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## Board Meeting

**Meeting Date:** September 18, 2025  
**Meeting Time:** 1:00 p.m.  
**Location:** The Boardroom at L.E. Shore  
**Prepared By:** Jennifer Murley, CEO/Secretary of the Board

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

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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 September 18, 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. GOV.25.03 entitled “Strategic Planning Committee Report-September”
3. ADM.25.25 entitled “Q2 Statistical Report 2025”

## D. Minutes

### D.1 Previous Minutes

#### Recommended Motion

Moved by \_\_\_ and seconded by \_\_\_, THAT this Board approves the Blue Mountains Public Library Board minutes of July 17, 2025, as circulated/amended;

AND THAT this Board receives as information the Strategic Planning Steering Committee minutes of July 31, 2025.

### D.2 Business Arising from the Minutes

## E. Communications with the Board

***Deadline for registration is Monday, September 15 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](mailto: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: OLA FOPL Response to 2025 DC Regulatory Proposal

E.3.2: OLA FOPL Connectivity Ask

#### Recommended Motion

Moved by \_\_\_ and seconded by \_\_\_, THAT this Board receives as information items E.3.1: OLA FOPL Response to 2025 DC Regulatory Proposal and E.3.2: OLA FOPL Connectivity Ask.

## 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 Strategic Plan Pillar: Organizational Excellence

1. **Presentation:** Town Emergency Management Plan [Fire Chief Steve Conn and Diana Livingston, Town of The Blue Mountains CEMC Coordinator & Administrative Assistant for Fire Services]
2. **Verbal Update:** Update on Facilities: Washroom Renovation Project at L.E. Shore, Building Condition Assessments, and Generator [Phil Pesek, Town of the Blue Mountains Manager of Facilities & Fleet]
3. **Discussion:** 2026 OLA Super Conference Board Attendance
4. **Report:** GOV.25.03 entitled “Strategic Planning Committee Report-September”
5. **Report:** ADM.25.25 entitled “Q2 Statistical Report 2025”

### F.2 Action Planning

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

### F.3 Strategic Plan Pillar: Community Hubs

1. **Verbal Report:** Multi-use Recreation Feasibility Assessment (MURFA) Next Steps
2. **Verbal Report:** CEO Update on the Youth Climate Action Fund (YCAF)
3. **Verbal Report:** CEO Update on the Space Utilization Study

### F.4 Strategic Plan Pillar: Empowering Services

1. **Verbal Update:** 30<sup>th</sup> Anniversary Celebrations

## G. Roundtable

### G.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

- Centre for Free Expression (September 2, 2025): [Alberta's Real Disgrace is Not Banning Atwood & Huxley \(Bad Thought That Is\): It Is Something Far Worse](#)
- Kawartha Now (September 6, 2025): [Peterborough Public Library to reinstate three librarian positions full-time library CEO position](#)
- CBC News (September 8 2025): [New Alberta school books order bans explicit images of sexual acts](#)

- University of Victoria (September 10, 2025): [Reimagining the Future of Libraries](#)
- Collingwood Today (September 11, 2025): [Adam Smith Named New CAO for TBM](#)
- BMPL Special Events
- [Film: Voices – Lighting a Pathway to Indigenous Inclusion](#)  
Friday, September 26 | 6-8 pm | L.E. Shore Memorial Library
- [Every Child Matters: Scrunchie Project](#)  
Tuesday, September 30 | 3:30-4:30 pm | L.E. Shore Memorial Library
- [30<sup>th</sup> Anniversary Event: Author Talk & Exhibit Opening: Daughters of Aatenstic](#)  
Saturday, October 4 | 1-4 pm | L.E. Shore Memorial Library
- [Uncovering Vinland: A Viking Mystery Solved? With Robert Burcher](#)  
Thursday, October 9 | 7:30-9 pm | L.E. Shore Memorial Library

## H. Key Messages

### H.1 Key Messages Update

#### Recommended Motion

Moved by \_\_\_\_ and seconded by \_\_\_\_, THAT this Board approves the release of the Key Messages Update-September 2025.

