explores small-town secrets in fourth book](#)
 - [TBM Corporate Strategic Plan Community Survey Now Open](#)
Closes Monday, July 7, 2025
- 2) BMPL Special Events
- [TD Summer Reading Club Registration Begins](#)
Saturday, June 28 | 11 am-3 pm | L.E. Shore Library
 - [Rainbow Dance Party](#)
Saturday, June 28 | 11 am- 1pm | L.E. Shore Library
 - [Memoir & Fiction Workshop \(5 Sessions\)](#)
Saturday, July 5 | 10 am-12 pm | L.E. Shore Library
 - [Exhibit Opening: Our Bundle, Our Medicine](#)
Saturday, July 5 | 2-4 pm | L.E. Shore Library

I. Key Messages

I.1 Key Messages Update

Recommended Motion

Moved by ____ and seconded by ____, THAT this Board approve the release of the Key Messages Update-June 2025.

J. Notice of Meeting Dates

The next regular Board Meeting is scheduled for July 17, 2025, at 1:00 p.m. in the L.E. Shore Boardroom.

All meetings and relevant agenda materials will be posted on the [Meeting and Agenda](#) page of Governance.

K. Adjournment

Recommended Motion

THAT this Board does now adjourn at ____ p.m. to meet again on July 17, 2025, in the Boardroom at the L.E. Shore Memorial Library and Virtually, or at the call of the Chair.

The Blue Mountains Public Library Board Meeting

Meeting Date: May 15, 2025
Meeting Time: 1:00 p.m.
Location: Library Boardroom
[Posted to YouTube](#)
Prepared By: Jennifer Murley, CEO/Secretary of the Board

DRAFT
Not Approved

In Attendance: Carol Sackville-Duyvelshoff
Joanne de Visser (Vice-Chair)
~~Julia Scott (Chair)~~
Kristina Wichman
Laurey Gillies
Marie Swift
Shawn McKinlay

Absent: N/A
Regrets: Julia Scott
Staff: Jennifer Murley, CEO
Guests: Monica Quinlan, Town of The Blue Mountains Director of Corporate & Financial Services/Treasurer

A. Call to Order

- A.1 Moment of Reflection
Board Chair Julia Scott sent her regrets. Vice Chair Joanne de Visser called the meeting to order at 1:00p.m. A moment of reflection was observed.
- A.2 Indigenous Acknowledgement Statement
The Chair read the Indigenous Acknowledgement Statement.
- A.3. Public Announcement
None – no members of the public were present.

B. Agenda

- B.1 Approval of the Agenda
Vice Chair de Visser welcomed the Town of The Blue Mountain's Treasurer, Monica Quinlan, to the meeting, noting that item F.2.6 re: discussion of the Town's Banking RFP would be discussed earlier on the agenda. Member Gillies requested that an update on the Craigleith Working Group be added to section G. Other Business.

BMPL-Resolution 2025-025

Moved by Marie Swift and seconded by Kristina Wichman, THAT the Agenda of May 15, 2025, be approved as amended, including any items added to the Agenda. CARRIED.

B.2 Declaration of Pecuniary Interest and General Nature Thereof

None.

C. Reports to be “Received as Information”

All reports to be received as information were received with additional discussion occurring as the items arising within the agenda.

BMPL-Resolution 2025-026

Moved by Shawn McKinlay and seconded by Laurey Gillies, THAT this Board receive as information:

1. 2025 Action Plan Status
2. ADM.25.14 entitled “*Space Utilization Study – Draft RFP*”
3. ADM.25.15 entitled “*Annual Policy Review*”
4. ADM.25.16 entitled “*Artificial Intelligence Policy – New*”
5. ADM.25.17 entitled “*Fundraising Report – May*”
6. ADM.25.18 entitled “*CEO Service Update-May*”

CARRIED

D. Minutes

D.1 Previous Minutes

BMPL-Resolution 2025-027

Moved by Shawn McKinlay and seconded by Kristina Wichman, THAT this Board approve the minutes of April 17, 2025, as amended. CARRIED.

D.2 Business Arising from the Minutes

None.

E. Communications with the Board

The deadline for registration was Monday, May 12 at 2:00 p.m.

E.1 Deputations

None.

E.2 Public Input on the Agenda

No members of the public were present.

E.3 Correspondence

None.

F. Strategic Plan Updates & Action Items

F.1 Action Planning

Discussion: *2025 Action Plan*

The Board and CEO reviewed the status colour scheme and agreed to include a legend on the Action Plan summary page.

The CEO confirmed all items are currently marked **green**, including Council support for expansion. Although there are delays in the Multi-Use Recreation Feasibility Assessment, recent feedback following the BMPL 2024 Annual Report presentation was positive. Council expressed interest in Craighleith services and praised the organization's community impact, particularly the social return on investment study and in-person usage statistics.

F.2 Strategic Plan Pillar: Community Hubs

1. **Verbal Report:** CEO Update on the Multi-use Recreation Feasibility Assessment (MURFA)
CEO Murley indicated that the final report was still under review and that the Joint-Council meeting, where both municipalities and Boards would receive the report as information for the first time, is to be determined, but confirmed that project delays will not delay the Board's continued efforts addressing space needs.
2. **Verbal Report:** CEO Update on the Youth Climate Action Fund (YCAF)
CEO Murley highlighted that applications were still under review and that funding announcements would be likely be made in early June.
3. **Report:** ADM.25.14 entitled "*Space Utilization Study – Draft RFP*"
The Board reviewed and refined objectives for the RFP, including optimizing the library footprint, addressing space needs (teens, children, programming, staff), reviewing gallery use, assessing technology, storage, and AODA compliance, and ensuring stakeholder engagement (staff, Arts & Culture Council, AODA reps). The consultant will provide actionable options, cost estimates, and considerations for modest expansion at L.E. Shore. The RFP will outline consultant selection criteria, deliverables, and timelines.

Action Taken: CEO Murley is to revise the draft RFP for the June 26 meeting, where an ad hoc committee will be formed. Additionally, the CEO will investigate and clarify which building changes require Town/Council approval vs. Board authority.

F.3 Strategic Plan Pillar: Organizational Excellence

1. **Report:** ADM.25.15 entitled "*Annual Policy Review*"

The Board reviewed all the policies attached, with minor amendments to each, except POL-ADM.2018.48 entitled "Salary Administration", which will be brought back to the June meeting for further discussion.

Member Sackville-Duyvelshoff requested that the Board be notified when there are lost time injuries. The Board added "If an incident occurs, the CEO shall report the incident to the Board and how it was addressed" under section 9 of policy ADM.2018.45.9 "*Commitment to Health and Safety*".

All policies will be reviewed for grammar and consistency before publicly posted.

The Board requested that the CEO invite a member of the Town's Emergency Response Team to a meeting to further discuss the BMPL as an Information Hub during a crisis.

BMPL-Resolution 2025-029

Moved by Shawn McKinlay and seconded by Laurey Gillies, THAT this Board approve the following policies as presented/amended:

- POL-ADM.2018.23 entitled "*General*"
- POL-ADM.2018.45 entitled "*Commitment to Health and Safety*"
- POL-ADM.2018.46 entitled "*Fire Safety & Emergency Preparedness*"
- POL-ADM.2018.47 entitled "*Work Alone*"
- POL-ADM.2018.48 entitled "*Respectful Workplaces*"

2. Report: ADM.25.16 entitled "*Artificial Intelligence Policy - New*"

CEO Murley presented the report, highlighting that the Toronto Public Library's artificial intelligence (AI) policy provided the foundation for the policy, in addition to further research. Acknowledging that AI is already part of the digital landscape in workplaces, and that the purpose of the policy is to help guide staff in ethical and responsible use of these tools. Additionally, staff are encouraged to use their best judgment, consider the environment, and algorithmic bias in the tools they are using. AI generated artwork can be submitted for exhibition in display in The Gallery, but applications must detail the creative process, and all labels shall acknowledge the use of AI. Staff will continue to learn about AI and monitor legislation as both evolve. Personal identifiable information should never be put into these tools.

CEO Murley highlighted that staff have already received training on this topic and that as public educators, they have and will continue to provide training to the public.

Edits were made to clarify that the policy is only for governance of BMPL staff.

Member Shawn McKinlay left the meeting at 3:57 p.m.

BMPL-Resolution 2025-030

Moved by Marie Swift and seconded by Kristina Wichman, THAT this Board approve POL-SYS.2025.01 entitled "*Artificial Intelligence Policy*" as amended.

3. Report: ADM.25.17 entitled "*Fundraising Report-May*"

The Board accepted the report as information. Member Gillies explained that the purpose of pursuing charitable status was to enable the Board to apply for grants using a business number separate from the Town's, thereby opening additional funding opportunities. This approach would help avoid direct competition with other local organizations that rely heavily on fundraising to sustain their operations.

CEO Murley emphasized that programming is a core service and should be supported through the operating budget. Looking ahead, a comprehensive fundraising strategy should be developed, with clearly defined priorities informed by community input.

Member Wichman noted that, unless there is a major capital initiative or a specific special project, the Board should avoid seeking additional taxpayer contributions through fundraising efforts. Voluntary donations will continue to be welcomed at the discretion of individual donors.

The Board agreed that a comprehensive fundraising strategy should be revisited following a direction on expansion, taking into consideration the key insights and learning outcomes outlined in this report.

4. Discussion: Strategic Planning Process & Options

CEO Murley requested clarification on the type of information the Board would like to receive regarding options for the Strategic Plan in June. The Board confirmed that the discussion will focus on the framework of the plan and potential approaches to community and stakeholder consultation. It was agreed that the new plan should build upon the solid foundation of the existing plan, rather than starting from scratch. There was general consensus that the new strategy should emphasize areas of change and future growth.

Member Marie Swift left the meeting at 4:09 p.m.

5. Discussion: Strategic Finance Committee Appointments

The Board discussed the necessity of creating a Board committee to build a multi-year financial plan and the terms against each reserve, along with general understanding of the Board's finances. Members requested that the CEO work with Town staff to identify terms for all the reserve accounts and revisit at a later meeting.

6. Discussion: Town of the Blue Mountains' Banking RFP

The Town is issuing its first-ever banking RFP to improve fairness, cost competitiveness, and meet modern financial needs. The Library Board has been invited to participate, though participation is optional. TD currently provides banking services to both the Town and Library, but may not offer the most competitive rates.

If the Library chooses to participate, its banking requirements would be evaluated separately within the RFP. Regardless of the outcome, the Library would maintain full financial autonomy and its own accounts. A new provider, if selected, could offer improved cost and operational efficiencies without impacting the Library's independence.

BMPL-Resolution 2025-028

Moved by Carol Sackville-Duyvelshoff and seconded by Kristina Wichman, WHEREAS the Blue Mountains Public Library Board is a separate entity with its own bank account, this Board approves participation in the Town of The Blue Mountains' Request for Proposals (RFP) process for banking services, for the purpose of evaluating potential cost savings and operational efficiencies through shared procurement;

AND THAT this Board recommends the Library CEO be a participating member of the RFP evaluation committee. CARRIED.

F.4. Strategic Plan Pillar: Empowering Services

1. **Report:** ADM.25.18 entitled “CEO Service Update-May”

CEO Murley reviewed the report, highlighting the overwhelming success of Beverley Smith’s “It All Starts with a Scribble” exhibit and special presentation on her artist residency in Tuscany, Italy. She also provided updates on recent initiatives, including:

- Children’s programming at L.E. Shore Library
- Adult and senior programs
- Community partner collaborations
- Volunteer Awards
- Introduction of standing computer workstations
- Expansion of the Virtual Branch through new online museum exhibits

Additionally, CEO Murley highlighted key staff development activities, including cultural mindfulness training for both BMPL and Town staff, as well as a successful professional development visit to the Royal Ontario Museum for BMPL staff.

G. Other Business

G.1 Verbal Report: Craigleith Working Group

Member Gillies attended the Craigleith Working Group’s Open House and was invited as a guest to an official meeting where she library services, and need for expanded services in the east end. It was acknowledged at the meeting that the intention is for the Craigleith Working Group to act as the main sound board for projects in Craigleith.

H. Roundtable

H.1 Roundtable—General updates by the Board

NOTE: The Roundtable is an opportunity for members to share information on events, activities, or general information which members may wish to attend and/or review. This is not intended for new business or discussion pertaining to Action Items.

1) Community Updates and News

- Collingwood Today (May 6, 2025): [New Blue Mountains School Aims to Redefine Education](#)
- TBM Website (May 8, 2025): [Town Approves New Community Growth Advisor Position](#)
- Collingwood Today (May 7, 2025): [Matrosovs Delegates Strong Mayor Powers back to TBM Council, Staff](#)
- [TBM Repair Café](#)
May 24, 2025, from 9-12 pm
- [Blue Mountain Film + Media Festival 2025](#)
May 29-June 1 – All Day

2) BMPL Special Events

- [Author Talk with Sheila Balls](#)
Friday, May 16 | 2-3:30 pm | L.E. Shore Library
- [Live Painting & Sketching with Delia Eastwood and Holly Kee](#)
Saturday, May 17 | 1-3 pm | L.E. Shore Library

- [Death Café](#)
Wednesday, May 21 | 7-9 pm | L.E. Shore Library
- [Book Launch with Karen James](#)
Saturday, May 24 | 2-3:30 pm | The Gallery at L.E. Shore

I. Key Messages

I.1 Key Messages Update

Vice Chair de Visser highlighted that the Arts Walk is being led by the Craighleith Village Association and the Thornbury BIA. These groups should be acknowledged in the Key Messages.

BMPL-Resolution 2025-033

Moved by Kristina Wichman and seconded by Laurey Gillies, THAT this Board approve the release of the Key Messages Update-May 2025 in consultation with the Chair.

J. Notice of Meeting Dates

The next regular Board Meeting is scheduled for June 26, 2025, at 1:00 p.m. in the L.E. Shore Boardroom. Member Sackville-Duyvelshoff sent her regrets.

All meetings and relevant agenda materials will be posted on the [Meeting and Agenda](#) page of Governance.

K. Adjournment

Vice Chair de Visser declared this Board adjourn at 4:47 p.m. to meet again at the call of the Chair.

Joanne de Visser (Acting Chair)

Jennifer Murley, Board Secretary



Town of The Blue Mountains

32 Mill Street, Box 310
THORNBURY, ON N0H 2P0
www.thebluemountains.ca

June 16, 2025

RE: Invitation to Participate in Shaping The Blue Mountains' Future

The purpose of this letter is to formally invite the Blue Mountains Public Library Board to participate in an important initiative that will help shape the future of The Blue Mountains. The Town is in the process of developing a new Corporate Strategic Plan, which aims to establish long-term goals and strategically allocate resources to guide the Town's future.

As active members of our community, your input is vital to ensuring that the strategic plan reflects the diverse needs and values of residents. To gather feedback, the Town has launched a **community survey that will be open until Monday, July 7, 2025**. Survey results will be used to identify key priorities that align with the community's values and needs. The survey can be accessed online through the [project webpage](#) linked below. Paper copies are also available at Town Hall, Blue Mountains Public Library and the Craighleith Heritage Depot.

The Town is also hosting a public Open House on Tuesday, June 17, from 5:00 – 7:00 p.m. at Town Hall, where we will present the project and host a question-and-answer session. I understand that it is short notice, but I encourage your members to attend this session and share their thoughts. If you're not able to attend, there is no need to worry, as there will be additional public workshops in the Fall.

I would also be delighted to meet with you or attend one of your upcoming meetings to provide more information about the project and answer any questions you may have. If you'd like to arrange a time for me to speak directly with your group, please feel free to contact me at SI@thebluemountains.ca or by phone at 519-599-3131 ext. 282.

Thank you for your continued commitment to our community. I look forward to your participation and valuable input in shaping a strategic path forward for The Blue Mountains.

Project Information: www.thebluemountains.ca/ourpathforward

Thank you,

Tim Hendry
Director of Strategic Initiatives
Town of The Blue Mountains

2025 Action Plan - Summary

Pillar	Key Results	Status (Green, Yellow, Red)	Highlights
COMMUNITY HUBS	Ensure BMPL keeps pace with growth and community needs		
	1. Implement top 2 - 3 priority space improvement items identified in the Space accessibility audits and gap analyses		Audits completed
	2. Council supports space improvements and/or expansion recommendation through resolution		2024 Annual Report presented; Representation at Craighleith Working Group meetings completed
EMPOWERING SERVICES	Strengthen awareness and support of the BMPL's role in the community		
	1. Improve Awareness of BMPL as a valuable community resource through in-person and media exposure)		
	2. Increase use of GLAM services		
	3. Increase participation in Town Initiatives		Feature in TBM Feb Newsletter Continued participation on MURFA & YCAF; SROI in May TBM Newsletter to all households.
	4. Increase participation in community advocacy efforts		
ORGANIZ- ATIONAL EXCELLENCE	Enhance organizational resilience		
	1. Staff are trained on Privacy of Information, Cybersecurity, AI and safety protocols for Challenging Interactions		AI policy implemented; training and outreach ongoing.
	2. Solidify 2025 funding sources and develop a multi-year strategic financial plan		RR number verified. Charitable status application started.

Status Legend:

On Track

At Risk

Late

The Blue Mountains Public Library

Report To: The Blue Mountains Public Library Board
Report Name: ADM.25.19 Space Utilization Study – Draft RFP V2
Prepared by: Jennifer Murley, CEO

A. Recommendations

THAT the Blue Mountains Public Library Board receive as information *ADM.25.14* entitled “Space Utilization Study – Draft RFP Follow Up”;

AND THAT this Board directs the Library CEO to proceed with the public release of the Request for Proposal (RFP) in accordance with the Town of The Blue Mountains Public Library’s Procurement Policy.

B. Background

At the April 17, 2025, meeting, the Board requested a draft RFP for a space utilization study be completed for the May 15 meeting for further discussion. At the May 15 meeting, the Board provided feedback and requested that the CEO bring a follow up report with the recommended changes to the June meeting.

C. Draft RFP

The second draft is attached, for review.

Respectfully Submitted,
Jennifer Murley, CEO
LibraryCEO@TheBlueMountains.ca
519-599-3681 extension 148



**REQUEST FOR PROPOSAL FOR BLUE MOUNTAINS PUBLIC LIBRARY
L.E. SHORE LIBRARY & GALLERY FACILITY NEEDS ASSESSMENT AND FUTURE
PLANNING**

PROPOSAL # 2025-38-P-LIB

Issued: **[Insert Date]**

Submission Deadline: **[Insert Date].**

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PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS

1.1 Invitation to Proponents

1.1.1 Invitation

This Request for Proposals (the “RFP”) is an invitation by The Corporation of the Town of The Blue Mountains (the “Town”) and The Blue Mountains Public Library (the “Library”) to prospective proponents to submit proposals for **The Blue Mountains Public Library L.E. Shore Library Facility Needs Assessment and Future Planning Study**, as further described in Section A of the RFP Particulars.

The Blue Mountains Public Library is seeking a qualified consultant to develop a comprehensive Library Facility Needs Assessment and Future Planning Study for the L.E. Shore Memorial Library and Gallery in Thornbury. This project aims to identify how the library can optimize its existing space in the short to medium term while we plan for a future expansion. It will help identify practical, cost-effective ways to reconfigure the current footprint to better serve our community's current and growing needs. This should include the identification of innovative approaches to reconfigure internal space as well as an adjacent courtyard.

The Needs Assessment is to be completed by no later than December 31, 2025; and the Final Report is to be completed no later than [insert date].

1.1.2 Proponent must be Single Entity

The Proponent must be a single legal entity that, if selected, intends to negotiate and enter into the contract with the Library. If the proposal is being submitted jointly by two (2) or more separate entities, the proposal must identify only one of those entities as the “Proponent”. The Proponent will be responsible for the performance of the Deliverables.

1.1.3 Bidding System Registration

All Proponents must have a vendor account with the Town’s electronic bidding system at: <https://thebluemountains.bidsandtenders.ca/Module/Tenders/en> and must be registered as a plan taker for this opportunity. This will enable the Proponent to download the solicitation document, to ask questions, to receive addenda email notifications, download addenda, and submit their proposal electronically through the bidding system.

1.2 RFP Contact

To contact the Town in relation to this RFP, Proponents must initiate the communication electronically through the bidding system. The Town will not accept any Proponent’s communications by any other means, except as specifically stated in this RFP.

For the purposes of this procurement process, the “RFP Contact” will be:

Proponents should only contact the RFP Contact where specifically instructed to in this RFP. All other communication in relation to this RFP, up to and including the submission of the proposal, must be through the bidding system, as described above.

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials, or other representatives of the Town and/or Library, other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the Proponent and the rejection of the Proponent's proposal.