## I. Notice of Meeting Dates

The next regular Board Meeting is scheduled for October 16, 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.

## J. Adjournment

#### Recommended Motion

THAT this Board does now adjourn at \_\_\_\_ p.m. to meet again on October 16, 2025, in the Boardroom at the L.E. Shore Memorial Library and Virtually, or at the call of the Chair.

## Board Meeting

**DRAFT**  
**Not Approved**

**Meeting Date:** July 17, 2025  
**Meeting Time:** 1:00 p.m.  
**Location:** The Boardroom at L.E. Shore  
Posted to YouTube  
**Prepared By:** Jennifer Murley, CEO/Secretary of the Board

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

**Guests:** Tim Hendry, Town of The Blue Mountains Director of Strategic Initiatives  
Adam Smith, Interim CAO, Town of The Blue Mountains  
Phil Pesek, Manager of Facilities and Fleet

**Absent:** N/A  
**Regrets:** N/A  
**Staff:** Jennifer Murley, CEO

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### A. Call to Order

#### A.1 Moment of Reflection

The Board meeting was called to order by the Chair at 1 :00 p.m. A Moment of Reflection was observed.

#### A.2 Indigenous Acknowledgement Statement

The Indigenous Acknowledgement Statement was read.

#### A.3 Public Announcement

*None.*

### B. Agenda

#### B.1 Approval of the Agenda

#### **BMPL-Resolution 2025-042**

Moved by Marie Swift and seconded by Carol Sackville-Duyvelshoff, THAT the Agenda of July 17, 2025, be approved as circulated, including any items added to the Agenda. CARRIED.

### **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.

#### **BMPL-Resolution 2025-043**

Moved by Kristina Wichman and seconded by Joanne de Visser, THAT this Board receives as information:

1. 2025 Action Plan Status
2. ADM.25.24 entitled “*Space Utilization Study – Draft RFP V3*”
3. GOV.25.02 entitled “*Strategic Planning Committee Report-July*”
4. FIN.25.03 entitled “*Finance Report Q2 2025*”. CARRIED.

### **D. Minutes**

#### **D.1 Previous Minutes**

Vice-Chair de Visser requested that the service delivery categories, as proposed by Member Gillies, be incorporated into Section F.3.1 of the minutes regarding the Division Sheet for the Town’s 2026 Budget Book.

#### **BMPL-Resolution 2025-044**

Moved by Shawn McKinlay and seconded by Kristina Wichman, THAT this Board approves the Library Board minutes of June 26, 2025, as amended;

AND THAT this Board receive the Strategic Planning Committee minutes of July 8, 2025, as information. CARRIED.

#### **D.2 Business Arising from the Minutes**

##### **D2.1 Discussion: Town of The Blue Mountains (TBM) Corporate Strategic Plan**

The Board reviewed the discussion questions for the Town’s Corporate Strategic Plan Focus Group and identified several key themes: residents are highly engaged in decision-making, there is a need for expanded educational and recreational opportunities (noting the current lack of adequate community space), and the Town’s identity can be categorized as a “community of communities,” balancing individual character with collective cohesion.

The Board acknowledged improvements by staff and Council in transparency and accountability and noted strong relationships between Council and local Boards. It was noted, however, that while public engagement is high, there remains a perception that progress is slow. This perception may be influenced by varying information circulating in the community, which can contribute to misunderstanding.

The Board recommended that Council prioritize the expansion of GLAM services to meet the needs of a growing population, formally recognize the sector's unique value, and invest in cultural infrastructure. Concern was expressed regarding limited time before the next municipal election and the potential loss of momentum during the time leading up to it. Strategic alignment between GLAM and the Town's Corporate Plan was emphasized as essential.

## **D2.2 Focus Group: TBM Corporate Strategic Plan Focus Group**

Chair Scott welcomed Director Hendry and Interim CAO Smith to the meeting. Director Hendry outlined the Town's process for updating its Corporate Strategic Plan, emphasizing the role of community consultation in shaping a shared long-term vision. He clarified that the Plan is the Town's primary guiding document—distinct from an operational plan or aspirational wish list—and will focus on strategic themes and defined outcomes. Completion is anticipated by the end of 2025.