1.3 Contract for Deliverables

1.3.1 Type of Contract

The selected Proponent will be requested to enter into direct contract negotiations to finalize an agreement with the Library for the provision of the Deliverables. The terms and conditions found in the Form of Agreement (Appendix A) are to form the basis for commencing negotiations between the Library and the selected Proponent.

1.3.2 Term of Contract

The term of the agreement will be in effect until the completion of the Deliverables.

1.4 RFP Timetable

1.4.1 Key Dates

Issue Date of RFP	July 9, 2025
Site Visit	July 16 , 2025 - 10:00 am
Deadline for Questions	July 21, 2025 - 4:30:59 PM local time
Deadline for Issuing Addenda	July 22, 2025 - 11:59:59 AM local time
Submission Deadline	July 25, 2025 - 2:00:59 PM local time
Rectification Period	Two (2) business days
Anticipated Ranking	Week of July 29, 2025
Anticipated Final Ranking	Week of August 4, 2025
Contract Negotiation Period	Ten (10) calendar days
Anticipated Execution of Agreement	Week of August 18, 2025

The RFP timetable is tentative only and may be changed by the Town and/or Library at any time. For greater clarity, business days means all days that the Town and/or Library is open for business.

1.4.2 Pre-Bid Meeting

A **Voluntary Site Visit** has been scheduled for **July 16, 2025, at 10:00 am, LOCAL TIME**. Bidders are invited to meet at the L. E. Shore Memorial Library, **173 Bruce Street, Thornbury, Ontario**. The Library will make the site available for inspection by interested parties.

Bidders are strongly encouraged to familiarize themselves with the *Appendix D: Library Service Desk Images* before submitting their Bid.

1.5 Submission Instructions

1.5.1 Submission of Proposals

Proposals must be submitted electronically through the bidding system at <https://thebluemountains.bidsandtenders.ca/Module/Tenders/en>

Submissions by other methods will not be accepted.

In the event of any technical issues, Proponents should contact the bidding system's technical support.

1.5.2 Proposals to be Submitted on Time

Proposals must be finalized and fully uploaded in the bidding system on or before the Submission Deadline. The time of receipt of proposals shall be determined by the bidding system web clock. Late submissions will not be accepted by the bidding system and will be disqualified as late.

Proponents are cautioned that the timing of submission is based on when the proposal is received by the bidding system, not when a proposal is submitted by a Proponent. As transmission can be delayed due to file transfer size, transmission speed or other technical factors, Proponents should plan to submit proposals well in advance of the Submission Deadline to avoid submitting late due to technical issues. Proponents submitting near the Submission Deadline do so at their own risk.

The bidding system will send a confirmation email to the Proponent advising when the proposal was submitted successfully. If you do not receive a confirmation email, contact the bidding system's technical support immediately.

1.5.3 Proposals to be Submitted in Prescribed Format

Proposal materials should be prepared and submitted in accordance with the instructions in the bidding system, including any maximum upload file size.

Documents should not be embedded within uploaded files, as the embedded files may not be accessible or evaluated.

1.5.4 Amendment of Proposals

Proponents may amend their proposals prior to the Submission Deadline. However, the Proponent is solely responsible for ensuring that the amended proposal is received by the bidding system by the Submission Deadline.

1.5.5 Withdrawal of Proposals

At any time throughout the RFP process until the execution of a written agreement for provision of the Deliverables, a Proponent may withdraw a submitted proposal. Prior to the Submission Deadline, Proponents may withdraw a submitted proposal through the bidding system. To withdraw a proposal after the Submission Deadline, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the Proponent.

[End of Part 1]

PART 2 – EVALUATION, NEGOTIATION AND AWARD

2.1 Stages of Evaluation and Negotiation

The Library will conduct the evaluation of proposals and negotiations in the following stages:

2.2 Stage I – Mandatory Submission Requirements

Stage I will consist of a review to determine which proposals comply with all of the mandatory submission requirements. If a proposal fails to satisfy all of the mandatory submission requirements, the Town will issue the Proponent a rectification notice identifying the deficiencies and providing the Proponent an opportunity to rectify the deficiencies. If the Proponent fails to satisfy the mandatory submission requirements within the Rectification Period, its proposal will be rejected. The Rectification Period will begin to run from the date and time that the Town issues a rectification notice to the Proponent. The mandatory submission requirements are set out in Section C of the RFP Particulars (Appendix B).

2.3 Stage II – Evaluation

Stage II will consist of the following two sub-stages:

2.3.1 Mandatory Technical Requirements

The Town will review the proposals to determine whether the mandatory technical requirements as set out in Section D of the RFP Particulars (Appendix B) have been met. If a proposal fails to satisfy all of the mandatory technical requirements, the Town will issue the proponent a rectification notice identifying the deficiencies and providing the proponent an opportunity to rectify the deficiencies. The rectification process for these requirements may occur after any rectification process for mandatory submission requirements. Proposals that do not satisfy the mandatory technical requirements within the Rectification Period will be rejected.

2.3.2 Non-Price Rated Criteria

The Town will evaluate each qualified proposal on the basis of the non-price rated criteria as set out under Evaluation Criteria in Section F of the RFP Particulars (Appendix B).

2.4 Stage III – Pricing

Stage III will consist of a scoring of the submitted pricing of each qualified proposal in accordance with the price evaluation method set out in Section G of the RFP Particulars (Appendix B). The evaluation of price will be undertaken after the evaluation of mandatory requirements and rated criteria has been completed.

In the event that a proponent's pricing appears to be abnormally low in relation to the Deliverables, the Town may require the proponent to provide a detailed explanation of the pricing information to account for the low level of price and confirm that all requirements in

respect of the Deliverables have been taken into account. If the proponent is unable to satisfactorily account for the abnormally low pricing, the Town may reject the proposal. The Town may also reject any proposal that contains unbalanced pricing. Pricing may be considered unbalanced where nominal or significantly understated prices are proposed for some elements of the Deliverables and inflated prices are proposed for other elements of the Deliverables. Unbalanced pricing includes, but is not limited to, “front-loaded” pricing which contains inflated pricing for Deliverables to be provided or completed at the beginning of the contract, offset by understated pricing for Deliverables to be provided or completed later in the contract.

2.5 Stage V – Ranking and Contract Negotiations

2.5.1 Ranking of Proponents

After the completion of Stage III, all scores from Stage II and Stage III will be added together and the proponents will be ranked based on their total scores. The top-ranked proponent will receive a written invitation to enter into direct contract negotiations to finalize the agreement with the Town. In the event of a tie, the selected proponent will be the proponent with the highest score on the non-price rated criteria.

2.5.2 Contract Negotiation Process

Any negotiations will be subject to the process rules contained in the Terms and Conditions of the RFP Process (Part 3) and will not constitute a legally binding offer to enter into a contract on the part of the Town or the proponent, and there will be no legally binding relationship created with any proponent prior to the execution of a written agreement. The terms and conditions found in the Form of Agreement (Appendix A) are to form the basis for commencing negotiations between the Town and the selected proponent. Negotiations may include requests by the Town for supplementary information from the proponent to verify, clarify, or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by the Town for improved pricing or performance terms from the proponent.

2.5.3 Time Period for Negotiations

The Town intends to conclude negotiations and finalize the agreement with the top-ranked proponent during the Contract Negotiation Period, commencing from the date the Town invites the top-ranked proponent to enter negotiations. A proponent invited to enter into direct contract negotiations should therefore be prepared to satisfy the pre-conditions of award listed in Section E of the RFP Particulars (Appendix B), provide requested information in a timely fashion and conduct its negotiations expeditiously.

2.5.4 Failure to Enter into Agreement

If the pre-conditions of award listed in Section E of the RFP Particulars (Appendix B) are not satisfied or if the parties cannot conclude negotiations and finalize the agreement for the

Deliverables within the Contract Negotiation Period, the Town may discontinue negotiations with the top-ranked proponent and may invite the next-best-ranked proponent to enter into negotiations. This process will continue until an agreement is finalized, until there are no more proponents remaining that are eligible for negotiations, or until the Town elects to cancel the RFP process.

2.5.5 Notification of Negotiation Status

Other proponents that may become eligible for contract negotiations may be notified at the commencement of the negotiation process with the top-ranked proponent.

[End of Part 2]

PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS

3.1 General Information and Instructions

3.1.1 Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

A proponent who submits conditions, options, variations, or contingent statements either as part of its proposal or after receiving notice of selection, may be disqualified.

3.1.2 Proposals in English

All proposals are to be in English only.

3.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed format, and the content of websites or other external documents referred to in the Proponent's proposal but not attached will not be considered to form part of its proposal.

3.1.4 Past Performance

In the evaluation process, the Library may consider the Proponent's past performance or conduct on previous contracts with the Library or other institutions.

3.1.5 Information in RFP Only an Estimate

The Library and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to Proponents the general scale and scope of the Deliverables. It is the Proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RFP.

3.1.6 Proponents to Bear Their Own Costs

The Proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

3.1.7 Proposal to be Retained by the Library

The Library will not return the proposal, or any accompanying documentation submitted by a Proponent.

3.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

The Library makes no guarantee of the value or volume of work to be assigned to the successful Proponent. The Agreement to be negotiated with the selected Proponent will not be an exclusive contract for the provision of the described Deliverables. The Library may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

3.2 Communication after Issuance of RFP

3.2.1 Proponents to Review RFP

Proponents should promptly examine all of the documents comprising this RFP and may direct questions or seek additional information in writing through the bidding system on or before the Deadline for Questions. No such communications are to be sent or initiated through any other means. The Library is under no obligation to provide additional information, and the Library is not responsible for any information provided by or obtained from any source other than the RFP Contact or the bidding system. It is the responsibility of the Proponent to seek clarification on any matter it considers to be unclear. The Library is not responsible for any misunderstanding on the part of the Proponent concerning this RFP or its process.

3.2.2 All New Information to Proponents by Way of Addenda

This RFP may be amended only by addendum in accordance with this section. If the Library, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all Proponents by addendum posted in the bidding system. Each addendum forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by the Town.

3.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If the Library determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, the Town may extend the Submission Deadline for a reasonable period of time.

3.2.4 Verify, Clarify, and Supplement

When evaluating proposals, the Library may request further information from the Proponent or third parties in order to verify, clarify or supplement the information provided in the Proponent's proposal. The Library may revisit, re-evaluate, and rescore the Proponent's response or ranking on the basis of any such information.

3.3 Notification and Debriefing

3.3.1 Notification to Other Proponents

Once an Agreement is executed by the Library and a Proponent, the other Proponents may be notified directly in writing and will be notified by public posting of the outcome of the procurement process.

3.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the RFP Contact and must be made within thirty (30) days of such notification. The RFP Contact will contact the Proponent's representative to schedule the debriefing. Debriefings may occur in person at the Library's location or by way of conference call or other remote meeting format as prescribed by the Library.

3.3.3 Procurement Protest Procedure

Any proponent with concerns about the RFP process is required to attend a debriefing prior to proceeding with a protest.

If, after attending a debriefing, the proponent wishes to challenge the RFP process, it should provide written notice to the RFP Contact in accordance with applicable procurement protest procedures. The written notice must contain:

- (a) a clear statement as to which procurement the proponent wishes to challenge.
- (b) a clear explanation of the Proponent's concerns with the procurement, including specifics as to why it disagrees with the procurement process or its outcome; and
- (c) the Proponent's contact details, including name, telephone number and email address.

The Town will send an initial response to acknowledge receipt of the Proponent's notice and indicate the date by which the Town will provide the Proponent with a formal response.

3.4 Conflict of Interest and Prohibited Conduct

3.4.1 Conflict of Interest

For the purposes of this RFP, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the RFP process, the Proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to:
 - (i) having or having access to confidential information of the Town and/or Library in the preparation of its proposal that is not available to other proponents;

- (ii) having been involved in the development of the RFP, including having provided advice or assistance in the development of the RFP;
 - (iii) receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the RFP;
 - (iv) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process); or
 - (v) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair;
- (b) in relation to the performance of its contractual obligations under a contract for the Deliverables, the Proponent's other commitments, relationships, or financial interests:
- (i) could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or
 - (ii) could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

3.4.2 Disqualification for Conflict of Interest

The Library may disqualify a Proponent for any conduct, situation, or circumstances, determined by the Library, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

An existing supplier of the Library may be precluded from participating in the RFP process in instances where the Library has determined that the supplier has a competitive advantage that cannot be adequately addressed to mitigate against unfair advantage. This may include, without limitation, situations in which an existing supplier is in a position to create unnecessary barriers to competition through the manner in which it performs its existing contracts, or situations where the incumbent fails to provide the information within its control or otherwise engages in conduct obstructive to a fair competitive process.

3.4.3 Disqualification for Prohibited Conduct

The Library may disqualify a Proponent, rescind an invitation to negotiate, or terminate a contract subsequently entered into if the Library determines that the Proponent has engaged in any conduct prohibited by this RFP.

3.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Submission Form (Appendix C).

3.4.5 Proponent Not to Communicate with Media

Proponents must not at any time directly or indirectly communicate with the media in relation to this RFP or any Agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

3.4.6 No Lobbying

Proponents must not, in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the successful Proponent(s).

3.4.7 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, or other representatives of the Town and/or Library; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this RFP.

3.4.8 Supplier Suspension

The Town and/or Library may suspend a supplier from participating in its procurement processes for prescribed time periods based on past performance or based on inappropriate conduct, including but not limited to the following:

- (a) illegal or unethical conduct as described above;
- (b) the refusal of the supplier to honour its submitted pricing or other commitments;
- (c) engaging in litigious conduct, bringing frivolous or vexatious claims in connection with the Client's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or
- (d) any conduct, situation, or circumstance determined by the Town and/or Library, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a supplier, the Town and/or Library will notify the supplier of the grounds for the suspension and the supplier will have an opportunity to respond within a timeframe stated in the notice. Any response received from the supplier within that timeframe will be considered by the Town and/or Library in making its final decision.

3.5 Confidential Information

3.5.1 Confidential Information of the Town and/or Library

All information provided by or obtained from the Town and/or Library in any form in connection with this RFP either before or after the issuance of this RFP

- (a) is the sole property of the Town and/or Library and must be treated as confidential;
- (b) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract for the Deliverables;
- (c) must not be disclosed without prior written authorization from the Town and/or Library; and
- (d) must be returned by the Proponent to the Town and/or Library immediately upon the request of the Town and/or Library.

3.5.2 Confidential Information of Proponent

A Proponent should identify any information in its proposal, or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the Town and/or Library. The confidentiality of such information will be maintained by the Town and/or Library, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by the Town and/or Library to advise or assist with the RFP process, including the evaluation of proposals. If a Proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact.

3.6 Procurement Process Non-Binding

3.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation:

- (a) this RFP will not give rise to any Contract A–based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and

- (b) neither the Proponent nor the Town and/or Library will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract or failure to honour a proposal submitted in response to this RFP.

3.6.2 No Contract until Execution of Written Agreement

This RFP process is intended to identify prospective suppliers for the purposes of negotiating potential Agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the Proponent and the Town and/or Library by this RFP process until the successful negotiation and execution of a written Agreement for the acquisition of such goods and/or services.

3.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written Agreement, such information will be assessed during the evaluation of the proposals and the ranking of the Proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of the Library to enter into an Agreement for the Deliverables.

3.6.4 Cancellation

The Town and/or Library may cancel or amend the RFP process without liability at any time.

3.7 Governing Law and Interpretation

These Terms and Conditions of the RFP Process (Part 3):

- (a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- (b) are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
- (c) are to be governed by and construed in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

[End of Part 3]

APPENDIX A – FORM OF AGREEMENT

FORM OF AGREEMENT FOR

THE BLUE MOUNTAINS PUBLIC LIBRARY L.E. SHORE Library & Gallery Facility Needs Assessment and Future Planning

THIS AGREEMENT made this ____ day of month, 2025

BETWEEN:

THE BLUE MOUNTAINS PUBLIC LIBRARY BOARD
hereinafter called the "Library"

OF THE FIRST PART

- and -

NAME OF VENDOR
hereinafter called the "Vendor"

OF THE SECOND PART

WHEREAS The Corporation of the Town of The Blue Mountains (the "Town") issued Request for Proposal (RFP) #2025-xx-P-LIB for The Blue Mountains Public Library L.E. Shore Library & Gallery Facility Needs Assessment and Future Planning (the "Services") on behalf of the Blue Mountains Public Library on [insert date], 2025, as more particularly described in the RFP;

AND WHEREAS the Vendor has in response to the RFP, submitted a bid to the Library for the provision of the Services, dated (insert date) (the "Vendor Submission");

AND WHEREAS the parties wish to enter into an Agreement with the Vendor for the provision of the Services by the Vendor to the Library in accordance with the terms and conditions of the RFP, and in accordance with the terms and conditions as hereinafter set forth;

NOW THEREFORE in consideration of the mutual covenants contained herein, the parties agree to as follows:

1. DEFINITIONS

All capitalized terms contained in this Agreement, unless otherwise defined herein, shall have the meaning ascribed thereto in the RFP.

2. AGREEMENT

The following documents are incorporated into this Agreement by reference and are included with the form part of this Agreement:

- a) the RFP, including all issued Addenda, and including the entire Request for Proposal issued by the Town, and all additional documents contained therein and/or incorporated by reference therein;
- b) the Vendor Submission; and,
- c) all appendices, attachments and schedules to this Agreement.

3. SUPPLY OF SERVICES

The Vendor shall perform all Work and shall supply and deliver the Services in accordance with all of the terms, conditions, provisions and specifications as provided in the RFP, and in accordance with the further terms and conditions set forth in this Agreement.

4. CONDUCT OF VENDOR'S STAFF

It is in the mutual interest of both the Library and the Vendor that the Vendor's staff and approved suppliers and sub-contractors report to work in a neat, clean and properly attired fashion, presentable to the residents of The Blue Mountains.

Vendor's staff and approved suppliers and sub-contractors will conduct themselves in a polite and courteous manner at all times when dealing with members of the public, and Library staff. In the event that this condition is violated by any of the Vendor's staff, or approved suppliers or sub-contractors, the Vendor's representative will be contacted by the Library representative and the individual will be removed from the work site immediately. The Library reserves the right to have any Vendor staff or approved supplier and sub-contractor replaced whose conduct, attitude, driving habits or willingness to accept direction is unacceptable.

5. RELATIONSHIP BETWEEN THE PARTIES

Notwithstanding any other provision in this Agreement:

- a) The Vendor shall provide the Services under this Contract as an independent contractor;
- b) This contract shall not be deemed to be a contract of employment and neither the Town nor the Library shall not under any circumstances be deemed to be the employer of the Vendor, its sub-contractors, suppliers, agents, contractors, servants, employees, officers, directors, volunteers, or of any other person or entity whose acts or omissions the Vendor may be liable or for whom it is responsible in law for or their respective officers, directors, agents, employees and volunteers; and,
- c) It is neither the intention nor the agreement of the parties that this Agreement be deemed to constitute the parties as partners, joint ventures or agents for one another.

6. CRIMINAL RECORD CHECK

The Library reserves the right to request from the Vendor, at any time during the Contract, a Criminal Record Check for each employee or sub-contracted employee assigned to perform

Work on or under this Agreement. Staff for whom the Vendor is unable to provide a satisfactory Criminal Record Check will be prohibited from performing Work under this Agreement. The cost of obtaining any and all Vendor staff Criminal Record Checks shall be included in the Vendor's pricing for the Service.

7. NON-EXCLUSIVITY, WORK VOLUMES

This Agreement is non-exclusive, nothing herein is intended or shall be construed as creating an exclusive arrangement with the Vendor. This Agreement shall not in any manner restrict the Library's ability at its sole and absolute discretion, to procure these services from any other vendor or party, including but not limited to other awarded vendors, if any, under this Agreement.

8. CHANGES, ALTERATIONS AND ADDITIONAL SERVICES

The Library may, in writing, at any time before or after the execution of this Agreement or at any time before or after the commencement of the Services, delete, vary or otherwise alter, (without extending or increasing) the Services, and may, with the consent of the Vendor, extend or increase the Services. If such action by the Library results in an increase or decrease in the cost of the Services, unless provided for otherwise in this Agreement, the cost of the Services shall be adjusted in such amount as shall be agreed upon between the parties in advance, in writing.

9. OCCUPATIONAL HEALTH AND SAFETY ACT

The Vendor shall comply with the Occupational Health and Safety Act, R.S.O. 1990, c. O. 1, as amended, and all regulations made thereunder (the "OHSA"), including without limitation, all obligations of the Vendor as "employer" under the OHSA. The Vendor shall ensure that the Services are carried out in accordance with the OHSA and shall comply with all requirements thereunder, including, without limitation, the duties to provide a safe workplace, provide information and educate workers on workplace hazards, appoint a competent supervisor, prepare and provide a health and safety policy, implement a comprehensive health and safety program to support the policy and take every reasonable precaution to protect the safety of workers.