The Board engaged in a live discussion, informed by notes from the prior brainstorming session.

## **E. Communications with the Board**

The deadline for registration was Monday, July 14 at 2pm. No members of the public were present.

### **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**

**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**

CEO Murley provided an update on the Action Plan Status. She noted that Key Result 2 under *Community Hubs*, which relates to securing Council support for expansion through resolution, remains at a yellow status due to delays in the final MURFA report and the absence of a defined timeline for the follow-up staff report.

Highlights from the status summary included:

- A successful leadership transition for the Arts Walk, with the Library continuing to serve as a vital community hub throughout the event.

- An invitation from the Ontario Library Service for BMPL to participate in a pilot of the updated VOLT toolkit.
- The Charitable Status application is about 50% complete.
- The emergency work order approved for the renovation of public washrooms at L.E. Shore will allow the organization to address longstanding infrastructure and accessibility issues. This project directly supports the Board's key result to implement space enhancements identified in the 2024 Accessibility Audit.

## F.2. Strategic Plan Pillar: Community Hubs

1. **Discussion:** Multi-use Recreation Feasibility Assessment (MURFA) Next Steps  
CEO Murley mentioned that the next steps for this project will involve staff reporting back to their Councils and Boards, separately, where a decision will need to be made regarding whether each Council (and Board) would like to move forward with Phase 2 and developing a business case for a joint MURFA, or move forward in different directions.
2. **Verbal Report:** CEO Update on the Youth Climate Action Fund (YCAF)  
CEO Murley reported that the successful Round 2 project recipients have been selected and publicly announced. Full details are available on the project webpage at [www.thebluemountains.ca/YCAF](http://www.thebluemountains.ca/YCAF). In addition, a hybrid meet-and-greet event is planned for the Fall, to be held at the Library and in Owen Sound. This event will provide an opportunity for successful applicants to connect, share the impact of their projects, and receive guidance on the next steps, including reporting requirements.
3. **Report:** ADM.25.24 entitled "*Space Utilization Study – Draft RFP V3*"  
The revised RFP was discussed. CEO Murley clarified that the key deliverable regarding engagement with the community means identifying how people are currently using the space to inform future recommendations. Member Gillies requested that targeted groups be added and the Board be removed. Chair Scott highlighted that the Study's implementation plan should be targeted to a maximum of three years to address immediate concerns. Expansion was removed to avoid scope creep, however, CEO Murley will be discussing expansion with senior management at the Town and how expansion may fit into the Town's long-term financial plan. Member Gillies recommended that compliance with the AODA be added under Explore Opportunities for Reconfiguration and identifying potential grant opportunities be added to the Scope of the Work.

### BMPL-Resolution 2025-045

Moved by Carol Sackville-Duyvelshoff and seconded by Kristina Wichman THAT this Board directs the Library CEO to proceed with the finalization and public release of the Request for Proposal (RFP) for the Blue Mountains Public Library's LE Shore Memorial Library & Gallery Space Utilization Study, as amended, in accordance with the Town of the Blue Mountains Procurement Policy. Carried.

### BMPL-Resolution 2025-046

Moved by Shawn McKinlay and seconded by Kristina Wichman THAT this Board formally request the use of the BMPL General Reserve (Non-Growth Related) funds up to the total \$72,389.89 for the use of the L.E. Shore Memorial Library & Gallery Space Utilization Study. Carried.

### F.3. Strategic Plan Pillar: Organizational Excellence

1. **Discussion:** 2026 Budget Timeline Continued

CEO Murley explained that the Library's Division Sheet will be used to help articulate BMPL's narrative within the Town's budget book. She also invited input from the Board on any anticipated funding needs for 2026, noting that the BMPL management team will be meeting shortly to review and assess their upcoming priorities and resource requirements.

2. **Verbal Update:** Sewage Odour Issue at L.E. Shore

CEO Murley provided a brief update on the issues that have occurred since the last meeting, noting that once one problem was addressed, another presented itself, escalating to an emergency related to plumbing.