10. INSURANCE

The Vendor shall obtain and maintain, at its own expense, the insurance and coverages as stated in the RFP.

11. DOCUMENTS

- a) Subject to payment by the Library in accordance with the terms of this Agreement, all plans, drawings, designs, details, models, specifications, reports, maps, records, deliverables and other documents and information, including without limitation "as

- built” records, prepared or developed by the Vendor in the course of the performance of the Services (the “Documents”) shall be and remain the sole property of the Library.
- b) The Vendor hereby grants to the Library, or agrees to obtain for the Library, a permanent, irrevocable, royalty free, cost free licence to forever use, reproduce and distribute the Documents for the purposes of the Services, for future operation and maintenance of the Services and/or in connection with modifications to and expansion of the Services, and/or in connection with any other project undertaken by the Library. The Vendor acknowledges that it will obtain such rights from all of its vendors and obligate such vendors to obtain such rights from all of the sub-vendors, so that the Vendor can grant the above noted licence.

12. PATENTS

The Vendor hereby grants to the Library, or agrees to obtain for the Library, a permanent, irrevocable, non-exclusive, royalty free, cost free licence to use any concept, product or process, which is patentable or capable of trademark, resulting from the Services rendered by the Vendor in connection with the Services, for the purposes of the Services, for future operation and maintenance of the Services and/or in connection with modifications to and expansion of the Services. The Vendor acknowledges that it will obtain such rights from all of its Vendors and obligate such Vendors to obtain such rights from all of their sub-vendors so that the Vendor can grant the above-noted licence.

13. RECORDS AND AUDIT

- a) The Vendor shall keep and maintain full, detailed and complete records and accounts of all of its costs in accordance with the Library’s requirements, including without limitation, records of the hours worked by, and salaries paid to its staff employed for the purposes of the Services.
- b) The Library or its agent, at all reasonable times, may inspect, audit and obtain photocopies of all such records, including books, payroll, accounts, receipts, timesheets, correspondence and memoranda pertaining to the Services.

14. INSPECTION

The Library, or persons authorized by the Library, shall at all times have access to the work site to monitor the progress of the Vendor and shall have the right, at all times, to inspect or otherwise review the Services performed, or being performed and the premises where they are being performed.

15. REPORTING OF PROGRESS

Unless specifically indicated otherwise in this Agreement, the Vendor shall provide the Library with a written report showing the portion of the Services completed in the preceding month, in accordance with the terms of the RFP and as may be otherwise reasonably requested by the Library.

16. SCHEDULE

- a) The Vendor shall perform the Services (including all portions thereof) and shall deliver such documents and deliverables required in performance of the Services in a timely manner and within the timelines set out in the RFP (hereinafter the “Schedule”), as applicable.
- b) No change or adjustment to the Schedule by the Vendor shall be permitted unless the Vendor obtains the prior written agreement of the Library to such change or adjustment.
- c) The Library has the right, in its sole discretion, upon written notice to the Vendor, to temporarily suspend or to alter the schedule in response to circumstances beyond the Library’s control or legislative changes or orders of a government, related to health (such as a public health, occupational health & safety or construction safety), environmental, social or other emergent or unforeseen circumstances such as the COVID-19 pandemic. The terms of Section 17 shall apply to any suspension of schedule alteration the Library requires under this section.

17. SUSPENSION OR TERMINATION

- a) The Library may at any time, by notice in writing to the Vendor, suspend or terminate the Services or any portion thereof, with or without cause, in its sole and absolute discretion, and without any liability to itself, and thereupon:
 - i. The Library shall, unless such termination is due to any breach or default under this Agreement by, or any negligence on the part of, the Vendor, be liable for payment to the Vendor for those monies attributable to the part of the Services performed to the satisfaction of the Library to the earlier of the date of failure or termination specified in such notice or of the date of the receipt of such notice by the Vendor;
 - ii. The Vendor shall have no claim, including for any loss or damages, against the Library except for payment for such Services satisfactorily performed as described in subsection 17 (a)(i) hereof;
 - iii. The Vendor shall immediately discontinue the Services on the date and to the extent specified in the notice and shall place no further orders for materials or services for the terminated or suspended portion of the Services;
 - iv. In the event that the Library suspends the performance of the Services in whole or in part, the Vendor shall resume performance thereof if and to the extent that such suspension is lifted by written notice from the Library; and,
 - v. Nothing contained herein shall limit the rights of the Library to recover damages or pursue such other remedies from the Vendor to which the Library may be entitled, arising from the failure of the Vendor to perform the Services satisfactorily or in accordance with the terms of this Agreement.
- b) Upon completion, termination or suspension of this Agreement for any reason whatsoever, the Vendor shall promptly deliver to the Library all Documents used or

prepared by the Vendor in connection with the Agreement, including all originals in the possession of the Vendor and anyone employed or engaged by the Vendor or anyone on the Vendor's behalf, and all electronic files. In the event that the Vendor fails to comply with its obligations hereunder, the parties herein agree that the Library shall be entitled, in addition to any other remedies to which it may be entitled, to appropriate equitable relief, including, without limitation, the remedy of specific performance as money damages will be an inadequate remedy with respect to the receipt of such Documents by the Library.

18. INDEMNITY

The Vendor, both during and after the term of the Services, shall at all times, and at its own cost, expense and risk, indemnify and hold harmless the Library, their elected officials, officers, employees, volunteers, agents, and all respective heirs, administrators, executors, successors and assigns from any and all losses, damages, fines, penalties and surcharges, liabilities (including, but not limited to, any and all liability for damage to property and injury to persons, including death), judgments, claims, demands, causes of action, contracts, suits, actions or other proceedings of any kind (including, but not limited to proceedings of a criminal, administrative or quasi criminal nature) and expenses (including, but not limited to, legal fees on a substantial indemnity basis), which the indemnified person or persons may suffer or incur, howsoever caused, arising out of or in consequence of or directly or indirectly attributable to the Services required to be performed by the Vendor, its agents, employees and sub-consultants, provided such losses, damages, fines, penalties and surcharges, liabilities, judgments, claims, demands, causes of action, contracts, suits, actions or other proceedings of any kind and expenses as defined above are due or claimed to be due to the negligence, breach of contract, and/or breach of law of the Vendor, its agents, employees or sub-consultants. Notwithstanding anything else in this Agreement, the Indemnity shall survive the Services.

19. ASSIGNMENT

The Vendor shall not assign this Agreement without obtaining the prior written consent of the Library.

20. GOVERNING LAW

This Agreement and each of the documents contemplated by or delivered under or in connection with this Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein and shall be treated in all respects as an Ontario contract. The parties hereby irrevocably and unconditionally attorn to the jurisdiction of the courts of the Province of Ontario and all courts competent to hear appeals therefrom.

21. EXECUTION OF AGREEMENT

If applicable, the parties agree that the execution of this Agreement may be facilitated through facsimile or electronic means and/or this Agreement may be executed in several counterparts and any such facsimile or electronic copy and any such counterpart shall be deemed to be an original agreement, and such facsimile or electronic copies or such counterparts together shall have the same force and effect as an executed original.

22. NOTICES

- a) Any notice, certificate, consent, determination or other communication required or permitted to be given or made under the Agreement shall be in writing and shall be effectively given and made if (a) delivered personally, (b) sent by prepaid courier service, or (c) sent prepaid by fax, email or other similar means of electronic communication, in each case to the applicable address set out below.

If to the Library, to:

The Blue Mountains Public Library Board
173 Bruce St
PO Box 580
Thornbury, ON N0H 2P0
Attention: Library CEO
Facsimile: (519) 599-7951

If to the Vendor, to:

[to be completed]

- b) Any such communication so given or made shall be deemed to have been given or made and to have been received on the Day of delivery if delivered, or on the Day of faxing or emailing. Provided that such Day in either event is a Business Day and the communication is so delivered, faxed or sent before 4:30 p.m. on such Day. Otherwise, such communication shall be deemed to have been given and made and to have been received on the next following Business Day. Any such communication sent by mail shall be deemed to have been given and made and to have been received on the fifth Business Day following the mailing thereof; provided however that no such communication shall be mailed during any actual or apprehended disruption of postal services. Any such communication given or made in any other manner shall be deemed to have been given or made and to have been received only upon actual receipt.
- c) Any party may from time to time change the Person to whom notice is to be given or address or fax number under this Clause by notice to the other party given in the manner provided herein.

23. BINDING EFFECT

This Agreement shall inure to the benefit of and be binding upon the parties hereto and their permitted successors and assigns.

IN WITNESS WHEREOF the parties hereto have executed this Agreement a of the date written on the first page.

IN WITNESS THEREOF the parties hereto have caused to be executed those presents by their officers properly authorized in that behalf on the day and year first above written.

THE BLUE MOUNTAINS PUBLIC LIBRARY

Name: Jennifer Murley
Title: CEO

Name: Julia Scott
Title: Board Chair

VENDOR

Name:
Title:

Name:
Title:

I/We have authority to bind the Corporation

APPENDIX B – RFP PARTICULARS

A. THE DELIVERABLES

1.0. Background to the Deliverables

1.1 The Town of The Blue Mountains is Canada’s second fastest growing municipality, home to over 9,300 full-time residents and a significant part-time and seasonal population. Recognized as Ontario’s premier four-season tourism and recreation destination, The Blue Mountains welcomes an additional 2.5 million visitors each year and offers a high-quality lifestyle that appeals to families seeking stability, adventurers exploring new horizons, and relaxation seekers drawn to the area’s natural beauty and charm. With deep roots in agriculture and tourism, the local economy has evolved through innovation and entrepreneurship in sectors such as agriculture, tourism, construction, small business, and hospitality.

1.2 The Blue Mountains Public Library (BMPL) is one of three Gallery, Library, Archive, and Museums (GLAM) in Ontario, and is the only municipal cultural facility in the Town of The Blue Mountains, delivering vital literary, recreational, and cultural services through:

- L.E. Shore Library and Gallery (Thornbury) – serving as our central hub, this location offers comprehensive library services and access to a diverse collection of materials. It also features the innovative *Library of Things*, which lends non-traditional items such as camera equipment, assistive technology, park passes, snowshoes, and more. The facility includes inviting indoor and outdoor gathering spaces, as well as a vibrant art gallery that showcases local and regional talent.
- Craigleith Heritage Depot Museum and Archives (Craigleith) – our second branch, offering select library services alongside access to the community museum and archival collections. *Please note: the Craigleith branch is outside the scope of this project.*

With significant historic and cultural importance, BMPL plays a central role in community life. However, like many Ontario municipalities, we are experiencing rapid population growth, placing increased pressure on library space and services. The L.E. Shore facility is approaching capacity and is limited by outdated infrastructure that no longer meets the needs of a modern, 21st-century library. The current layout does not adequately support accessible programming areas, a functional teen area, quiet study zones, or flexible, multipurpose spaces essential to delivering inclusive and responsive services. Additionally, staff have outgrown the existing workspace, creating operational challenges and limiting our ability to expand services. The circulation area is also inaccessible and inefficiently designed and storage is a challenge. These factors point to the need for both immediate space optimization and long-term planning for future expansion.

1.3 This project will address the space needs for a variety of uses, including multi-generational programming, quiet reading and study areas, and collaborative learning spaces. Special consideration should be given to the current use of the Gallery space, ensuring that its core purpose is preserved while exploring opportunities for improved integration.

- 1.4** A presentation was made on November 30, 2023, to the Town's Council regarding space needs. Prior to this, a staff report was received by Town Council on August 26, 2019, providing Council with options for expansion, acknowledging that the L.E. Shore Memorial Library did not meet the minimum square footage for the size of the population as per the Association of Medium-Sized Public Libraries in Ontario (ARUPLO) Guidelines for Rural/Urban Public Library Systems.
- 1.5** The L.E. Shore Memorial Library is located at 173 Bruce Street South, Thornbury Ontario, N0H2P0.
- 1.6** Currently, the library is undersized for the Town's population, affecting program capacity, and staff efficiency.

2.0 Deliverables

2.1 Key Considerations (during the project and as part of the final report):

- a)** Current size of community and current standards for library space requirements
 - Outlined in the 2021 Census and 2023 updated Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO) Guidelines
- b)** Community Growth and Accessibility
 - The Town's expanding population necessitates adaptable, accessible library space for people of all ages and abilities.
- c)** Integrated Services and Partnerships
 - Identify service gaps in the community and how an adequate library space or co-location could enhance service delivery.
- d)** Flexibility and Innovation
 - The library must be adaptable, offering flexible space for future needs such as community events, remote workspaces, private meeting rooms, etc.
- e)** Sustainability and Efficiency
 - Provide sustainable, cost-effective operational practices.
 - Provide recommendations to renovate or expand the existing facility.

2.2 A Project Kickoff & Work Plan outlining:

- Coordination of a kickoff meeting with Library leadership and key stakeholders
- Project scope, timelines and key milestones, and communication protocols and coordination strategies.

2.3 A Community Engagement Plan identifying:

- Key stakeholders (e.g. staff, patrons, municipal partners, community groups)
- Methodologies (e.g. surveys, interviews, focus groups, town halls)
- Strategies to ensure accessibility, inclusivity, and equitable participation across all stakeholder groups.

2.4 A Final Report received no later than December 31, 2025, including:

- An exploration of the library and gallery's role as a hub for learning, connection, discovery, and innovation.
- A summary of all engagement activities, who was engaged and how, key findings and implications for space planning.
- A detailed analysis of how all library areas is currently used, including public spaces, collections, staff work areas, and programming areas. Analysis should identify underutilized, overcrowded, or inefficiently designed spaces and provide documentation of these findings.
- Options to reconfigure existing space to support the following functional areas:
 - A flexible, multi-purpose meeting and event space.
 - A dedicated teen space designed to enhance youth engagement.
 - An updated, accessible children's area suitable for early literacy and family programming.
- Relevant case studies and bench marking examples from comparable public libraries.
- Actionable recommendations for optimizing space, that provide solutions for current and future space needs.
- Conceptual sketches or floor plan diagrams illustrating proposed reconfigurations.
- A prioritized implementation plan with high-level cost estimates, including consideration of staffing needs, identifying potential funding sources such as development charges, grants, and sponsors.
- Considerations for future expansion and how recommendations align with long-term facility goals.
- Considerations for how potential renovations or expansion align with the Town's Corporate Strategic Plan and any ongoing or future planning initiatives (i.e. the Multi-Use Recreation Feasibility Assessment).

2.5 A Formal Presentation to the BMPL Board of Directors summarizing key findings, proposed reconfigurations, and recommended next steps delivered no later than [insert date].

2.6 Project Milestones and Presentations

2.6.1 Milestones

Milestone	Date
Community Consultation	October, 2025
Final Report	December 31, 2025
Presentation to Board	Insert Date
In-Person Presentation to Council	Insert Date

2.6.2 Any workshops are to be in person.

2.6.3 Additional in-person presentations may be requested by the Town.

B. Material Disclosures

1. 2018 Feasibility Study & Space Plan (attached as Appendix x)
2. 2022 Updated Gap Analysis and Building Program (attached as Appendix x)
3. 2024 Accessibility Audit L.E. Shore (attached as Appendix x)

C. MANDATORY SUBMISSION REQUIREMENTS

1.0 Submission Form (Appendix C)

Proponents should refer to the instructions attached to the solicitation for the Appendix C – Submission Form requirements and provide all required information in accordance with the instructions provided in the bidding system.

2.0 Pricing

2.1 Each proposal must include pricing information that complies with the instructions set out below in Section G of this Appendix B.

3. Other Mandatory Submission Requirements

3.1. Any proponent that submits a total cost in excess of the Library's budget of xxxx will be rejected and not evaluated any further.

D. MANDATORY TECHNICAL REQUIREMENTS

N/A

E. PRE-CONDITIONS OF AWARD

1.0 INSURANCE

Throughout the term of the Agreement (including any renewal thereof), the selected proponent shall obtain and maintain at its own expense, including the cost of any applicable deductible, the following policies of insurance:

- a) Commercial General Liability on an occurrence basis for an amount not less than Five Million (\$5,000,000) dollars and shall include the Blue Mountains Public Library and Town of The Blue Mountains as additional insureds with respect to the proponent's operations, acts and omissions relating to its obligations under this Agreement, such policy to include personal injury including death; property damage or loss (direct or indirect and including loss of use thereof); broad form property damage; contractual liability; non-owned automobile liability; products – completed operations; contingent employer's liability; cross liability; severability of interest; and blanket contractual liability;
- b) Automobile liability insurance for an amount not less than Two Million (\$2,000,000) dollars on forms meeting statutory requirements covering all vehicles used in any manner in connection with the performance of the terms of this Agreement;
- c) Professional Liability Errors & Omissions (E&O) insurance for an amount not less than Two Million (\$2,000,000) dollars;
- d) The proponent shall maintain and pay for Employee Dishonesty insurance in respect to the Company and its employees with coverage not less than \$25,000 for any one loss and shall include third party indemnification.

The policies shown above will not be cancelled or permitted to lapse unless the insurer notifies the Town and/or Library in writing at least thirty (30) days prior to the effective date of cancellation or expiry. The Town and/or Library reserves the right to request such higher limits of insurance or other types of policies appropriate to the work as the Town and/or Library may reasonably require.

The proponent shall indemnify and hold the Town and Library harmless from and against any liability, loss, claims, demands, costs and expenses, including reasonable legal fees, occasioned wholly or in part by any acts or omissions either in negligence or in nuisance whether wilful or otherwise by the Respondent, its agents, officers, employees or other persons for whom the Respondent is legally responsible.

1. HEALTH AND SAFETY AND WSIB

The successful proponent is required to abide by the Occupational Health and Safety Act related to the performance of the contract. In addition, the successful proponent will be required to supply to the Town and/or Library a valid Clearance Certificate issued by the WSIB, or if applicable, a letter from WSIB verifying Independent Operator's Status. A new clearance certificate is required upon expiry.

2. ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT, 2005 (AODA)

New requirements of the AODA passed by the Ontario Legislature with the goal of creating standards to improve accessibility across the Province are now in effect. All private sector organizations in Ontario were required to comply with the customer Service Standards by January 1, 2012.

Businesses and individuals that the Library has contracted to provide goods or services to customers must ensure that their employees, agents, and subcontractors are trained on providing accessible customer service. All vendors will be required to complete the Town's Accessibility Compliance Form as a one-time registration in order to do work on behalf of the Library. The successful proponent will be required to provide a completed AODA Form with the executed contract.

Further information, including the Town's Accessibility Compliance Form, may be obtained by visiting the Town's website.

F. EVALUATION CRITERIA

The following sets out the categories, weightings, and descriptions of the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

Evaluation Criteria		
Non-Price Rated Criteria Category	Weighting (Points)	Section Points
1.0 Experience and Qualifications		
1.1 Previous Experience	15	25
1.2 Employee Qualifications	10	
2.0 Schedule and Community Engagement		
2.1 Schedule	10	25
2.2 Community Engagement Methodology	10	
2.3 Prioritization	5	
3.0 Risk Mitigation		
3.1 Proponent Risks	10	15
3.2 Common Errors	5	

4.0 Sustainability and Design		
4.1 Sustainability and Design	10	10
5.0 Grant and Funding		
5.1 Grant and Funding	5	5
Non Price-Related Criteria Total		80
Non-Price Rated Criteria Category	Question	Points
Pricing (See Section G Below)	20	20
Total Points		100

1.0. Relevant Experience & Qualifications

1.1 Previous Experience [15 points]

Provide 3 example Library Facility Needs Assessment and Future Planning Studies that your organization has completed in the past 5 years that are similar to the Town of The Blue Mountains' requirements, highlighting spaces including a multi-functional facility to support a rapidly growing community.

1.2 Employee Qualifications [10 points]

Provide the experience and qualifications of the Project Lead. The Lead should have worked on at least one of the example projects provided in response to question 1.1.

2.0. Schedule and Community Engagement

2.1 Schedule (10 points)

Using the Milestones tables as per Appendix B, Section A as a starting point, provide a detailed schedule highlighting key milestones and dates that would be required to complete this project.

2.2 Community Engagement Strategy (10 points)

Detail your organization's community engagement strategy along with one example strategy.

2.3 Prioritization (5 points)

Given the requirements of the residents, library users, community groups, etc., how will your organization prioritize the requirements?

3.0. Risk Mitigation

3.1 Proponent Risks (10 points)

Provide a list of the top 5 risks associated with Needs Assessments and your associated risk mitigation strategies.

3.2 Common Errors (5 points)

What are the common errors that municipalities make when considering a new facility such as a library and what can be done to avoid them?