Phil Pesek, the Town's Manager of Facilities and Fleet, provided an update on the Town's emergency response to the situation. He explained that the issue qualifies as both a significant capital project and an emergency, which allows the Town to proceed with necessary work while bypassing the standard procurement process. A staff report outlining the associated costs will be brought forward to Council for approval.

Manager Pesek also confirmed that a full retrofit is planned. Additionally, the 2024 Accessibility Audit—funded by the Board—will help guide the emergency renovation of both the men's and women's public washrooms. The use of temporary facilities is also being explored as part of the response.

CEO Murley stated that the Town and Library staff are collaborating to identify alternative community spaces for groups, should the renovation have an impact on existing bookings.

3. **Report:** GOV.25.02 entitled "*Strategic Planning Committee Report-July*"

The report was reviewed, and Chair Julia Scott announced her resignation from the Committee. Member Carol Sackville-Duyvelshoff volunteered to sit on the committee.

#### **BMPL-Resolution 2025-047**

Moved by Shawn McKinlay and seconded by Marie Swift, THAT this Board approves the Terms of Reference of the Strategic Planning Steering Committee as presented;

AND THAT this Board approves the Phases and Timelines of the Strategic Planning Steering Committee as presented;

AND THAT this Board appoints Carol Sackville-Duyvelshoff to the Strategic Planning Steering Committee. CARRIED.

4. **Report:** FIN.25.03 entitled "*Finance Report Q2 2025*"

CEO Murley commended the Museum Curator for successfully identifying a new revenue stream through the Museum Gift Shop. It was also noted that the Board's surplus reserve has now been added to the quarterly financial report. While the surplus reserve is held by the Town, its use remains at the discretion of the Board, in

accordance with the Funding Agreement between the Board and Council. She further explained that this reserve has recently been used to support the capital budget and to offset unanticipated costs, including wage increases stemming from the recent market study.

Vice-Chair de Visser highlighted a discrepancy between the Town's Q1 financial report for the Library and the report presented by CEO Murley, attributing the difference to timing. CEO Murley's report reflected information up to the end of Q2, while Finance continued processing payments for that period. Council received the Q2 financials at the end of Q3.

CEO Murley was asked to revise the wording regarding access to specific reserves in future reports for improved clarity.

#### F.4. Strategic Plan Pillar: Empowering Services

##### 1. **Verbal Update:** 30<sup>th</sup> Anniversary Celebrations

CEO Murley announced that a press release will be issued at the end of July to inform the public about the upcoming anniversary events. She also highlighted that the current Chair of the Arts and Culture Council—who painted the murals in the Story Tower—will be designing a limited-edition colouring book to commemorate the occasion.

### G. Roundtable

#### G.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

- CBC News (July 10, 2025): [Alberta bans school library books it deems sexually explicit](#)
- Collingwood Today (July 8, 2025): [Birds, butterflies, and pollinators benefit from TBM youth climate funds](#)
- Winnipeg Free Press (July 7, 2025): [Elbows up, even when you're holding a book](#)
- Montreal Gazette (July 4, 2025): [Drimonis: Children's book club is latest target of CAQ's identity politics](#)
- The Walrus (June 27, 2025): [Canada's Archives are in trouble – and so is its history](#)

##### 2) BMPL Special Events

- [Sidewalk Astronomy](#)  
Saturday, July 31 | 11 am-1 pm | L.E. Shore Library Parking Lot (Weather Permitting)
- [Astro Night with RASC](#)  
Thursday, August 14 | 7:30-10:30 pm | L.E. Shore Library
- [Susan Swan ft. Julie Mannell Author Talk](#)  
Saturday, August 16 | 2-4 pm | L.E. Shore Library
- [Exhibit Opening: Albert Chiarandini – 8<sup>th</sup> Member of the Group of Seven](#)  
Saturday, August 30 | 2-4 pm | L.E. Shore Library

## **H. Key Messages**

### **H.1. Key Messages Update**

The Board reviewed the key messages and recommended that the Corporate Strategic Plan Focus Group, bathroom renovations, Space Utilization Study, and 30th Anniversary Celebrations be included.