4.0 Sustainability and Design (10 points)

4.1 What sustainability, bold and/or innovative elements that do not increase the budget should be considered?

5.0 Grant and Funding (5 points)

5.1 Detail how your organization may capitalize on various grants and other funding models that may be available, to implement the recommendations within the report.

G. PRICE EVALUATION METHOD

Pricing is worth 20 points of the total score.

Pricing will be scored based on a relative pricing formula using the rates set out in the pricing form. Each Proponent will receive a percentage of the total possible points allocated to price, which will be calculated in accordance with the following formula:

$$\text{lowest price} \div \text{proponent's price} \times \text{weighting} = \text{proponent's pricing points}$$

It should be emphasized that pricing is only one of the factors being considered in determining the most suitable Vendor.

All qualified proposal submissions will be reviewed and evaluated. Additional information may be requested if necessary.

Instructions on How to Provide Pricing

- (a) Proponents should submit their pricing information electronically within the bidding system.
- (b) Rates must be provided in Canadian funds, inclusive of all applicable duties and taxes except for HST, which should be itemized separately.
- (c) Unless otherwise indicated in the requested pricing information, rates quoted by the Proponent must be all-inclusive and must include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.

Required Pricing Information

Proponents are to provide an overall price in the required area on the Bidding site. This number should match what is contained within the Detailed Financial Proposal.

Proponents shall prepare and submit a Detailed Financial Proposal that incorporates all required elements requested in this RFP.

APPENDIX C – SUBMISSION FORM

Proponents should refer to the instructions as found on the Bidding Site for the Appendix C – Submission Form requirements and provide all required information in accordance with the instructions provided in the bidding system.

Board Meeting

Report To: The Blue Mountains Public Library Board
Report Name: ADM.25.20 Annual Policy Review Continued
Date: June 26, 2025
Prepared by: Jennifer Murley, CEO

A. Recommendations

THAT this Board instructs the Library CEO to align the following Blue Mountains Public Library Board policies with the corresponding Town policies:

- POL-ADM.2018.101 entitled *"Salary Administration"* with POL.COR.23.01 entitled *"Compensation Administration Program Policy"*
- POL-ADM.2018.38 entitled *"Leaves Requests"* with POL.COR.24.06 *"Health, Wellness, and Personal Emergency Leave Policy"*

B. Background

In year 3 of each Board term, the Board conducts its scheduled review of the HR General policy, in accordance with policy POL-BLG.2018.99 Agenda & Multi-Year Agendas. While the Salary Administration policy may be amended at the discretion of the CEO, substantive revisions are being proposed to align with the Town's policy, as the Town administers our payroll.

This report serves as a follow-up to the May 15 meeting, where the Board deferred approval of the proposed amendments to the Salary Administration Policy and requested clarification regarding WSIB coverage for employees on secondment. Additional amendments to the Leaves Request Policy have also been included for consideration.

C. Analysis & Impacts of Alignment

Currently, the Board's Salary Administration Policy lacks detail in several key areas, including the process for conducting Market and Pay Equity reviews, the application of Cost-of-Living Adjustments (COLA), and the alignment between performance appraisals and salary grid movement. Additionally, the policy outlines a three-month probationary period, whereas the Town's policy establishes a six-month probationary period. It is recommended that the Library adopt the six-month probationary period to align with the Town's policy. This change would support a consistent employee experience, particularly important given the integration of the Library's payroll and HR systems with those of the Town. A six-month period is also more appropriate for the Library's environment, where onboarding, training, and performance assessment may take longer due to the breadth of responsibilities, customer service expectations, and the need for familiarity with library-specific systems and policies. Extending the probationary period allows supervisors more time to assess new employees' suitability and provide meaningful feedback, while also giving new staff the time

and support they need to fully integrate into their roles.

The Board's Leave Requests Policy also differs from the Town's in terms of terminology related to paid time off. In Fall 2024, the Town updated its policy to reflect current best practices by renaming "Sick Days" to "Health, Wellness, and Personal Leave Days." While this is a language change only (entitlements remain unchanged), adopting the updated terminology would modernize the Board's policy and support consistency across departments. Alignment in this area is particularly helpful during onboarding, as it minimizes confusion for new staff and reinforces shared organizational standards.

This update would also include adopting the Town's provision to allow a maximum of two (2) days per year to be used when employees are unable to attend work due to inclement weather. This change would not impact the Library's existing Severe Weather Policy, which currently allows employees who cannot report to work while the Library remains open to use available sick leave, vacation time, lieu time, or unpaid leave. With approval from the CEO or designate, staff may also make up the time by working additional hours. However, the current policy does not place a cap on inclement weather leave, and adopting a defined limit would provide greater clarity and consistency.

Finally, in April 2024, the Province announced changes to the Employment Standards Act (ESA) that prohibit employers from requiring a doctor's note when employees use their three days of statutory sick leave. Employers may still request "evidence reasonable in the circumstances" to confirm an illness, but this evidence cannot involve physician intervention. Acceptable alternatives include self-attestation forms or other non-medical documentation. This legislative change is designed to reduce the administrative burden on the healthcare system. According to the Ontario Medical Association, physicians spend approximately 19 hours per week (or 40%) on paperwork, much of which is considered non-essential. Eliminating the sick note requirement allows physicians to spend more time on direct patient care. The Town has already updated its policy to reflect this change, and it is recommended that the Board do the same.

Maintaining alignment with the Town on key matters, such as probationary periods, leave terminology, and evidence requirements, not only ensures compliance with current legislation, but also enhances the efficiency of payroll administration and supports seamless, consistent onboarding experience for all staff. While the Library CEO retains overall responsibility for human resources, the Town provides support as needed and serves as an advisor on HR-related matters when requested.

D. WSIB & Secondments

In the current Salary Administration policy, item 3 under section 7: Secondments, reads "The employee continues to be an employee of the BMPL for Workers Safety Insurance Board (WSIB) purposes. If injured while seconded to an external organization, the injury shall be reported to the Town". It is recommended that in addition to aligning the policy to the Town's, that this sentence be revised to the following for clarity purposes: "The seconding employer remains responsible for WSIB coverage, including premium payments and claims management, for the duration of the secondment. While the seconded employee is working under the direction of the host organization, the host is responsible for providing a safe work environment, appropriate supervision, and all necessary health and safety training in compliance with applicable legislation".

E. Financial Impacts

There are no financial impacts associated with the recommended changes.

Respectfully Submitted,

Jennifer Murley, CEO

LibraryCEO@TheBlueMountains.ca

519-599-3681 extension 148

POL-ADM.2018.101 Title: *Salary Administration*



Type: Human Resources
Authority: CEO
Resolution No: BMPL 2018-221 on 11-15-18;
POL-ADM.2018.101

Associated Documents:

Original Approval: 11-15-2018
Amended On: 04-16-2020
Reviewed On:

ADM.2018.101.1 Purpose Statement

The Blue Mountains Public Library follows the Town of The Blue Mountains staff and student grids. However, the Board and CEO are responsible for preparing job descriptions and job fact sheets which are then evaluated by a third party using a job evaluation process to ensure equity and placement on suitable pay grade.

ADM.2018.101.2 Scope

This procedure applies to all Library, Museum and Gallery employees including permanent full-time, part-time and contract positions. Any exception requires a business case and approval from the CEO and Board, after which it will be presented to the Town's Director of Human Resources and Director of Finance and Information Technology for evaluation and placement on the grid, prior to any action being taken.

ADM.2018.101.3 Commitment Statement

1. It is the Board's strategy to compensate employees for their services in a way that attracts, retains, and motivates competent people and is legislatively compliant.
2. It is the policy of the Board to be externally competitive with the employment market while providing internal equity with the Town through compensation practices that are fair, equitable, consistent, competitive, fiscally responsible and in accordance with all applicable legislative requirements. The purpose of this procedure is to provide a consistent approach in the administration of compensation.

ADM.2018.101.4 Definitions

- 1. Pay Grade**
Provides a framework for compensation by defining the internal structure hierarchy and placing each job on the appropriate grade as determined by the job evaluation process. The Town currently has 17 pay grades within the compensation structure.
- 2. Salary Range**
The range or levels of pay established for each pay grade. A salary range has a minimum and maximum rate on a scale of 5.
- 3. Maximum Rate (Job rate)**
The maximum wage an employee can earn, within each pay grade. Also referred to as job rate.
- 4. Annual Economic Adjustment**
A common percentage salary increase, which is typically applied on an annual basis to the Town's

salary structure and affects all permanent full-time and permanent part-time staff of the BMPL and others as specified.

5. Red-Circling

Occurs when an employee is in a position where the current salary of the employee is greater than the maximum rate of the salary range. The employee will not be eligible for increases, including annual economic adjustments, until their salary drops below the maximum rate of the salary range.

6. Reclassification

The re-evaluation of a position through the Job Evaluation process and its placement in a higher or lower pay grade than the current position.

7. Performance Appraisal

The assessment of the employee's performance over a calendar year, while actively at work.

8. Promotion

A move to a position in a higher pay grade than the employee's current position.

9. Lateral Transfer

A move to another position or project within the same pay grade as the employee's current position. Lateral transfers may be permanent or temporary. Temporary transfers are normally given as a growth or learning opportunity.

10. Demotion

A move to a position in a lower pay grade than the employee's current position. Demotions are usually a result of an unsatisfactory performance. Documented efforts by the Manager or CEO to improve performance through coaching and counselling normally precede demotion.

11. Secondment

A secondment involves an external organization and occurs when there is a mutual benefit for both organizations and employees. It involves an individual who temporarily transfers to the BMPL from an external organization or an internal employee who temporarily transfers to an external organization, usually the Town or another library/museum.

12. Acting Assignment

A temporary move to a position in a higher pay grade where an employee is designated to fulfill the assigned duties and responsibilities of a permanent full-time or permanent part-time position for a minimum of thirty (30) consecutive calendar days.

ADM.2018.101.5 Disclosure

1. Individual salaries under \$100,000 annually, are and should remain confidential, as they fall under the legislated requirements of the *Municipal Freedom of Information and Protection of Personal Privacy Act* (MFIPPA).
2. *The Public Sector Salary Disclosure Act* mandates that the Employer disclose annually the names, positions, salaries and total taxable benefits of employees paid \$100,000 or more in a calendar year. Any BMPL positions which meet this criteria will be publicized accordingly.

ADM.2018.101.6 Salary Adjustments

1. Starting Salary for New Employees

- 1.1. The starting rate for new hires will normally be at the minimum of the salary range for the designated pay grade.

- 1.2. There may be circumstances in which a candidate is highly experienced and would quickly become fully competent; brings advanced credentials not required for the position, but which the CEO deems will benefit the organization; or where market pressures may necessitate hiring at a higher salary. These circumstances must be discussed and agreed upon between the CEO and the Hiring Committee Chair. At no time may a position be offered at a rate higher than the job rate.
- 1.3. All new employees are subject to a three (3) month probationary review for full-time staff (prorated for part-time staff). The Manager or Supervisor will complete a formal probationary review with the employee, prior to the end of the probationary period and submit the Probationary Evaluation Form to the CEO. Following a successful review, the new employee is designated permanent. A wage increase to the next level within the pay grade shall go into effect once the employee has surpassed 850 hours, and is recommended to have passed probation by the CEO.

2. Annual Economic Adjustment

- 2.1. Annual economic adjustment rates are established by Town Council as part of the budget process, and reflect the external labour market and economic conditions.
- 2.2. Economic adjustments to the salary ranges and part-time rates are determined by the Town and are effective on the first pay in each calendar year. Payment of this increase typically occurs following the approval of the Town budget.
- 2.3. Employees are eligible for an annual economic adjustment provided that they are actively at work and their salary has not been “red-circled” at a rate higher than the maximum of their salary range.
- 2.4. Once an annual economic adjustment has been approved by Council, the Human Resources Department initiates the salary change for all eligible employees and notifies the BMPL CEO.

3. Reclassification

- 3.1. In the event that an existing position has undergone significant and/or material changes, an employee may request review and consideration in consultation with the CEO to determine if the magnitude of changes warrants a re-evaluation, in accordance with job evaluation standards.
- 3.2. An employee whose job is reclassified to a higher pay grade will be placed in the new grade at a level which is no less than their current salary. Any increase will be effective the date the job evaluation is finalized. Any salary change resulting from an organizational restructuring will be effective on the date the organizational changes take effect.
- 3.3. An employee, whose job is reclassified to a lower pay grade, will have their salary red-circled if their salary is higher than the maximum rate of the position in the lower pay grade for the legislated notice period, or as otherwise approved by the CEO and the Director of Human Resources. After which, the employee’s salary will be amended to reflect the maximum rate of the lower salary range of the position.

4. Promotion

- 4.1. Employees who are promoted will receive a promotional salary increase as determined by the CEO based on qualifications, experience, knowledge, education, and skills.
- 4.2. All promotions are subject to the probationary review period as defined earlier in this policy. The Manager or CEO will complete a formal probationary review with the employee, prior to the end of the probationary period.

5. Transfer

- 5.1. Employees who transfer to a position in the same pay grade maintain their current salary rate. There is no adjustment to the employee's salary.
- 5.2. Employees who voluntarily apply and accept a permanent position at a lower pay grade will either be compensated at the maximum rate for the new pay grade or the employee's current salary, whichever is less. Therefore, a voluntary lower grade transfer salary may result in a decrease in salary.

6. Demotion

- 6.1. When an employee is demoted, the employee's salary may be red-circled.

ADM.2018.101.7 Secondment

1. Only the CEO may approve a secondment for employees; and only the Board may approve a secondment of the CEO.
2. An employee who is seconded to an external organization will continue to be paid by the BMPL at their current salary, and receive qualifying benefits. The BMPL will be reimbursed, in full, by the outside organization for these costs. Additional fees, such as travel, may be charged to the contracting organization and be passed on to the seconded employee.
3. The employee continues to be an employee of the BMPL for Workers Safety Insurance Board (WSIB) purposes. If injured while seconded to an external organization, the injury shall be reported to the Town.
4. An external employee who accepts an approved secondment opportunity to a lower level position at BMPL will continue at the salary rate of their home position.
5. The CEO does not qualify for a secondment outside of The Blue Mountains Public Library or The Town of The Blue Mountains without a Board resolution.

ADM.2018.101.8 Acting Assignment

1. Employees who possess the qualifications to fulfill all the assigned duties and responsibilities of a position may be designated to fulfill a permanent full-time or permanent part-time position in a pay grade at a higher rate of pay and which the employee is expected to fill for a minimum of thirty (30) consecutive calendar days.
2. During the term of the acting assignment an employee will retain their current rate of pay, but receive a premium.
3. The acting premium will be removed at the end of the assignment or if the employee is unable to fulfill the duties and responsibilities of the acting position.
4. The employee's position or a position at the same pay grade will normally be protected while taking an acting position for up to one year, however, if this would cause undue disruption to the operation of the BMPL, the CEO or Board in the case of an Acting CEO, may decide not to protect the employee's position, in which case the employee will be advised prior to placement or extension in the acting position.



Policy

POL.COR.23.01 Compensation Administration Program Policy

Policy Type:	Corporate Policy (Approved by Council)
Date Approved:	January 23, 2023
Department:	Administration
Staff Report:	FAF.23.008
By-Law No.:	Not Applicable

Policy Statement

The Town of The Blue Mountains offers a Compensation Administration Program that will identify salary levels needed to be sufficiently competitive in current comparator market conditions in order to attract and retain highly qualified employees. The Town seeks to ensure equitable salary administration standards and execute this program in a fiscally responsible manner.

Purpose

The purpose of this policy is to provide a work environment where all individuals are treated in a fair and consistent manner as it relates to, among other items, the administration of pay. The Town will maintain a compensation administration program that is internally equitable, externally competitive, and legislatively compliant.

Application

This policy applies to all non-union employees.

Procedures

Market Competitiveness

1. The comparator municipalities, for the purposes of evaluating pay for employees under the scope of this policy, will be defined by these criteria:
 - Of a comparable size
 - With similar employment markets
 - Providing equivalent scope of services
 - With seasonal influx
 - The comparator municipality has completed and implemented a market

review within the past five years

A market review will be undertaken every four (4) years in the second year of the Term of Council for implementation in the third year of the Term of Council to determine the average market increase for the comparator group which will then be presented to Council during the budget process. If approved, it will be appropriately budgeted for and applied on the date recommended within the budget or retroactively on January 1st of the applicable year.

External market survey data will be collected and/or external compensation consultants will be accessed to ensure an objective documented review assessment. Consideration will be given to committed union settlement amounts to address wage compression issues.

Annual Salary Adjustments

The employee's annual salary may be adjusted by the following two criteria:

1. Cost of Living Adjustment (COLA): A Cost-of-Living Adjustment (COLA) may be applied, subject to Council's approval through the budget process. The COLA increase will be considered annually and within the following range of low and high increase limits based on the Canadian Consumer Price Index (CPI) as reported in July;
 - COLA Increase of **No Less** than 1.5% if the July CPI is less than 1.5%
 - COLA Increase of **No More** than 3% if the July CPI is more than 3%
2. Salary Grid Progression: Employees who have not yet reached the maximum of their compensation band (Step 5/Job Rate) may receive a step increase if performance is satisfactory as per the Towns POL.COR.22.03 Performance Management Program.

Salary Grid Administration

1. All employees will be paid in accordance with the salary band corresponding to their position classifications.
2. Each band will be comprised of five (5) levels; level 5 is considered the job rate.
3. Positions will be assigned bands based on the Town's job evaluation system, considering levels of skill, effort, responsibility, working conditions and current applicable legislation.
4. Differentials between bands will be sufficiently wide to provide adequate recognition of the differences, responsibilities, and requirements between positions.
5. The Salary Band will be reviewed each year as part of the current budget process. An annual review for pay equity compliance will also be performed by Human Resources (HR).
6. Newly hired employees who possess the minimum qualifications to assume the duties and responsibilities of a position will normally be assigned to the minimum salary for the band.
7. Decisions to hire new employees at a salary above the minimum for the band in recognition of prior experience will require the approvals of the Department Head and the Manager of HR. Successful candidates with direct, applicable experience may be hired at Step 2, 3, 4, or 5 to ensure that the job rate for the respective job is reached

in an appropriate time frame.

8. Advancement through the salary band will reflect performance, recognizing that performance standards will increase as the employee approaches the maximum for the band.
9. New/Probationary Employees that start at Step 1 and have successfully completed their probationary period will receive a step increase on their six-month anniversary date and will follow the performance management review cycle thereafter.
10. New/Probationary Employees that start at Step 2 to Step 4 and have completed their six-month probation by the Competency Assessment/Year-end Review Step of the performance management cycle for that year will receive a step increase if they receive a successful or outstanding rating.
11. New/Probationary Employees that start at Step 2 to Step 4 and have not completed their six-month probation by the Competency Assessment/Year-End Review Step of the performance management cycle for that year will move to the regular annual performance review process and are eligible for a step increase in the following cycle, pending a successful or outstanding Competency Assessment/Year-End Review rating.

Seasonal, Student or Contract Employees

1. Seasonal and student employees will be paid an hourly wage based on market competitiveness and pay equity. Advancement through the seasonal/student wage scale will be based on years/seasons of service in the identified position.
2. Contract employees will be eligible for step increases annually in accordance with the performance management cycle if they receive a successful or outstanding rating.

Transfers, Promotions and Demotions

1. When an employee is permanently promoted to a position in a higher pay range, the new rate of pay will provide for an appropriate increase (usually 5%). The percentage differentials that exist between salary levels will allow for a meaningful adjustment. Again, experience will be a factor in determining the appropriate level.
2. If an employee is permanently transferred to a position in a lower pay grade, the salary will reflect this new position.

Wage Compression

1. Wage compression issues will be monitored and, wherever possible, adjusted by the Town.
2. Management positions will be paid at least ten percent (10%) more than the employees they supervise, having regard to salary grid band differentials.

Red Circling

1. When a position is evaluated, and the conclusion is that an employee's compensation exceeds the job rate, the Town will "red-circle" (e.g., freeze) that employee's rate of pay. The intent of "red-circling" is to curtail the growth of wage increases.

2. The employee's compensation will not be adjusted with any annual salary adjustments until economic growth of wages indicates that the red-circled wage is consistent with the level of compensation payable for the position in question.
3. The Town will continue to provide an annual performance review in accordance with POL.COR.20.03 Performance Management Program.