#### **BMPL-Resolution 2025-048**

Moved by Laurey Gillies and seconded by Kristina Wichman, THAT this Board approve the release of the Key Messages Update-July 2025.

## **I. Notice of Meeting Dates**

The next regular Board Meeting is scheduled for September 18, 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.

## **J. Adjournment**

The Chair adjourned the meeting at 4:35 p.m. The Blue Mountains Public Library Board will meet again on September 18, 2025, in the Boardroom at the L.E. Shore Memorial Library and virtually, or at the call of the Chair.



# Committee Minutes

The Blue Mountains Public Library Board  
Meeting

## Strategic Planning Steering Committee

Meeting Date: Thursday, July 31, 2025  
Meeting Time: 12:30 p.m.  
Location: Boardroom, L.E. Shores Memorial Library & Gallery  
Prepared by Jennifer Murley, CEO

Present: Joanne de Visser (Committee Chair), Kristina Wichman, Carol Sackville-Duyvelshoff, Jennifer Murley (CEO)

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*Mission: The Blue Mountains Public Library exists to enrich the lives of all members of our community by offering a wide range of materials, programs and services.*

*Committee Mandate: Reporting to the Board, the Strategic Planning Steering Committee will oversee the planning process, establish timelines and milestones, and present the draft updated Plan to the Board for final approval.*

### A. Call to Order

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#### A.1 Agenda Review

The agenda was approved with no amendments.

#### A.2 Previous Meeting Minutes

The previous minutes were approved by the Board at the July 17 meeting.

## **B. New and Unfinished Business**

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### **B.1 Discussion: Strategic Planning Approaches**

The Committee explored several strategic approaches and reached a consensus on key guiding principles for the updated plan. These include:

- The Plan should serve as a high-level framework, steering clear of operational-level tasks.
- The Plan should articulate a clear vision for our service delivery to the community over the next 10 years, while annual work plans will outline specific operational goals and establish metrics to evaluate progress in alignment with the Strategic Plan.

### **B.2 Pre-Planning Review – Current Plan**

The Committee evaluated the existing plan and identified several key gaps and assumptions:

- The existing mission functions more as a vision statement.
- A revised mission statement was proposed:  
*“Together, we ignite curiosity, promote the freedom to think and explore by creating spaces where ideas, culture, and knowledge thrive.”*
- A revised vision statement was proposed:  
*“The BMPL is a dynamic centre of community engagement where everyone can connect, explore, and create.”*
- The current list of organizational values is overly extensive. The Committee recommended focusing on a core set of non-negotiable values:
  - Literacy
  - Intellectual Freedom
  - Equity
  - Community Focused
  - Cultural Awareness

### **B.3 Strategic Plan Development**

The Committee held a focused discussion on the goals and direction of the research and consultation phase for the updated Strategic Plan. Members identified the need to clarify key deliverables, including determining what elements of the current 2022–2026 Plan remain relevant, what has changed, and which areas should be prioritized for community consultation. Several developments since the last plan were noted, including a return to in-person services and increased demand for physical space, the renovation of the Craighleith Heritage Depot, upgraded gallery technology, completed accessibility audits, an ongoing space utilization study, and planned washroom renovations at the L.E. Shore Branch.

The Committee also acknowledged the completion of the Social Return on Investment (SROI) analysis and the presentation of the MURFA Final Report to Council, with a decision on Phase 2 still pending. Additionally, the evolving political landscape was discussed, with growing division, challenges to intellectual freedom, and decreased momentum around Inclusion, Diversity, Equity, and Accessibility (IDEA) initiatives.

Despite these continue some key issues remain unchanged: the need for expanded GLAM services continues without Council approval, the existing MOU remains effective, and the current funding agreement is in place, though it may not be sufficient for future operations as community growth and needs increase. Broader community concerns such as the high cost of living, affordable housing shortages, and the ongoing digital divide in rural areas were also highlighted as persistent challenges to be addressed in the planning process.

**B.4 Assign Role(s) for Preliminary Research and Environmental Scan**

Following discussion, the Committee directed the CEO to prepare a literature review, a draft environmental scan, and a draft community profile for presentation at the next Committee meeting, ahead of the regularly scheduled September Board meeting.