Rate of Pay Outside the Salary Grid

- a) When a position is evaluated and the conclusion is that an employee's compensation exceeds the job rate, the Town will consider the following options (note: the Town will continue to provide an annual performance review in accordance with POL.COR.22.03 Performance Management Program):
 - i. "red-circle" and maintain that employee's rate of compensation (e.g., the employee will be precluded from receiving increases) to curtail the growth of wage increases until economic growth of wages indicates that the red-circled wage is consistent with the level of compensation payable for the position in question;
 - ii. "pink-circle" and provide fifty percent (50%) of any current and future general wage increases approved by Council and granted to non-union employees (e.g., if non-union employees are granted a 2% general wage increase in a future year, the employee's compensation for that year will increase by 1%) until economic growth of wages indicates that the pink-circled wage is consistent with the level of compensation payable for the position in question; or,
 - iii. "green-circle" and continue to provide any current and future general wage increases approved by Council and granted to non-union employees until such time as the employee vacates the position (new hires to these roles would be aligned to the approved salary grid).
- b) When a position is evaluated and the conclusion is that an employee's compensation is significantly below the minimum rate of their new band placement and grid, a temporary implementation step (e.g. Step A) may be utilized to mitigate costs. This implementation step may be discontinued once the employee has moved into Step 1, assuming a satisfactory performance review in accordance with POL.COR.22.03 Performance Management Program.
- c) Decisions regarding circumstances outlined in a and/or b above will be made in consideration of the impact upon an employee's economic well-being and the market sensitivity of the position. The applicable Department Head and the Manager of HR will consult and make a recommendation to the CAO. The CAO shall provide the final approval.

Acting Responsibility

An acting appointment may occur when there is:

- A vacancy due to resignation, termination, reclassification, or the creation of a new position;
- A project of significant length is assigned to the employee that is not consistent with the

current level of responsibility within the employee's regular role;

- An approved leave of absence; or
- An absence due to illness.

Procedures for Acting Responsibility:

- An appointment is deemed "Acting" when an employee is made specifically accountable for the duties of a position/project other than their own. The "Acting" employee will be responsible for all the duties of that position/project and any duties that become the responsibility of that position. An Acting appointment may be assigned at the discretion of the Department Head.
- Employees who revert from an Acting appointment to their former position will receive the salary rate aligned with their original position.
- In special circumstances, the CAO may approve compensation outside the guidelines for Acting appointments.
- Council may approve compensation for an Acting CAO appointment outside the guidelines.
- If an employee is temporarily assigned to a position/project in a higher pay level for a period longer than fifteen (15) regular work days, they should be paid either at the start rate of the new pay grade or receive an increase of 10%, whichever is higher retroactive to the date they started. Department managers should discuss each situation with HR. If the temporary position normally pays less than the employee's current pay rate, the employee will retain their current salary during the assignment.
- Temporary positions and Acting assignments will be reviewed after twelve (12) months.

Administration

- Council determines and approves pay policies and has ownership of the salary grid, outside of legislated requirements (e.g., pay equity).
- Human Resources is responsible for the administration of this policy.
- The CAO will be consulted by the Manager of HR regarding any deviations to this policy.
- The CAO may approve deviations to this policy and will notify Council of the same.

Exclusions

This policy does not apply to unionized staff members, volunteers, and members of Council.

References and Related Policies

POL.COR.13.24 Progressive Discipline

POL.COR.18.09 CAO Performance Monitoring

POL.COR.22.02 Hiring of Employees

POL.COR.22.03 Performance Management Program

[Ontario Employment Standards Act, 2000](#)

[Pay Equity Act](#)

Consequences of Non-Compliance

Breaches of this policy will be dealt with through the Town's progressive discipline policy.

Review Cycle

This policy shall be reviewed once per term of Council or as required due to legislative change.

POL-ADM.2018.38 Title: *Leaves Requests*



Type: Human Resources

Authority: CEO

Resolution No: BMPL 2018-77 on 4-19-18 POL-ADM.2018.38;
BMPL 2019-81 on 5-20-19

Associated Documents: Employment Standards Act, S.O. 2000,
Part XIV
POL-ADM.2018.30-Responsibilities-to-
the-Employee-Employer-Relationship

Original Approval: 04-19-2018

Amended On: 06-20-2019; 04-16-2020

Reviewed On:

Policy Statement

The Blue Mountains Public Library shall establish leaves request to further support employees in various times of need and/or life cycles. The Library shall adhere to the Employment Standards Act, S.O. 2000 and subsequent Acts pertaining to providing leaves.

ADM.2018.38.1 General Provisions Concerning Leaves

1. During any leave described below, an employee continues to participate in each type of benefit plan that is related to his or her employment unless he or she elects in writing not to do so.
 - 1.1. The BMPL shall continue to make the employer's contributions for any plan participated in prior to the Leave unless the employee gives the employer a written notice that the employee does not intend to pay the employee's contributions, if any.
 - 1.2. Continuous participation in plans does not apply in respect of an employee during a Board designated leave (e.g. educational) lasting in excess of one week, in an unpaid leave, or under Reservist Leave, unless otherwise prescribed.
2. If an employee is on leave on the day by which his or her vacation must be completed, the uncompleted part of the vacation shall be completed immediately after the leave expires or, if the employer and employee agree to a later date, beginning on that later date.
3. The period of an employee's leave under this Part shall be included in calculating any of the following for the purpose of determining his or her rights under an employment contract:
 - 3.1. The length of his or her employment, whether or not it is active employment.
 - 3.2. The employee's seniority.
4. The period of an employee's leave shall not be included in determining the completion of a probationary period under an employment contract.
5. Upon the conclusion of an employee's leave, the employer shall reinstate the employee to the position the employee most recently held with the employer, if it still exists, or to a comparable position, if it does not.
6. In the case the employee is unable to return to the same level of duties, the CEO shall either:
 - 6.1. Work with the employee to create an accommodation plan, if suitable;

- 6.2. Assist the employee to determine if an extended leave is required.
7. Despite a request to return to work early by an employee, for all Board Designated leave, the CEO has the right to reject a request to return early if a term employment has been made to fill the leave.
8. Employees of BMPL continue to earn seniority and credit for length of service and length of employment while on any leave which is job protected by the Employment Standards Act. Board Designated leaves will not be considered in years of service.
9. When an employee is returning to an equivalent role and function, BMPL shall pay a reinstated employee at a rate that is equal to the greater of the rate that the employee:
 - 9.1. Most recently earned with the employer; and
 - 9.2. Would be earning had he or she worked throughout the leave.

ADM.2018.38.2 Sick Leave

1. Salaried, full-time, and part-time employees qualify for paid and unpaid sick leave:
 - 1.1. If temporarily sick, injured or disabled;
 - 1.2. If under diagnosis/treatment of a qualified physician, or related medical practitioner through a physician's referral or while receiving treatment from a dentist or optometrist;
 - 1.3. To attend out-of-town medical appointments, with previous approval from the CEO and provided that the employee's supervisor is notified at least one (1) week in advance.
2. Full-time employees shall have a total of nine (9) paid sick days available per year calculated at a rate of 0.75 days per month. Should an employee request a Domestic or Sexual Violence leave, the job protected paid days may be taken from the paid sick days (see ADM.2018.38.8).
3. Part-time employees shall have a total of two (2) paid sick days available per year with both available at the first day of the new year.
4. Any absence that exceeds three (3) consecutive work days may require a medical certificate. A doctor's certificate may also be required to confirm any illness when sick leaves are taken:
 - 4.1. On days immediately preceding or immediately following a statutory or recognized holiday,
 - 4.2. On a day when the BMPL Board has declared the Library closed, or
 - 4.3. Immediately following scheduled and approved vacation time.
5. Sick leave shall be recorded by the CEO.
6. Sick leave entitlements not used within the year are not accrued and carried over from year to year, and will not be paid out.

ADM.2018.38.3 Bereavement Leave

1. Paid bereavement leave is Board designated and is not a requirement of the Employment Standards Act.
2. Bereavement Leave days must be taken beginning in the days immediately following the death, and cannot be accrued for later use unless otherwise approved by the CEO. Leave may be taken on any of the employee's regularly scheduled working days that occur on the three days immediately following the day of the death, unless otherwise approved by the CEO. The direct supervisor may request proof of death in order to authorize bereavement leave.

3. An employee qualifies for paid bereavement leave if:
 - 3.1. They have completed a minimum of three (3) months of continuous employment with the BMPL;
 - 3.2. The leave is due to the death of an immediate family member defined as: spouse/partner; parents/legal guardian and grandparents (and in-law); children and grandchildren (and in-law); brothers and sisters (and in-law); aunts; uncles (or those who act as such), cousins.
4. When a member of the employee's immediate family dies, the employee is entitled to:
 - 4.1. A maximum of (3) paid days in the event of death of a parent, brother, sister, grandparent or grandchild.
 - 4.2. An additional two (2) paid days will be granted in the event of the death of a spouse/partner, child or grandchild.
 - 4.3. Should travel out of town be required due to the death of a family member, an additional 2 days leave with pay shall be granted.
 - 4.4. One (1) day bereavement leave will be granted if the funeral is not for a member of the immediate family.
 - 4.5. Family members identified above include step, in-law, and those individuals who act as such.

ADM.2018.38.4 Education Leave

1. Education Leave may be granted under the HR 7.3 Professional Development and Training policy.
2. The CEO shall endeavour to schedule employees so as to accommodate for personal education and training needs.
3. In the event that examinations or other educational activities are scheduled at different times than regular classes, the employee should give a minimum of two (2) week's notice of schedule changes. If a schedule change can be arranged, the employee shall not lose hours. However, if no schedule adjustment can be made, the employee may use banked hours (see HR 10.2) or shall receive the required time off without pay. Confirmation of scheduling conflicts may be required.
4. After five (5) years of continuous employment (or a minimum of 5,000 hours), an employee may qualify for extended leave of up to one year without pay for education and training, if approved by the CEO.
 - 4.1. Extended leave, must be requested in writing at least three (3) months prior to the anticipated start of the education program. The CEO shall consider the request and will provide a letter of response within two weeks of receipt of the request. All decisions are final.
 - 4.2. The employee must give written confirmation forty-five (45) days prior to the scheduled return to BMPL. Failure to make notification in writing forty-five (45) days prior to return may result in the loss of the position or a delay in the date upon which the employee may return to work.
 - 4.3. Although Education Leave is not protected by legislation, the employer shall make every effort to provide the same or equivalent position to the employee.

ADM.2018.38.5 Worker's Compensation Leave

1. The employer shall endeavour to reinstate the employee in accordance with all WSIB rules and regulations.
2. A position shall be held for an employee for a period of two (2) years.

3. After a period of two (2) years on Worker's Compensation Leave, the CEO may request a physician statement of ability to return to work or the inability to conduct specific work or tasks assigned.
 - 3.1. When appropriate, AODA and the duty to Accommodate shall take precedence over Workers' Compensation.
 - 3.2. All AODA compliance requirements will be addressed prior to making a determination regarding further hold or termination of an employee's position.
4. After a period of two (2) years on extended sick leave, or long-term disability, the employee's position may no longer be held following the second anniversary of their leave.

ADM.2018.38.6 Pregnancy Leave

1. An employee who is pregnant is entitled to a job-protected unpaid pregnancy leave of absence provided they have been employed with BMPL for at least 13 weeks.
2. An employee on pregnancy leave receives six (6) weeks leave after the actual delivery date. A shorter period may be granted only with physician approval.
3. An employee wishing to take pregnancy leave shall give the employer written notice at least four (4) weeks before the date the leave is expected to begin.
 - 3.1. An employee who has given notice to begin pregnancy leave may begin the leave on an earlier or later date,
 - 3.1.1. If an updated written request is made;
 - 3.1.2. If for medical reasons the employee is unable to complete the required workload.
4. An employee may begin pregnancy leave no earlier than:
 - 4.1. The day that is 17 weeks before her due date; or
 - 4.2. The date of which a medical practitioner removes the employee from work.
5. The latest an employee may begin a pregnancy leave is:
 - 5.1. The due date; or
 - 5.2. The date she gives birth.
6. Pregnancy leave ends 17 weeks after the pregnancy leave began.
7. An employee on leave may request to return to work at an earlier date when notice is given no less than four (4) weeks prior to the anticipated return.
8. An employee on leave who chooses to terminate their employment while on leave may do so with notice. (See POL-ADM.2018.30-Responsibilities-to-the-Employee-Employer-Relationship).

ADM.2018.38.7 Parental Leave

1. An employee is entitled to a leave of absence for Parental Leave without pay following the birth or placement for adoption of a child, or on the date upon which a child comes into the legal custody, care and control of the employee for the first time.
2. An employee parental leave ends:
 - 2.1. 61 weeks after it begins if pregnancy leave was also taken;
 - 2.2. 63 weeks after it begins if the employee did not take a pregnancy leave.
3. An employee may begin parental leave no later than 78 weeks after the day a child is born, is placed for adoption, or comes into the employee's custody, care and control for the child.

4. It is recommended that the employee determine eligibility and apply for financial benefits available through Canada Employment Insurance. [Government of Canada](#)
5. The employee shall work directly with the Benefits Officer, if a qualified recipient, to arrange for continuation of benefits or cancellation of benefits prior to their leave.
6. An employee on leave may request to return to work at an earlier date when notice is given no less than four (4) weeks prior to the anticipated return.
7. An employee who takes parental leave and chooses to terminate their employment while on leave may not terminate employment without providing four (4) weeks notice.

ADM.2018.38.8 Domestic or Sexual Violence Leave

1. An employee is entitled to a leave of absence if the employee or child of the employee experiences domestic or sexual violence, or the threat of domestic or sexual violence. Leave may be taken:
 - 1.1. To seek medical attention both physical or psychological or for a disability caused by the domestic or sexual violence;
 - 1.2. To obtain victim services;
 - 1.3. To obtain psychological or other professional counselling;
 - 1.4. To temporarily or permanently relocate;
 - 1.5. To seek legal or law enforcement assistance, including preparing for any criminal or civil proceedings resulting from the violence.
2. Leave may not be taken if the domestic or sexual violence was committed by the employee.
3. The BMPL has the right to require an employee to provide evidence of the job-protected qualification to the leave.
4. Calendar year entitlements shall be no less than those identified in the ESA and include both paid and unpaid leave.

ADM.2018.38.9 Religious Leave

1. BMPL shall accommodate requests for leave for religious reasons.
2. It is the employee's responsibility to request religious leave, prior to the release of the monthly schedules.
3. All leaves are unpaid and will be approved based on scheduling needs of BMPL. Such review will also consider timing of the request and if multiple requests are received for the same day.
4. Employees may utilize any available vacation time they have accrued and are encouraged to speak with the CEO in advance to best plan for retained vacation time.
5. Any request for altered schedule should be requested directly to the CEO so as to avoid any undue pressure placed on other staff to commit to a "swap" of shifts.

ADM.2018.38.10 Other Leaves

1. All employees have the right to *Time Off to Vote in Elections*. Employees shall be scheduled on election days so that they have at least four (4) consecutive hours to vote during the polling time. In the event that an extended work day is scheduled which shall not allow for voting (federal, provincial, or municipal), the employee shall be given a paid leave in order to vote which shall not exceed four (4)

hours. The employee should return to work as soon as they have completed their polling, regardless of the maximum allowance of leave.

2. A paid leave of absence to *Appear as Court Witness or as Juror* shall be awarded without loss of benefits to any employee serving as a juror to a maximum of five (5) days or under subpoena to attend court or inquest as a witness for a maximum of three (3) days. No time shall be awarded for a criminal case in which the employee is the defendant. For any days which the employee has been paid by the BMPL, any compensation received from the court for lost wages must be submitted back to the BMPL.
3. BMPL recognizes all forms of leave identified within the ESA including but not limited to:
 - 3.1. *Family Medical Leave*
 - 3.2. *Family Caregiver Leave*
 - 3.3. *Organ Donation*
 - 3.4. *Critically Illness Leave*
 - 3.5. *Crime-Related Child Disappearance Leave*
 - 3.6. *Child Death Leave*
 - 3.7. Leave of absence without pay:
 - 3.8. *Emergency Leave/Declared Emergencies Leave*
 - 3.9. *Reservist Leave*
4. *Leave Without Pay* may be granted for employees at the discretion of the CEO but may not exceed six (6) months. Conditions of return shall be spelled out, if leave is approved, in a contract between the BMPL and the employee.
5. No employee may request or be granted a leave in order to hold office (federal, provincial, or municipal).
6. No employee may request or be granted a leave in order to take on a permanent or temporary position outside of BMPL.

ADM.2018.38.11 Return to Work Program

1. When an employee has been on leave due to an Injury or Disability Leave, a Return to Work Program must be put in place prior to their return.
2. The CEO shall be responsible for drafting this program, assisted by the employee. The program may be informed by medical advice and the CEO reserves the right to request a medical statement:
 - 2.1. Clearing the employee to return to work;
 - 2.2. Identifying if there are limitations (physical or other) on the employee or their duties; and
 - 2.3. Identifying if there are restrictions on hours of work.
3. Although the Return to Work Program shall be completed prior to the employees actual return to work, there may be a need to revisit the program during the first weeks of return to determine if additional phases to the program are needed, or if additional plans such as an Accommodation Plan, are required.



Policy

POL.COR.24.06

Health, Wellness, and Personal Emergency Leave Policy

Policy Type: Corporate Policy (Approved by Council)
Date Approved: September 9, 2024
Department: Administration
Staff Report: FAF.10.197, FAF.23.051, FAF.24.094

Policy Statement

The Town of The Blue Mountains (Town) is committed to promoting and maintaining high levels of attendance in the workplace. It is acknowledged that there may be times when an employee will need to be away from work either due to physical or mental health concerns, non-occupational illness, injury, medical emergency, an Urgent Matter, or a family member's illness, injury, medical emergency, or an Urgent Matter concerning a family member.

Purpose

To establish clear processes for employees to follow in the event of an absence due to physical or mental health concerns, illness, injury, medical emergencies, or Urgent Matters, whether personal or family-related.

Application

This policy applies to all non-union employees who have worked more than seven (7) days. Work-related injuries or illnesses are covered by the Workplace Safety and Insurance Board (WSIB).

Definitions

ESA: means the Employment Standards Act, 2000 – provides the minimum standards for most employees within Ontario. It sets out the rights and responsibilities of employees and employers in most Ontario workplaces.

Family Responsibility Leave: means a leave due to an illness, injury, medical emergency, or an Urgent Matter relating to a dependant or family member as defined by the ESA.

Health and Wellness Leave: means a leave due to Personal Health and Wellness, non-occupational illness, injury, or medical emergency. This entitlement also includes sick leave under ESA.

Inclement Weather: means abnormal climatic conditions making travel to/or from work unsafe or unreasonable (e.g., blizzard, hail, high winds).

Personal Emergency Leave: Referred to as Family Responsibility Leave under ESA, means a leave due to illness, injury, medical emergency, or Urgent Matter relating to the following family members:

- Spouse (includes both married and unmarried couples, of the same or opposite genders);
- Parent, step-parent, foster parent, child, step-child, foster child, grandparent, step-grandparent, grandchild or step-grandchild of the employee or the employee's spouse;
- Spouse of the employee's child;
- Brother or sister of the employee;
- Relative of the employee who is dependent on the employee for care or assistance.

Personal Health and Wellness: includes the following:

- Physical Health: Time off for medical appointments, treatments, surgeries, and recovery from illness or injury;
- Mental Health: Time off for attending therapy sessions, mental health treatment, and taking personal days for mental well-being;
- Preventive Health: Time for preventive care such as annual check-ups, vaccinations, and health screenings;
- Wellness Activities: Time for counseling, or other wellness programs.

Urgent Matter: An event that is unplanned or out of the employee's control, and can cause serious negative consequences, including emotional harm, if not responded to.

Procedures

1. The Town will grant each employee the equivalent of up to nine (9) Health, Wellness, and Personal Emergency Leave paid days based on the number of months worked annually and their regular weekly hours for the purpose of:
 - Personal Health and Wellness, non-occupational illness and/or injury, medical appointments or emergencies;

Health, Wellness, and Personal Emergency Leave Policy

- Illness, injury, medical appointments or emergencies related to a family member;
 - An Urgent Matter or event that is unplanned or out of the employee's control;
 - Quarantine due to contagious disease.
2. Paid Health, Wellness, and Personal Emergency Leave days will be prorated based on the employee's start date.
 3. In addition, employees are entitled to up to three (3) unpaid days for Sick Leave and up to three (3) unpaid days for Family Responsibility Leave entitlements under ESA. These days are not prorated for the year.
 4. An employee who will be absent from work or late for their scheduled start time must contact their direct supervisor. This notice may be provided in writing via e-mail or phone call by the employee or a member of their family/household. In all instances, employees should provide as much notice as possible when they will be absent or late in order to allow management to arrange proper coverage.
 5. If all paid Health, Wellness, and Personal Emergency Leave days and ESA entitlements are used within a year, any additional time required is subject to approval by the direct supervisor. The employee may utilize eligible entitlement banks, such as vacation or banked overtime prior to taking unpaid time.
 6. Unused paid Health, Wellness, and Personal Emergency Leave entitlements shall not be carried forward from year to year.
 7. Earned, unused paid Health, Wellness, and Personal Emergency Leave entitlements are not payable upon termination of employment.
 8. All staff may utilize two (2) days per year of their paid Health, Wellness, and Personal Emergency Leave allotment if they are unable to attend work due to Inclement Weather. These days shall be taken in hourly increments.
 9. The Town may require an employee who is absent for three (3) or more consecutive working days to supply evidence that is reasonable in the circumstances. What will be reasonable in the circumstances will depend on all the facts of the situation, such as the duration of the leave, whether there is a pattern of absences, whether any evidence is available, and the cost of the evidence. This may include a medical note if the employee is taking the leave because of personal illness, injury or medical emergency and should include the duration or expected duration of the absence if applicable. Employees have a responsibility to make every effort to ensure they return to work in a state of health and well-being that will enable them to perform their job to the best of their abilities.