**B.5. Identify Milestones and Methods for Consultation Plan**

The CEO will prepare a draft for review at the next Committee meeting, with the understanding that the Board's deadline for finalizing the Consultation Plan is September 18, 2025.

**C. Notice of Meeting Dates / Adjournment**

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The next meeting will take place on Thursday, September 4 at 1:00 pm in the Boardroom at L.E. Shore. The Chair adjourned the meeting at 3:00 pm.

## Public Libraries & Development Charges: Response to Ontario Regulatory Proposal 25-MMAH011

Submitted by Ontario Library Association & Federation of Ontario Public Libraries  
July 2025

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On behalf of Ontario's public libraries, public library boards and staff, the Ontario Library Association & the Federation of Ontario Public Libraries welcome the opportunity to express our support for the proposed update to O. Reg. 82/98 under the *Development Charges Act* to update the requirements on how municipalities spend or allocate development charge (DC) reserve funds.

Through this regulatory proposal, the Ontario Government is proposing to expand the requirement for municipalities to spend or allocate 60 per cent of DCs in their reserve fund to now include all DC-eligible services, including public libraries. The omission of public libraries from this requirement when originally introduced in the *More Homes Built Faster Act*, 2022 put additional pressure on the ability of municipalities to maintain and upgrade public libraries. We strongly support this proposed update.

Public libraries are Ontario's farthest-reaching, most cost-effective public resource. They are engines of innovation, entrepreneurship, and local economic development in communities of all sizes. Millions of Ontarians rely on local public libraries in their communities: to work, to learn, to connect to community and government services, and to find or train for a job.

Public libraries depend on development charge revenue to fund new and renovated buildings, digital infrastructure, and collection growth to keep up with the growing demand for library space and resources in communities across Ontario.

Under the *COVID-19 Economic Recovery Act*, 2020, the Ontario Government modernized the *Development Charges Act* to update the list of services that were eligible to receive development charge revenue. Public libraries were at the top of the updated list. Through the leadership of this government, for the first time, all eligible capital costs for public libraries were fully cost recoverable through development charges.

The Ontario Government's proposal reflects its continued recognition of the critical role that public libraries perform as community infrastructure in municipalities of all sizes across the province, and the importance of ensuring that municipalities use a portion of the DCs they collect to help maintain strong, sustainable public libraries for current and future residents alike.

Our members are eager to continue to work alongside their municipalities to support capital investments in their local public libraries for the benefit of the people and communities they serve.

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### **Ontario Library Association / Federation of Ontario Public Libraries**

The Ontario Library Association (OLA) is the oldest continually-operating non-profit library association in Canada, with over 3,500 members comprised of library staff and supporters from public, school, academic, and special libraries.

The Federation of Ontario Public Libraries (FOPL) represents 237 public library systems in Ontario, including 39 Public Libraries on Reserves.

Together, OLA & FOPL are committed to ensuring that libraries can continue to play a critical role in the social, education, cultural and economic success of our communities and schools.

# SUPPORTING RELIABLE PUBLIC LIBRARY INTERNET ACCESS FOR SMALL, RURAL AND FIRST NATIONS COMMUNITIES

## OLA / FOPL Ask

The Ontario Library Association (OLA) and the Federation of Ontario Public Libraries (FOPL) request that the Ministry of Tourism, Culture and Gaming **extend eligibility for the Internet Connectivity Grant program to all public libraries serving communities of 20,000 or less.**

Extending eligibility for this grant program to all qualifying public libraries **builds upon enhancements made in the 2024 Ontario Budget** and will ensure that Ontarians living in small, rural and First Nations communities have reliable access to the high-speed internet and digital resources they need to learn, grow and thrive.

## Background – Internet Connectivity Grant program

- The Internet Connectivity Grant program is a targeted initiative of the Ministry of Tourism, Culture and Gaming that fully reimburses public libraries for the subscription costs of providing publicly accessible internet access.
- This grant program recognizes that public libraries provide critical access to reliable, publicly accessible high-speed internet for many Ontarians and are a critical part of ensuring that residents in small, rural and First Nations communities have access to online government services, skills training and career development.
- Since 2018, the Internet Connectivity Grant program has provided Ontario public libraries serving communities of 20,000 or less with more than \$3 million to ensure the communities they serve have reliable access to the internet.

## Challenge – Extending Grant Eligibility to All Qualifying Public Libraries

- **The list of public libraries eligible to receive the grant has been frozen since 2018.**
- At that time, some public libraries serving communities of 20,000 or fewer did not apply to receive the grant as the physical infrastructure for reliable, high-speed internet access was not yet available in their region.
- Through the Ontario Government's historic investments in expanding broadband infrastructure to underserved regions, **most public libraries now can or will soon be able to connect to reliable, high-speed internet access.**
- **Subscription costs** – which are often significantly higher in small, rural and First Nations communities where connectivity options are limited – **are the major barrier to bringing public internet access to these communities** through the public library.
- 151 of 207 libraries serving communities of 20,000 or less received the Internet Connectivity Grant in 2024-25.

**25% of public libraries serving communities of 20,000 or less do not receive the Internet Connectivity Grant.**

## Opportunity – Providing All Ontarians with Internet Access They Need to Learn, Grow and Thrive

- Extending eligibility for the Internet Connectivity Grant program to all public libraries serving communities of 20,000 or less is consistent with the Ontario Government's commitment to bring reliable high-speed internet to every community across the province by the end of 2025.
- The Ministry of Tourism, Culture and Gaming has recognized that public libraries are a critical access point for high-speed internet - especially in small, rural and First Nations communities where subscription costs are high and at-home access is not available or too expensive.
- Extending connectivity funding directly builds on recent investments made by the Ontario Government to support expanded availability of high-speed internet access through public libraries in small, rural and Northern communities.
  - In 2021, **the Ontario Government invested \$4.85 million to upgrade public library broadband infrastructure** in unserved and underserved communities. Through this investment, Ontario supported the installation or upgrading of broadband at 55 public libraries, with 20 sites having completed upgrades to date.
  - Through the 2024 Ontario Budget, **the Ministry of Tourism, Culture and Sport invested an additional \$122,000 through the Internet Connectivity Grant**, for a total of \$582,000 annually, to ensure that public libraries receiving connectivity funding were fully for the costs of providing publicly accessible internet access.

### Estimated Cost

Based on publicly available information<sup>1</sup>, OLA & FOPL estimate that extending eligibility for the Internet Connectivity Grant to all public libraries serving communities of 20,000 or less would **cost a maximum of approximately \$145,000 annually**.

This reflects a 25% increase over the total 2024 grant program expenditure of \$582,000, which includes the funding enhancements introduced in the 2024 Ontario Budget.

While this estimate represents a maximum cost increase, the initial cost increase is expected to be less as not all eligible public libraries will have high-speed internet installed or accessible at their location.

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<sup>1</sup> Ontario Ministry of Tourism, Culture and Gaming, Ontario Public Library Statistics, Government of Ontario, last modified October 28, 2024, <https://www.ontario.ca/page/ontario-public-library-statistics>.

## Ontario Library Association / Federation of Ontario Public Libraries

The Ontario Library Association (OLA) is the oldest continually-operating non-profit library association in Canada, with over 3,500 members comprised of library staff and supporters from public, school, academic, and special libraries.

The Federation of Ontario Public Libraries (FOPL) represents 237 public library systems in Ontario, including 39 Public Libraries on Reserves.

Together, OLA & FOPL are committed to ensuring that libraries can continue to play a critical role in the social, education, cultural and economic success of our communities and schools.

## Board Meeting

**Report To:** The Blue Mountains Public Library Board  
**Report Name:** GOV.25.03 Strategic Planning Steering Committee Report-September  
**Date:** September 18, 2025  
**Prepared by:** Jennifer Murley, CEO

## A. Recommendations

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1. **THAT the BMPL Board receive GOV.25.03 Strategic Planning Steering Committee Report-September for information.**

## B. Committee Meeting Updates

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At the Board meeting on June 26, 2025, a Strategic Planning Steering Committee was established to oversee the update of the 2022–2026 Strategic Plan. The Committee initially comprised Julia Scott, Joanne de Visser, Kristina Wichman, and CEO Jennifer Murley. Recognizing the continued relevance of the current plan, the Board authorized the Committee to extend the planning horizon beyond the traditional four years to develop a longer-term vision.