Health, Wellness, and Personal Emergency Leave Policy

10. Permanent Full-Time Employees using seven (7) consecutive Health, Wellness, and Personal Emergency Leave days due to personal non-occupational illness, injury, or medical emergency may be able to apply for Short-Term Disability benefits.
11. Medical documentation will be required by the Town's benefit provider for a Short-Term Benefits application and a Return to Work Form will be required for extended illnesses to ensure an employee is fit to return to work.
12. The Town reserves the right to require mandatory medical documentation or proof of entitlement for employees who require Health, Wellness, and Personal Emergency Leave in excess of ten (10) days per year.
13. Special circumstances may be approved by the CAO and Director in consultation with the Manager of Human Resources.

References and Related Policies

- Government of Ontario Guide to the Employment Standards Act:
 - [Sick Leave](#)
 - [Family Responsibility Leave](#)
- [POL.COR.19.05 Inclement Weather Policy](#)
- HR Resource for Leaders and Employees - Sick Leave Guideline

Consequences of Non-Compliance

Breaches of this policy will be dealt with through the Town's progressive discipline policy.

Review Cycle

This policy will be reviewed once per term of Council or as required due to legislative change.

**Type:** BMPL User Services**Authority:** CEO**Resolution No:** NEW**Associated Documents:****Original Approval:****Amended On:****Reviewed On:****PUB 2025.01.1****Purpose & Scope**

The purpose of this policy is to identify the guidelines for public use of pianos owned by the BMPL Board. The policy applies to all Personnel involved in the administration of and all members of the public, including community groups, who may be interested in the use of BMPL pianos.

PUB 2025.01.2**Maintenance & Tuning**

1. The BMPL permits the use of its piano for private events or programs subject to availability and approval. All logistics, including scheduling, performer arrangements, and associated costs, are the sole responsibility of the renter.
2. Renters who require the piano to be tuned specifically for their event may arrange and pay for professional tuning services at their own expense, subject to prior approval by library staff.

PUB 2025.01.3**Reservation Guidelines**

1. Piano use must be reserved through BMPL staff.
2. Any group or individual damaging or defacing the piano(s) and associated accessories in any way is liable for the cost of repairs.
3. Nothing can be placed on or in public use pianos.
4. No food or beverages are allowed on or near the pianos or their benches.
5. People who do not follow these guidelines may be denied future access to the public use of pianos.

Board Meeting

Report To: The Blue Mountains Public Library Board
Report Name: GOV.25.01 Proposed Strategic Planning Process
Date: June 26, 2025
Prepared by: Jennifer Murley, CEO

A. Recommendations

1. THAT this Board receive the report GOV.25.01 entitled “*Proposed Strategic Planning Process*” as information.
2. THAT that this Board adopt option 3; AND
3. THAT this Board appoint _____, _____, and Jennifer Murley, to complete the Phases of the Strategic Plan.

B. Background

In accordance with the Blue Mountains Public Library’s Annual and Multi-Year Agenda (BLG.2018.99.2), Year 3 of the Board term includes the initiation of consultation for a new Strategic Plan. Preliminary discussions were held at the April 17 Board meeting, during which the Board directed the CEO to present a report at the June meeting outlining potential planning approaches.

This report presents three viable strategic planning models for the Board’s consideration. These options are informed by current best practices in the field and incorporate insights gained through the Ontario Library Service’s *Advancing Public Library Leadership (APLL)* program. The approaches range from a traditional multi-year plan to a more dynamic, living strategy—drawing inspiration from innovative institutions such as the Innisfil ideaLAB & Library.

Regardless of the chosen model, meaningful community consultation will remain a central component, reinforcing the foundational role of gallery, library, archive, and museum services (GLAM) in the Town of The Blue Mountains.

C. Current Context & Strategic Foundation

Before evaluating options, it’s important to understand the current context and what has changed since the development of the current strategic plan.

The BMPL’s current strategic plan was developed during the COVID-19 pandemic, a time of profound disruption and uncertainty for our community, staff, and the broader GLAM sector. As a result, the plan focused heavily on resilience, digital transformation, and continuity of core services under unprecedented constraints. Since that time, the BMPL has successfully re-established robust in-person services, reopened community spaces, and resumed in-person programs while maintaining many of the digital innovations introduced during the pandemic.

Importantly, the BMPL has continued to engage the community beyond the immediate crisis through surveys, feedback forms, program evaluations, and informal input. These sources of

insight, in addition to the recent social return on investment report, consistently affirm that our core offerings remain valued and that the BMPL continues to play a vital role in literacy, inclusion, lifelong learning, and community connection. Additionally, we saw through other methods of consultation, including the Multi-Use Recreation Feasibility Assessment (MURFA) and the Resident Satisfaction Survey (RRS), that residents are satisfied with library services, with the RRS indicating that over the past five years, GLAM services have noticeably improved in comparison to other Town services, and the foundation of our work continues to be guided by the BMPL's values, mission, vision, and mandates, which remain highly relevant (see Appendix A).

At the same time, community needs and expectations have evolved in response to new challenges and opportunities—shifts in technology, affordability, housing, education, government, and social connection. It is essential that our strategic direction reflects this evolving landscape while remaining anchored in the profession's core values of access, intellectual freedom, service, and equity. Furthermore, there are priorities that remain outstanding, which include facility deficiencies identified in the 2022 Updated Gap Analysis, expansion of library services in the east end of the Town, and ongoing space challenges at the L.E. Shore Memorial Library.

D. Options

Provided with the information above, this report outlines four different options for the Board to consider as we approach the development or update of the BMPL Strategic Plan.

#	Option	Description	Pros	Cons
1	Develop a new strategic plan from scratch	Launch a full planning process, including vision/mission review and comprehensive public consultation. Traditional planning is a 4-year plan, aligned with the Board/Council cycle.	<ul style="list-style-type: none"> - Total refresh of direction - Strong community engagement opportunity 	<ul style="list-style-type: none"> - High time and financial cost - Unnecessary given stable context - May duplicate existing work
2	Conduct a full revision of the existing plan	Revisit the current 4-year plan's strategic directions, updating all areas but keeping the structure intact.	<ul style="list-style-type: none"> - Provides moderate refresh - Retains partial continuity 	<ul style="list-style-type: none"> - Requires moderate resources - May result in avoidable changes
3	Update the existing strategic plan (Recommended)	Retain existing framework; update what is still current and identify what remains outstanding.	<ul style="list-style-type: none"> - Cost-effective and timely - Maintains organizational focus and continuity - Aligns with operational workplans - Reflects reality: not much has changed 	<ul style="list-style-type: none"> - Less "transformational" in appearance - May appear less engaging to external stakeholders

E. Staff Recommendation

Staff recommend proceeding with **Option 3: Updating the existing Strategic Plan**. This approach offers a thoughtful balance between strategic renewal and operational continuity. The update would focus on:

- Identifying and reaffirming what remains relevant and effective in the current plan,
- Reviewing and refining any goals or objectives that are still outstanding or require adjustment, and
- Adapting the plan to reflect current operational realities and emerging opportunities.

This method maintains alignment with the Library’s mission and community priorities while avoiding the cost and disruption of a complete overhaul.

It is further recommended that the Board revisit the use of a fixed four-year timeline. While four-year plans are common and align with municipal and Board terms, they are not a requirement. Strategic plans can span anywhere from 1 to 4 years, or even adopt a more flexible, ongoing framework. For example, the Innisfil ideaLAB & Library does not define a fixed timeline in its current plan, instead likely relying on annual workplans to set context, articulate goals, and track progress—allowing for adaptability over time.

Library Strategic Plan	Timeline	Notes
Clarington Library, Museum & Archives	4 years	This is their first strategic plan as a LAM.
Kawartha Lakes Public Library	2 years	Broad, simple.
Collingwood Public Library	2 years	This will likely be updated this year.
Clearview Public Library	1 year	Previous plan was 2 years.
Wasaga Beach Public Library	4 years	Lists “possible action items” and references both former and new vision/mission statements.
Innisfil ideaLAB & Library	Not specified	Action-oriented language, relevant yet timeless.

As Town Council undertakes a review of its own Corporate Strategic Plan, which will follow a traditional four-year cycle, it remains important for the Library to stay in strategic alignment where appropriate. Although the Library and the Town are separate entities, both serve the same community, and coordinated planning ensures shared goals are met effectively. Future updates to the Library's Strategic Plan can be considered should significant changes arise that affect alignment.

F. Key Considerations for Strategic Planning

Regardless of the approach taken, the following guiding principles—rooted in strategic planning best practices—should shape the process. It is important to note that these principles are not new, nor do they imply that previous efforts overlooked them. Rather, they serve as a valuable reminder and reflection, especially considering recent learning outcomes from the APLL program:

Strategic Planning is a Process: The final plan is just one product of a broader, reflective planning process that engages internal and external stakeholders.

Strategic Plan = The Why / Budget = The How: The strategic plan should clearly state why we do what we do—our purpose, direction, and future goals. The budget and workplans then outline how we will achieve those goals each year.

The Plan is a Living Document: A strong strategic plan should be flexible and regularly reviewed. It should not sit on a shelf—it should inform daily decision-making, annual planning, and public accountability.

Clarifying Mission, Vision, and Values:

Mission – What is already true; why the Library exists.

Vision – What we aspire to be; not yet true.

Values – The principles and standards that guide our actions.

Community-Centered Planning: Effective plans are rooted in understanding the community's demographics, needs, aspirations, and evolving challenges. Data should be gathered from multiple sources, not just surveys.

Bridge the Gap with Strategic Priorities: Strategic goals should connect our present (mission) with our desired future (vision). The “Rule of Quarters” offers a useful framework: divide goals into Immediate, Short-Term, Long-Term, and Aspirational (Wish List).

Planning Starts Before the Plan: It’s essential to conduct a pre-planning review—what was achieved in the current plan? What wasn’t, and why? Who should be involved in the next phase? What are we truly trying to accomplish?

Avoid Unachievable Promises: For example, including major capital projects like a building expansion can raise unrealistic expectations if the project is not already funded or in motion.

Leadership and Engagement: Strategic planning is an opportunity for leadership development and organizational alignment. Board and staff engagement, clarity of roles, and shared ownership are critical to success.

In addition, community consultation will be conducted in Q3 to ensure continued alignment with public needs and priorities. This consultation will thoughtfully build on existing engagement efforts—particularly those led by the Town—to avoid duplication and maximize the effectiveness of feedback gathered. Consultation will involve traditional methods such as surveys, focus groups, and pop-up events with both internal and external stakeholders. Additionally, several SWOT analyses should take place, with the findings synthesized into one cohesive SWOT for the final plan.

G. Conclusion

Updating the existing strategic plan provides the Library with a focused, efficient, and forward-looking roadmap. With thoughtful consideration of both process and purpose, we can ensure our strategic direction continues to reflect the needs of our community, while remaining realistic and achievable.

Respectfully Submitted,

Jennifer Murley, CEO

LibraryCEO@TheBlueMountains.ca

519-599-3681 extension 148

Appendix A

Current BMPL Values, Mission, Vision, and Mandate Statements

Values:

Accessibility: We ensure that all people, including those with visible and invisible disabilities, have equal and equitable access to our services, programs and collections.

Accountability: We are accountable to our rate payers who provide the core funding of our service; our community who look to us to provide the services they require and request; and to our BMPL team of the Board, staff and volunteers, who look to each of us to demonstrate a sound character on our actions and decision-making.

Clarity: Clear information ensures there is no mixed communication.

Community Centered: Our GLAM Services grow out of community needs and are provided within our community hubs. These two facilities, as well as our pop-up services, have been identified as some of the most important places in our community.

Courageous: In a world of alternate facts, courage to provide valid information, even in the face of opposition, is a real issue. Our Board and management must also make courageous decisions as we make fiscal decisions and determine what is the best service model to meet the overall needs of our diverse community.

Creativity: BMPL provides GLAM services that focus on being able to connect, explore and create.

Cultural Awareness: The knowledge, awareness and acceptance of other cultures and cultural identities makes our community a stronger place where we can all live, work and play.

Directness: This value ensures that communication and interactions are straightforward and built on facts. This will further build trust, respect, and honesty.

Eco-Conscious: BMPL values our local and global environments and provides programs and collections which support community knowledge. Additionally, we hold ourselves to this standard in our purchasing policies and daily service model.

Efficiency: Be it our financial decisions, our use of time, or our difficult decisions on services to provide, we practice efficiency a good business practice.

Equity: While equity is also a part of our underpinning themes, we value equity over equality as information professionals. Our GLAM facilities and services both contribute to personal equitable wellbeing, while also being a tool of equitable access.

Excellence: This value is used as a measure of standard, and propels us to be leaders in our fields, and in the services we provide.

Forward Thinking: To be responsive and innovative, we must be able to be strategic thinkers and be aware of future trends before they become a need.

Helpfulness: As customer service specialists, it is essential that our character exhibits helpfulness. That is a core function of providing reactive GLAM services.

Inclusive: While inclusivity is also a part of our under-pinning themes, we value our communities' diverse needs and expectations, including AODA, a welcoming atmosphere, and being a safe place for all who connect, explore and create within our GLAM.

Innovation: Information professionals have been innovators, especially in technologies and information sharing, for decades. Our GLAM must remain innovative in order to meet our community's diverse needs.

Integrity: Our community understands that as information & knowledge professionals, we provide vetted and reliable resources and content. Our staff also understand that we are held to the expectation to be of an ethical and moral character.

Intellectual Freedom: As information & knowledge specialists, we uphold all principles of intellectual freedom. This is the core foundation of all information & knowledge sectors.

Literacy: BMPL defines literacy beyond the classic "reading, writing, and arithmetic" and strives to provide modern essential life skill. As a knowledge field, our staff bring expertise across the many literacy concepts of 21 century living.

Respect: As customer service specialists, we respect our community members, their differences, and their needs. Respect is a core foundational element to achieving our under-pinning themes.

Responsiveness: This value is essential to how we conduct ourselves to realizing the Vision of the BMPL. In order to meet evolving and diverse interests and needs, we must be responsive.

Stewardship: As a Non-for-profit corporation it is the Board's responsibility to be stewards of the public organization. Our staff also hold roles in our being stewards of the organization, as well as stewards of information.

Support Democracy: As a core foundation of the information & knowledge sectors, supporting democracy ensures an informed citizenry. Every person has the right to information and free expression, and supporting democracy ensures that all individuals have free and equal access to information.

Sustainable: Our community has stressed for more than a decade, that our Town should keep sustainability as a lens when completing all decisions and plans. Our planning and actions focus on sustainability of our service, fiscal management, and facilities.

Trust: Our community has placed a significant portion of the tax base into our care. It is our responsibility to maintain this trust relationship. Additionally, our services support those from

the vulnerable sectors, and often community members who are seeking supports with vulnerable information.

Mission:

The Blue Mountains Public Library is a dynamic centre of community engagement where everyone can connect, explore and create.

Vision:

Our Community Hubs meet the evolving interests and needs of our diverse and growing population through thriving Gallery, Library, Archives and Museum (GLAM) services.

Mandates:

The BMPL is comprised of a Gallery, Library, Archives and Museum (GLAM). At the time of the establishment of BMPL in 1995 and the opening of L.E. Shore in 1996, the organization was an early trail blazer of the GLAM by including a gallery within the building. For this, and the design of the facility, BMPL won awards. In 2016 the Board and TBM further established the organization as a GLAM when the Craigleith Heritage Depot community museum became a part of the BMPL. GLAMs are now understood to be the culture hubs of communities across the province, and more regularly have been seen to have a single operational body, such as in the BMPL GLAM model.

G: Gallery

The Gallery at L.E. Shore acts as a centre for arts and culture in The Town of the Blue Mountains. The Gallery has a focus on artists and art forms of The Blue Mountains and our local area, as well as providing education to the community in the area of arts and culture.

L: Library

The Blue Mountains Public Library supports 21st Century literacies by ensuring equitable access to information in all its forms to grow an informed and connected citizenry. As a community hub we offer programs and spaces which enable people to gather, socialize, learn, and play.

A: Archives

The archives acquires and preserves local documentary objects at the Craigleith Heritage Depot in support of the community museum mandate. The wide range of archival material is a key resource that assists museum exhibition, education and programming as well as individual and community interests in the area of history, heritage and culture.

M: Museum

The Craigleith Heritage Depot community museum provides tangible links to the community, via artifacts, and intangible associations via memory, stories, and folklore. Through conservation and collection management the museum is a steward of local culture and natural heritage. As a designated heritage building, the Depot is not only the community museum facility, but a significant part of the collection.

These values of access, equity, learning, and public service remain as vital today as when the plan was first written. However, the post-pandemic context offers a valuable opportunity to reframe or refresh our strategy—whether through renewal, redesign, or reinvention—to ensure it continues to meet the moment and support the community in the future.**sion, Vision,**



Quarterly Report

Q1 2025

Plan Overview

2022-2026 Strategic Plan

Strategic Pillar	Strategic Goals	Strategic Priorities
COMMUNITY HUBS	Provide spaces to connect, explore, and create.	<ul style="list-style-type: none"> • Social Connectedness & belonging • Multi-use spaces & outreach services • Technologically connected spaces
EMPOWERING SERVICES	[Deliver] a service model that reaches those who live, work, and play in the TBM.	<ul style="list-style-type: none"> • Provide GLAM programs, services, & collections • Support 21st Century Literacy • Expand the Virtual branch
ORGANIZATIONAL EXCELLENCE	Grow BMPL as a key partner and community resource	<ul style="list-style-type: none"> • Be an employer of choice • Expand financial opportunities • Be a steward of transparency and accountability, [environmental sustainability] • Be a key partner with the Municipality

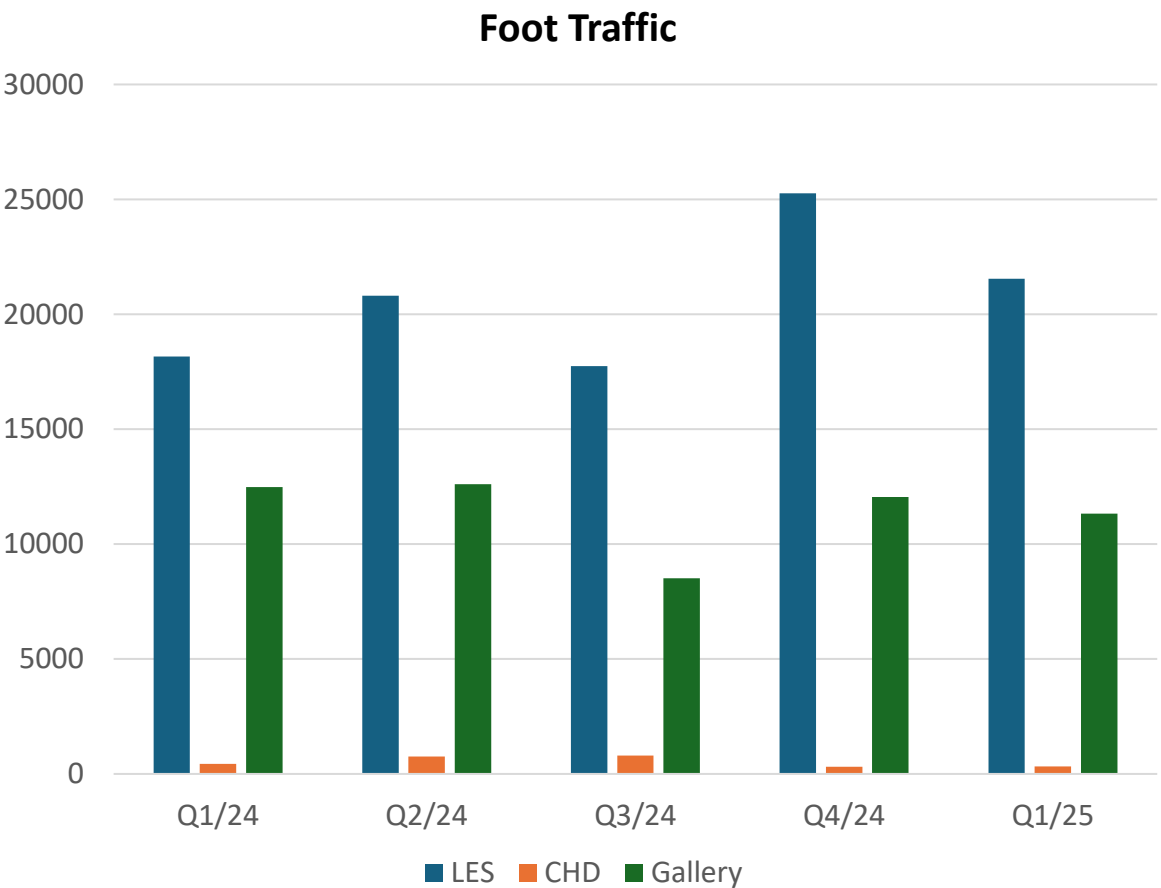
2025 Annual Plan

Strategic Pillar	2025 Goals	Key Results
COMMUNITY HUBS	Ensure BMPL keeps pace with growth and community needs	<ul style="list-style-type: none"> • Implement top 2-3 priority space improvement items identified in the space accessibility audits and gap analyses. • Council supports space improvements and expansion recommendation through resolution
EMPOWERING SERVICES	Strengthen awareness and support of the BMPL's role in the community.	<ul style="list-style-type: none"> • Improve awareness of BMPL as a valuable community resources through in-person and media exposure • Increase use of GLAM services • Increase participation in Town initiatives • Increase participation in community advocacy efforts
ORGANIZATIONAL EXCELLENCE	Respond to challenges to security, intellectual freedom, shifting attitudes toward formal commitments to Inclusion, Diversity, Equity, and Accessibility (IDEA), and economic stability.	<ul style="list-style-type: none"> • Staff are trained on Privacy of Information, cybersecurity, AI, and safety protocols for challenging interactions • Solidify 2025 funding sources and develop a multi-year strategic financial plan

Reporting Routines

Strategic Priority & Goal	What we measure	How we measure it	Reporting Cadence
COMMUNITY HUBS	Visitors and Card holders Building Capacity & Condition	Traffic Counts # of Card Holders Space Utilization Ratio vs ARUPLO index	Quarterly/Annually Quarterly/Annually Quarterly/Annually Annually
EMPOWERING SERVICES	Services & Usage Community Impact	Programs & participation Media metrics Survey Satisfaction Emotional affiliations	Quarterly/Annually Quarterly/Annually Annually Annually
ORGANIZATIONAL EXCELLENCE	BMPL Participation with Town and Community Employee Satisfaction Employee Safety Financial Resilience	Self Reporting Employee Surveys Incidents Financial Reports & Audits	Quarterly/Annually Annually Annually Quarterly/Annually

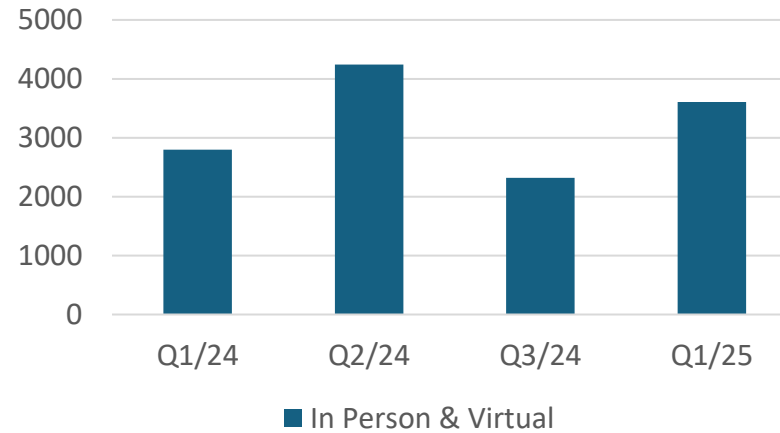
Quarterly Performance Measures: Community Hubs



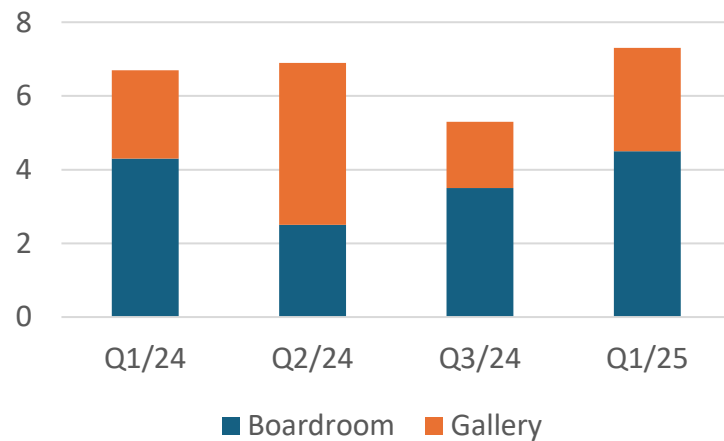
Card Holders	2024	Q1	Q2	Q3	Q4
Total	4840	4900			
% of TBM Population	51.5%	52.2%			
# of New Cardholders	525	110			

Quarterly Performance Measures: Empowering Services

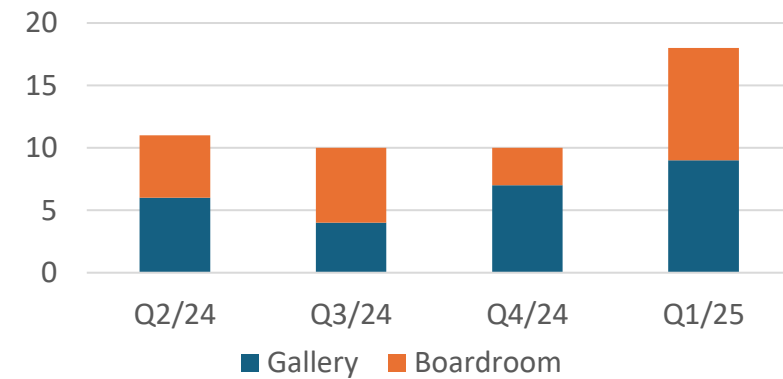
BMPL
Program Participation



L.E. Shore
Room Bookings

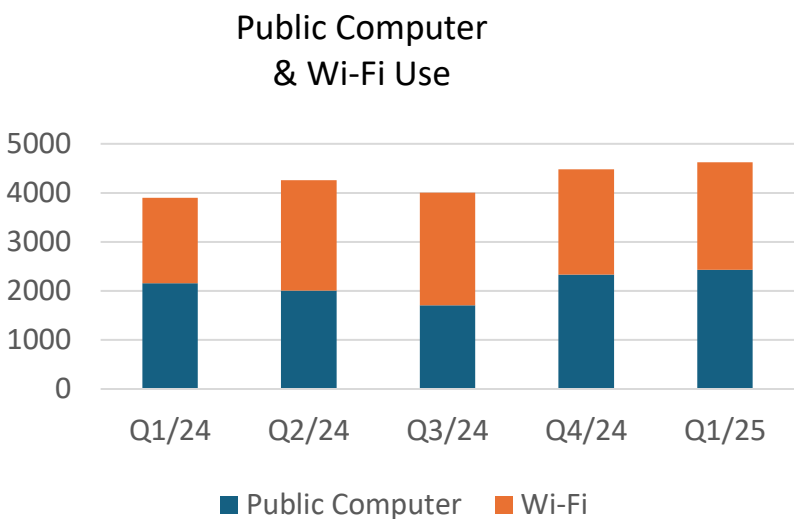
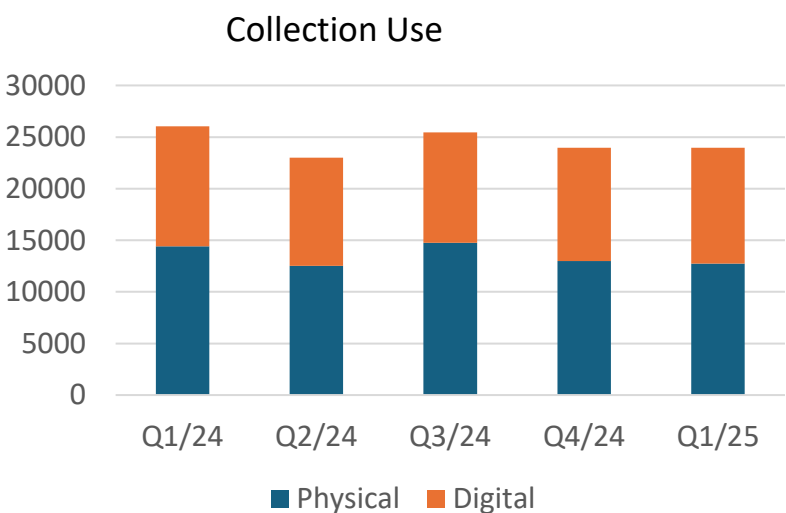


L.E. Shore
Room Booking Requests Declined due to
Unavailability



Quarterly Performance Measures: Empowering Services

Service Usage



Awareness

Visibility	2024	Q1	Q2	Q3	Q4
Social Media Reach	13128	5767			
# of Media Mentions/Articles	15	4			

Q1 2025

Quarterly Performance Measures: Organizational Excellence

Incident Reports

2024	Q1	Q2	Q3	Q4
17	5			

2025 Action Plan: Quarterly Review

Pillar	Key Results
COMMUNITY HUBS	Ensure BMPL keeps pace with growth and community needs
	1. Implement top 2 - 3 priority space improvement items identified in the Space accessibility audits and gap analyses
	2. Council supports space improvements and/or expansion recommendation through resolution

Q1 Summary: In Q1, the Blue Mountains Public Library (BMPL) completed an accessibility audit of the Craigleith Heritage Depot and submitted recommended improvements to the Town’s Facilities Manager for consideration. In addition, a staff ergonomics survey and workstation audit were conducted across all locations. Several concerns were addressed within the existing budget, including the purchase of new keyboard stands, an ergonomic mouse, and an updated keyboard. Staff workspaces and storage areas at both branches were also reorganized and decluttered, resolving issues identified in the facility audits and enhancing overall workplace efficiency and safety.

2025 Action Plan: Quarterly Review

Pillar	Key Results
EMPOWERING SERVICES	Strengthen awareness and support of the BMPL’s role in the community
	1. Improve Awareness of BMPL as a valuable community resource (through in-person and media exposure)
	2. Increase use of GLAM services
	3. Increase Participation in Town Initiatives
	4. Increase Participation in Community Advocacy efforts

Q1 Summary: In response to strong community interest, the seniors’ exercise program was expanded to include two additional classes per week. Library staff also continued to play an active role in supporting Town initiatives, including the IDEA Committee, the Multi-Use Recreation Feasibility Assessment, the Youth Climate Action Fund project team, and the Joint Health and Safety Committee—where a library staff member was formally added as a voting representative. The Library CEO partnered with the Director of Community Services and the CEO of Collingwood Public Library to co-deliver a special presentation at the Ontario Library Super Conference, showcasing regional collaboration and innovation. Additionally, BMPL successfully transitioned leadership of the Arts Walk to new project partners, providing a detailed event report and facilitating an in-person stakeholder meeting to ensure a smooth and informed handover.

2025 Action Plan: Quarterly Review

Pillar	Key Results
ORGANIZATIONAL EXCELLENCE	Staff are trained on Privacy of Information, Cybersecurity, AI and trained on safety protocol for Challenging Interactions
	1. Staff are trained on Privacy of Information, Cybersecurity, AI and safety protocols for Challenging Interactions
	2. Solidify 2025 funding sources and Develop a multi-year Strategic Financial Plan

Q1 Summary: the Library CEO initiated the process of securing charitable status by submitting updated documentation to the Canada Revenue Agency (CRA), including revisions to the Board of Directors and account access. BMPL also received confirmation that its applications for Canada Summer Jobs and Young Canada Works funding were successful, supporting seasonal staffing initiatives. In addition, the Public Library Operating Grant application was submitted to the Ministry, ensuring continued access to vital provincial funding.

Spotlight on 21st Century Literacy

Despite a winter season marked by snow and ice storms, The Blue Mountains Public Library (BMPL) continued to champion 21st-century literacy through a diversity of programs and events designed for all ages and abilities.

We kicked off January with *Near & Far*, an art exhibit at the L.E. Shore Gallery featuring Adele Derkowski and Paul G. Russell. Their portraits sparked conversations around cultural awareness, and the relationships between people, place, and environment.

To meet growing demand, we expanded our popular seniors' fitness programming, supporting health literacy and wellness for older adults.

In February, we marked **Black History Month** with storytimes, book displays, and an interactive quilt program—promoting racial literacy, representation, and social justice education. That same month, we celebrated **Freedom to Read Week** with a playful social media campaign that “caught” librarians reading challenged books—highlighting intellectual freedom and the importance of diverse voices. We also welcomed artist Michael Black and Victoria Huntley’s exhibit “Garden Stories” in The Gallery, featuring bold abstract paintings and vibrant glasswork.

In March, our commitment to environmental literacy and youth empowerment was reflected in a **grant writing and civic engagement workshop** at the local high school as part of the **Youth Climate Action Fund**. These sessions equipped students with real-world skills in advocacy, research, and environmental stewardship—supporting the next generation of changemakers.



Spotlight on 21st Century Literacy Continued

We also encouraged reading for pleasure and discovery with *Blind Date with a Book*, inviting patrons to explore genres and authors outside their usual preferences—an innovative way to spark curiosity and expand literary horizons.

Teens had a blast at our Mona Lisa-inspired **escape room adventure**, hosted after hours at the library. This immersive experience integrated elements of collaboration, critical thinking, and media literacy, challenging participants to solve puzzles and decode clues while exploring themes of art, mystery, and logic.

Our first **Death Café** created a safe, open space for individuals to engage in conversations about life, death, and grief—fostering emotional literacy and meaningful community connection.

We closed the quarter with a thoughtful and informative presentation by Dr. Christopher E. Pearson in recognition of **World Parkinson's Month**, raising both health and information literacy by increasing awareness of life with Parkinson's disease.


Through these wide-ranging programs, BMPL affirmed its commitment to supporting 21st-century literacy in all its forms—helping our community build the skills, understanding, and confidence needed to thrive in a rapidly evolving world. We continued to champion 21st-century literacy through a diversity of programs and events designed for all ages and abilities.




Patron Feedback, Stories, and Digital Engagement




 **urban_inuit_identity_project** Well. I'm really flattered. 🥰
20w 1 like Reply

 **the.imaginationstudio** Incredible programming! Well done! 🍌
20w Reply

 **wild_and_glorious** Amazing!
20w Reply




 **bmplibrary** 🍌🍌🍌 Let's set you up on a Blind Date with a Book!
📖🍌

The Blue Mountains Public Library & Good Grief Coffee are surprising you with personalized book picks + a Good Grief gift card! 🍌📖


1. Fill out a quick form.
2. Pick up your surprise book(s) at L.E. Shore or Craigleith.
3. Treat yourself, read a new book and maybe fall in love 🍌

Running throughout the month of February (gift cards available while supplies last)!

18w

 **kristendavies78** My absolute favourite February tradition! Thank you.
18w Reply




 **Copernicus Educational Products**
Thank you for having us! We can't wait to see the bike in action! 🍌


11w Like Reply Hide

 **Ashley Lethbridge** Top fan
I can't wait to come in and see how the kids love it.



 **Dorothy Embacher**
Looks fabulous
I need to surround myself with beauty. Thank you



 **Carmen Cox**
Addi LOVED the paint jam! Thanks so much 🍌

Patron Feedback, Stories, and Digital Engagement



bmplibrary Thank you Muckpaloo Ipeelie of [@urban_inuit_identity_project](#) for leading an Inuit Block Printing Workshop at the L.E. Shore Library. Creative, social, fun, and a chance to learn about Inuit culture. We loved seeing everyone's designs 🎨 ✨
16w

nanaschof Thanks to the library for hosting this. It was so interesting to learn a new art technique
16w 1 like Reply

blossom_country Cool results!!! 🍌 🍌 🍌
16w 1 like Reply

bmplibrary Detectives, we need your help! The infamous Les Fantômes have stolen the Mona Lisa, and time is running out. Can you solve the mystery and recover the masterpiece before it's too late? 🕵️💡
📅 Join us for our Teen Escape Room on Thursday, March 13th!
📍 Register now through our event calendar!
15w

michaeljbblack 🍌 🍌 🍌 🍌
15w 1 like Reply

lemonade_collective We are so lucky to have the [@bmplibrary](#)! This sounds like so much fun. Adult one next? 😊
15w 2 likes Reply

nanaschof Love it!!!
15w 1 like Reply

bmplibrary 🚨 ART HEIST ALERT! 🚨
The Lost Masterpiece Escape Room was a total blast! 🎉💡 Our teams cracked codes, solved riddles, and raced against time to rescue the Mona Lisa—and guess what? They ALL did it! 🎉🍌
👏 Shoutout to "The Capybaras" for the fastest escape, finishing with 2 minutes and 30 seconds to spare! 🎉 Talk about cool, calm, and collected.
Huge thanks to everyone who joined the adventure—it was an art-tastic time! 🎨 ✨
Edited · 14w

violet_maes Can we do an adult night of the same. It's looks like so much fun but my kids won't let me go.
13w 1 like Reply

kristendavies78 Amazing!! Looks like so much fun :) 🍌 🍌
14w 2 likes Reply



Sean Patrick Dolan
A great post! Important to bring attention to this topic. 🍌
16w Love Reply Hide

Denise Haak Anderson
This is amazing! ❤️
16w Love Reply Hide

Neil Kearns
Whoooooot....nice work TBM Library ❤️
16w Love Reply Hide

Tina Gibson
Our fearless, rebellious librarians. I love our library!
16w Love Reply Hide

Brendan Thomson
Well done!!
16w Like Reply Hide

Krista o'Canada
❤️ ❤️



erinseanpatrick We love you Ken !!!
15w 1 like Reply

blossom_country Happy Retirement 🍌
15w 1 like Reply

pegslama Enjoy retirement Ken! See you around, walking the streets of Clarksburg and Thornbury
15w 1 like Reply

larisarealty We'll miss seeing your friendly face at one of our favourite places ❤️



Board Assembly Networking Meeting

Spring 2025

Stronger libraries. Stronger communities.

Agenda

- 1. Welcome and Introductions**
- 2. Updates from Ontario Library Service**
- 3. Updates from the Ministry of Tourism, Culture and Gaming (MTCG)**
- 4. Group Discussion / Roundtable**

Introductions



**What is one thing
you wish people
understood or
knew about your
library?**

Updates from Ontario Library Service

Upcoming Live Training

Customer Service Training with Markham Public Library

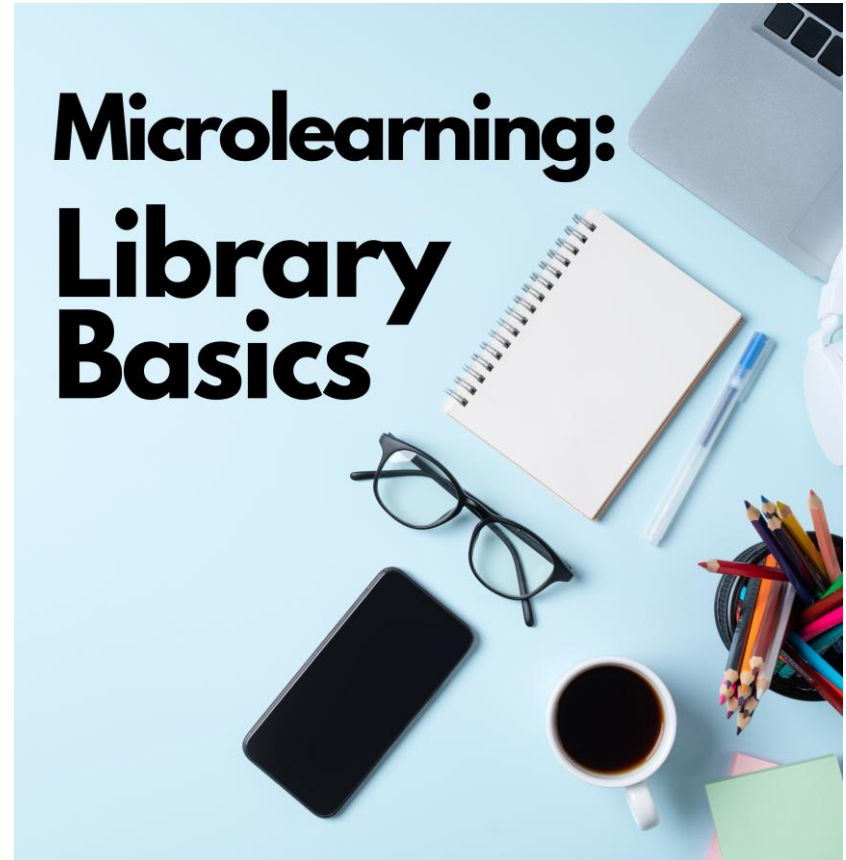
- May 22nd, May 29th and June 5th
- 10:00am-12:00pm ET | 9:00am-11:00am CT
- \$100 for all three sessions
- [Register](#)



NEW Library Basics Microlearning Series

This NEW series from OLS staff offers concise videos covering various library topics such as reader's advisory and reference services.

[Check it out!](#)





2024-2025 Highlights

- 370 New Course Enrollments
- 179 Course Completions
- 11 Program Graduates
- 3 New Course Tutors
- 3 Course Makeovers:
 - Introduction to Public Libraries
 - Family Literacy
 - Community Outreach

OLS Virtual Conference: Save the Date



ONTARIO LIBRARY SERVICE VIRTUAL CONFERENCE

Library Staff Program

November 19

Board Members Program

November 20 (evening)

Updated Policies and Procedures Resource

Policies and Procedures

Search Words | termes

Introduction and Overview

[Introduction](#)

[Overview of Policy Development](#)

[Types of Policies](#)

Library Policy in Legislation

Preparing to Develop Policy

The Policy Development Process

Trillium Sample Policies

Library Procedure

Français

Contact Us

ONTARIO
LIBRARY
SERVICE

Introduction

Policies are a fundamental governing tool for any non-profit organization, including public libraries. Policies are a tool for achieving the library's purpose and moving towards achieving its vision. Board members and staff are responsible for knowing, understanding, and complying with the policies of the library. Once written, the policies provide a framework within which the library staff can develop any plans, procedures or processes needed to provide further direction on the operation of the library.

This guide explores the framework for library policies, policy development, and the [differences between policy and procedure](#). It also provides examples of policies for public libraries in Ontario, called the *Trillium Sample Policies*. OLS Consultants are available for questions and additional support, please feel free to reach out via [email](#) at your convenience.

Overview of Policy Development

Policy development is fundamental to the work of the library. Policy provides structure around how the library will accomplish its priorities and how the board itself functions. Policy arises out of the collective values and beliefs about library service from the board, staff, and community.

As the board is a permanent entity - one that continues to exist as a unit after individual board members have left or CEOs have come and gone - a crucial role of the board is providing continuity of governance for the library and ensuring consistent library service over time. The board does this by developing policies in written form that have been approved at a formal board meeting and will be reviewed and revised, as necessary, at regular intervals.

Policies are the framework which support the library at both the governance and operational levels. They grow out of and give definition to the library's mission and provide for consistent operational procedures. The public library uses policy to set out what needs to be done and why - effectively, policy outlines the rules and direction for library operations. It is a key component in the successful operation of the library and one of the board's most important functions.

The Carver Policy Governance Model

Some boards choose to operate under a [Policy Governance Model](#), also known as the Carver Model. Whether a board is functioning with a traditional governance model or under the Policy Governance (Carver) model, the authority to operate begins with the Public Libraries Act and other relevant legislation and proceeds through bylaws and policies.

Types of Policies



Fall Board Assembly Networking Meetings

Fall 2025 Board Assembly networking meetings will take place virtually in October-November:

- Exact dates to be announced
- Based on population size

Updates from the Ministry of Tourism, Culture and Gaming

Updates from the Ministry of Tourism, Culture and Gaming

Annual Survey of Public Libraries

- Deadline - April 30, 2025
- Statistics to be published July 2025

Public Library Operating Grant/Pay Equity/First Nation Salary Supplement application

- Fall 2025

Group Discussion / Roundtable



Thank you!

Contact: consulting@olservice.ca

Feedback Survey: <https://www.surveymonkey.com/r/BASpring2025>

Stronger libraries. Stronger communities.

Board Meeting

Report To: The Blue Mountains Public Library Board
Report Name: ADM.25.23 CEO & Service Update-June
Date: June 26, 2025
Prepared by: Jennifer Murley, CEO

A. Recommendations

That this Board receive as information ADM.25.23 entitled “CEO & Service Update-June”.

B. Background

The BMPL is comprised of a Gallery, Library, Archives and Museum (GLAM). GLAMs across the province are now understood to be the culture hubs of communities, and more regularly have a single operational body, such as in the BMPL model. While this is not the comprehensive report on the activities of our GLAM; this CEO & Services Update Report includes general highlights which are of importance to the Board from either a governance standpoint or as talking points on our organization. This will focus on both facilities of the Craighleith Heritage Depot (CHD) and the L.E. Shore branch (LES), successes or concerns by GLAM service, and how each impacts the three Strategic Pillars and Annual Action Plan.

C. Community Hubs

Foster Social Cohesion in a Time of Growth and Challenges

All Ages Programming at L.E. Shore Library

May was another vibrant and engaging month for Library programming, with a wide range of events drawing strong community participation. Highlights included a sold-out Wire Art Workshop with local artist James Paterson, Kids Can Cupcake Creations with Ashley from Purdy Cakes, a dynamic series of art workshops led by the Imagination Studio, and the continuation of Katie Zdybel’s writing series. Remarkably, each of these programs reached full capacity—an encouraging sign of community interest and engagement.



We also had the privilege of hosting an intimate and deeply moving book launch with local author Karen James in recognition of Mental Health Awareness Month. Karen shared insights

into her writing process and the profound personal story behind her book, a tribute to her daughter and their journey with mental illness.



Seniors benefited from a well-received educational session on understanding osteoporosis, while the Master Gardeners brought the outdoors in with a vibrant “Pollinator Explosion” event. This hands-on workshop welcomed gardeners of all ages to learn practical techniques for creating pollinator-friendly gardens, sparking interest in sustainable gardening and biodiversity.

Looking ahead, the paid writing workshop series with Katie Zdybel wrapped up in May, and we are excited to launch a new, free monthly writers’ group in June. This ongoing initiative will provide a supportive space for community members to connect and share their creative work.

D. Empowering Services

Provide Diverse GLAM Services, Collections, and Programs

In the Gallery: Outside Inside Exhibition

The Gallery was pleased to host Delia Eastwood and Holly Kee for a show all about bringing the great outdoors into our living spaces. After launching the exhibit with a highly successful opening, the artists returned later in the month for a fun creative session, demonstrating their techniques and interacting with gallery visitors.

Digital Odyssey Virtual Conference

In early June, staff attended Digital Odyssey, a virtual conference hosted by the Ontario Library and Information Technology Association (OLITA), a committee of the Ontario Library Association. This one-day event, themed “Survival Skills: Exploring Solutions for Tech Challenges in a Shifting World,” focused on practical strategies for navigating technological demands in libraries. The conference was partially organized by the BMPL’s Library Assistant, Digital

Literacy, who currently serves as President of OLITA. She opened the event and contributed as a panelist in the session titled “The Tool That Is Saving Your Life.”

New in the Library of Things

Several new items have been added to the Library of Things collection, expanding access to practical tools, accessibility support, and recreational resources. Recent additions include a cross-cut paper shredder, OBD2 scanner, handheld thermal camera, digital magnifying glass, outdoor games set, and Arctic Tundra Flashcards, a game created by Muckpaloo Ipeelie of the Urban Inuit Identity Program.

Expand the Virtual Branch

Museum Online Exhibits (Biblioboard)

Our commitment to increasing accessibility is evident in the continued work of museum and archive staff to populate our online exhibits with collection material. This effort is directly benefiting our community by providing greater access to our resources and empowering researchers with valuable online access to our holdings.

(May Visits to Biblioboard =126)

E. Organizational Excellence

Retain and Recruit Personnel as an Employer of Choice

Staff Development at South Georgian Bay Small Museums

Museum staff several days visiting neighboring museums: **Owen Sound Waterfront Museum, Billy Bishop Museum, Grey Highlands Museum, Meaford Museum, and Collingwood Museum.** These development trips offered invaluable benefits for our staff; providing a unique opportunity for professional development, allowing our team to gain firsthand insights into how other small, local museums function. This exposure helps us understand diverse operational models, sparking new ideas for how we can enhance services for our own community and visitors. Ultimately, these visits strengthen our collective understanding of the region's local history, fostering collaboration and improving how we share our rich heritage.

Be a Key Partner Within the Municipality

National AccessAbility Week Social Media Campaign



From May 25–31, BMPL staff partnered with the Town to celebrate National AccessAbility Week, highlighting the importance of inclusion and accessible spaces throughout our community. Through a coordinated social media campaign, we showcased a range of accessible services and features—from assistive technologies and alternative reading formats at the Library to new inclusive park equipment and national accessibility initiatives.

We also took this opportunity to recognize and celebrate the incredible contributions of our own staff members living with disabilities, whose lived experiences and dedication enrich our organization and the community we serve.

In addition, staff proudly participated in Red Shirt Day in solidarity with Easter Seals Ontario, demonstrating our ongoing commitment to greater accessibility and equal opportunities for children and youth living with physical disabilities.

Provide Inclusive and Engaging Communications with and to The Community

Members of the public, including the media and Town Council, have been invited to subscribe to the BMPL E-Newsletter and Key Messages. Subscription can occur at <https://www.thebluemountainslibrary.ca/about-us/follow-us>.

BMPL's primary method of communication is through the various e-newsletters and blogs. The main e-newsletter or any of the 4 topical monthly blogs are available by [subscription](#) whether a patron or not.

- [Library News](#): 1634
- [Staff Picks](#): 340
- [In the Gallery](#): 496
- [Key Messages](#): 204

Respectfully Submitted,

Jennifer Murley, CEO
LibraryCEO@TheBlueMountains.ca
 519-599-3681 extension 148

Financial Statements of

**THE BLUE MOUNTAINS
PUBLIC LIBRARY BOARD**

And Independent Auditor's Report thereon

Year ended December 31, 2024

INDEPENDENT AUDITOR'S REPORT

To the Members of Council, Inhabitants and Ratepayers of The Corporation of the Town of The Blue Mountains

Opinion

We have audited the financial statements of The Blue Mountains Public Library Board (the Entity), which comprise:

- the statement of financial position as at December 31, 2024
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2024, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “***Auditor’s Responsibilities for the Audit of the Financial Statements***” section of our Auditor’s report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue

as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Kitchener, Canada

DATE

THE BLUE MOUNTAINS PUBLIC LIBRARY BOARD

Statement of Financial Position

December 31, 2024, with comparative information for 2023

	2024	2023
Financial assets:		
Cash	\$ 325,791	\$ 287,174
Temporary investments (note 2)	41,610	41,080
Due from Town of The Blue Mountains	124,144	109,561
	491,545	437,815
Liabilities:		
Deferred revenue	7,112	—
Net financial assets	484,433	437,815
Non-financial assets:		
Tangible capital assets (note 3)	337,402	337,052
Accumulated surplus (note 4)	\$ 821,835	\$ 774,867

The accompanying notes are an integral part of these consolidated financial statements.

THE BLUE MOUNTAINS PUBLIC LIBRARY BOARD

Statement of Operations and Accumulated Surplus

Year ended December 31, 2024, with comparative information for 2023

	2024 Budget (note 5)	2024 Actual	2023 Actual
Revenue:			
Operating grants:			
Province of Ontario	\$ 23,371	\$ 25,146	\$ 23,336
Government of Canada	7,980	40,592	24,855
Town of The Blue Mountains	1,120,825	1,096,273	1,052,314
Capital grants:			
Province of Ontario	—	—	—
Town of The Blue Mountains	55,475	80,027	60,937
Capital donations	—	—	—
Fundraising	—	85	320
Investment income	—	9,118	7,247
Other	13,000	39,465	36,005
	1,220,651	1,290,706	1,205,014
Expenses:			
Salaries and benefits	1,042,161	1,051,883	933,300
Administrative	11,550	16,800	28,964
Operating	35,050	23,408	21,819
Books and materials	31,340	28,738	26,686
Communications	6,275	4,901	4,548
Training and travel	8,180	5,340	7,808
Personnel	3,100	1,627	1,093
Leases and subscriptions	21,215	21,439	15,345
Professional fees	3,500	8,783	4,530
Other	2,805	1,142	1,545
Amortization	—	79,677	76,259
	1,165,176	1,243,738	1,121,897
Annual surplus (note 5)	55,475	46,968	83,117
Accumulated surplus, beginning of year	774,867	774,867	691,750
Accumulated surplus, end of year	\$ 830,342	\$ 821,835	\$ 774,867

The accompanying notes are an integral part of these consolidated financial statements.

THE BLUE MOUNTAINS PUBLIC LIBRARY BOARD

Statement of Changes in Net Financial Assets

Year ended December 31, 2024, with comparative information for 2023

	2024 Budget (note 5)	2024 Actual	2023 Actual
Annual surplus	\$ 55,475	\$ 46,968	\$ 83,117
Acquisition of tangible capital assets	(96,303)	(80,027)	(60,937)
Amortization of tangible capital assets	–	79,677	76,259
	(96,303)	(350)	15,322
Increase in net financial assets	(40,828)	46,618	98,439
Net financial assets, beginning of year	437,815	437,815	339,376
Net financial assets, end of year	\$ 396,987	\$ 484,433	\$ 437,815

The accompanying notes are an integral part of these consolidated financial statements.

THE BLUE MOUNTAINS PUBLIC LIBRARY BOARD

Statement of Cash Flows

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 46,968	\$ 83,117
Items not involving cash:		
Amortization	79,677	76,259
	126,645	159,376
Changes in non-cash working capital balances		
Due from Town of The Blue Mountains	(14,583)	29,933
Deferred revenue	7,112	—
Net change in cash from operating activities	119,174	189,309
Capital transactions:		
Cash used to acquire tangible capital assets	(80,027)	(60,937)
Net change in cash from capital activities	(80,027)	(60,937)
Investing activities:		
Changes in temporary investments	(530)	(931)
Net change in cash from investment activities	(530)	(931)
Net change in cash	38,617	127,441
Cash, beginning of year	287,174	159,733
Cash, end of year	\$ 325,791	\$ 287,174

The accompanying notes are an integral part of these consolidated financial statements.

THE BLUE MOUNTAINS PUBLIC LIBRARY BOARD

Notes to the Financial Statements

Year ended December 31, 2024

Nature of Operations:

The Blue Mountains Public Library Board (BMPL) is comprised of a Gallery, Library, Archive and Museum (GLAM). The Gallery at L.E. Shore acts as a centre for arts and culture in The Town of the Blue Mountains. The Gallery has a focus on artists and art forms of The Blue Mountains, as well as providing education to the community in the area of arts and culture. The Library (at both L.E. Shore and the Craigleith Heritage Depot) supports 21st Century literacies by ensuring equitable access to information in all its forms to grow an informed and connected citizenry. As a community hub BMPL offers programs and spaces which enable people to gather, socialize, learn, and play. The archive acquires and preserves local documentary objects at the Craigleith Heritage Depot in support of the community museum mandate. The wide range of archival material is a key resource that assists museum exhibition, education and programming as well as individual and community interests in the area of history, heritage and culture. The Craigleith Heritage Depot community museum provides tangible links to the community, via artifacts, and intangible associations via memory, stories, and folklore. Through conservation and collection management the museum is a steward of local culture and natural heritage. As a designated heritage building, the Depot is not only the community museum facility, but a significant part of the collection. GLAMs are understood to be the culture hubs of communities across the province, and more regularly have been seen to have a single operational body under library boards, such as in the BMPL model.

The Blue Mountains Public Library Board is the primary governance body for the organization and is the BMPL employer. The Board has a mandate to the organization and the library and is defined in the Public Libraries Act and the Board By-Laws. Board members of The Blue Mountains Public Library Board are appointed by the Town of the Blue Mountains Council. The Town of the Blue Mountains is a related party under Public Sector Accounting Board Standards.

1. Significant accounting policies:

(a) Basis of accounting:

The financial statements of BMPL are the representation of management and have been prepared in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants as prescribed by the Ontario Ministry of Municipal Affairs and Housing.

Revenues and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

THE BLUE MOUNTAINS PUBLIC LIBRARY BOARD

Notes to the Financial Statements

Year ended December 31, 2024

1. Significant accounting policies (continued):

(b) Use of estimates:

Precise determination of some assets and liabilities may be dependent upon future events and estimates and approximations. These estimates and approximations have been based upon the available information, using careful judgment and review. By their nature, these estimates are subject to measurement uncertainty and actual results could differ from management's best estimates as additional information becomes available in the future.

(c) Basis of consolidation:

The BMPL has been consolidated within the financial statements of The Corporation of the Town of The Blue Mountains.

(d) Tangible capital assets:

Tangible capital assets are recorded at cost less accumulated amortization. Costs include all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Amortization is provided over the estimated useful life of the assets, using the straight-line method. The useful life of the assets is based on estimates made by Council. The following rates are used:

Asset	Useful Life - Years
Library collections	7 years
Machinery, equipment and vehicles	5 to 20 years

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and are also recorded as revenue.

(e) Revenue recognition:

Revenues are reported on the accrual basis of accounting and are recognized as follows:

- (i) Unrestricted grants are recorded as revenue when the grants are authorized by the transferring entity.
- (ii) Restricted grants are recorded as revenue when corresponding expenses have been incurred in accordance with the grant applications.
- (iii) Fines and fees are recognized when received.
- (iv) All other revenues are recorded upon sale of goods or provision of services and when collection is reasonably assured.

THE BLUE MOUNTAINS PUBLIC LIBRARY BOARD

Notes to the Financial Statements

Year ended December 31, 2024

1. Significant accounting policies (continued):

(f) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Derivative instruments and equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost. Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations. Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method. All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gain is adjusted through the statement of remeasurement gains and losses. When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations. The Library classifies all of its financial instruments at amortized cost. As all financial instruments are measured at cost or amortized costs, there have been no re-measurement gains or losses and the statement of remeasurement has been excluded.

(g) Adoption of new accounting standards:

The Board adopted the following accounting standards beginning January 1, 2024, retroactively, with no impact on the financial statements:

- (i) PS 3400 Revenue establishes standards on how to account for an report on revenue, specifically differentiating between transactions that include performance obligations (i.e. the payor expects a good or service from the public sector entity), referred to as exchange transactions, and transactions that do not have performance obligations, referred to as non-exchange transactions. For exchange transactions, revenue is recognized when a performance obligation is satisfied. For non-exchange transactions, revenue is recognized when there is authority to retain an inflow of economic resources and a past event that gave rise to an asset has occurred.

No significant changes were required as a result of implementing the new standard.

THE BLUE MOUNTAINS PUBLIC LIBRARY BOARD

Notes to the Financial Statements

Year ended December 31, 2024

2. Temporary investments:

	2024	2023
Temporary investments	\$ 41,610	\$ 41,080

Investments have a market value of \$41,610 (2023 - \$41,080) at the end of the year.

3. Tangible capital assets:

		2024	2023
	Cost	Accumulated amortization	Net book value
Library collections	\$ 822,618	\$ 641,623	\$ 180,995
Equipment and vehicles	571,382	414,975	156,407
	\$ 1,394,000	\$ 1,056,598	\$ 337,402

4. Accumulated surplus:

The organization segregates its accumulated surplus in the following categories:

	2024	2023
Invested in capital assets	\$ 337,402	\$ 337,052
Reserves	484,433	437,815
Accumulated surplus	\$ 821,835	\$ 774,867

THE BLUE MOUNTAINS PUBLIC LIBRARY BOARD

Notes to the Financial Statements

Year ended December 31, 2024

5. Budgets:

The budget adopted by the Board was not prepared on a basis consistent with that used to report actual results (Canadian Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Canadian Public Sector Accounting Standards now require a full accrual basis. The budget figures anticipated shortfall which the use of reserves accumulated in previous years to reduce current year expenditures in excess of revenues to \$nil. In addition, the budget expensed all tangible capital expenditures rather than including amortization expenses. The following is a reconciliation of the budget approved by the Board.

	2024 Budget	2024 Actual	2023 Actual
Annual surplus	\$ 55,475	\$ 46,968	\$ 83,117
Transfers (to) from reserves	40,828	(46,618)	(98,439)
Tangible capital asset acquisitions	(96,303)	(80,027)	(60,937)
Amortization	—	79,677	76,259
	\$ —	\$ —	\$ —

6. Comparative Information:

Certain comparative information has been reclassified from those previously presented to conform to the presentation in the current year.