To date, the Committee has convened four times:

- **July 8, 2025:** Initial meeting; Joanne de Visser appointed Chair; draft Terms of Reference, phased approach, and timeline developed.
- **July 17, 2025:** Board approval of Terms of Reference and timeline; membership update with Carol Sackville-Duyvellshoff replacing Julia Scott.
- **July 31, 2025:** Review of the current Strategic Plan and environmental scan initiation.
- **September 4, 2025:** Review of environmental scan findings, draft community profile, and consultation plan proposal.

This report provides a summary of the Committee’s progress to date and presents a draft Phase 1 Consultation Plan. Alongside this, the Committee seeks to extend the timeline for the consultation, review, and approval process of the Strategic Plan, which may require Board alignment on the revision of the Strategic Plan timeline as specified in the Board’s Multi-Year Agenda Policy that is revisited every January. Currently, the policy requires the Board to finalize the new Strategic Plan by April of the fourth year, with an interim Q1 action plan completed by November for the incoming Board. It is recommended that the policy be revised to allow for the draft Plan to be presented for initial discussion during the September and October meetings, with final approval deferred to the November meeting. This adjustment will enable the newly elected Board to develop their own action plan following orientation and training.

## C. Committee Progress

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The Committee has explored several strategic approaches and reached a consensus on key guiding principles for the updated plan. These include:

- The Plan should serve as a high-level framework, steering clear of operational-level tasks.
- The Plan should articulate a clear vision for our service delivery to the community over the next 10 years, while annual work plans will outline specific operational goals and establish metrics to evaluate progress in alignment with the Strategic Plan.
- Changes in BMPL's strategic environment since 2022 lead to a need to update/review the Mission, Vision and Values statements to better align with societal and library context changes. These draft revised statements will be validated through the research and consultation process:

**Mission:** "Together, we ignite curiosity and promote the freedom to think and explore by creating ideas where culture and knowledge thrive."

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

**Values:** Literacy, Intellectual Freedom, Equity, Community-Focused, Cultural Awareness

## D. Strategic Planning Research & Consultation Brief - Draft

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### Overview

To date, the BMPL Board and the Town of The Blue Mountains have completed an initial environmental scan (summarized in Appendix). This work has helped frame the broad strategic landscape. However, to develop a responsive and community-driven 2026–2036 Strategic Plan, further quantitative and qualitative research is needed to:

- Clarify evolving community needs
- Identify barriers to access and participation
- Understand attitudes toward library and GLAM services across diverse population groups

### Purpose of This Research

1. To understand the attitudes, perceptions, and expectations of residents, staff, and community organizations toward BMPL and GLAM services.
2. To identify the highest-priority services, spaces, and resources needed over the next decade to meet community demand and support equitable access.

**Desired Outcome:** Up-to-date, community-informed data that will directly shape the priorities and direction of the 2026–2036 Strategic Plan.

### What We Know About Our Community So Far (See Appendix A for Draft Environmental Scan)

#### Demographics:

- An aging population with a growing base of retirees and seasonal residents
- Smaller proportion of families and young professionals

**Community Priorities:**

- Housing affordability
- Access to indoor recreation and community gathering spaces
- Health and social services
- Climate adaptation and sustainability
- Digital access and equity

**GLAM Service Trends:**

- Rising demand for digital resources, technology access, and remote services
- Increased importance of flexibility for seasonal users
- Interest in accessible and age-friendly programming for all ages

**What We Need to Find Out**

While initial research and environmental scanning have identified broad community trends, a deeper and more nuanced understanding is required. To ensure the Strategic Plan addresses both current and future needs, the following areas will guide the next phase of consultation:

**Goal: Build a detailed and inclusive understanding of BMPL’s service population—both users and non-users.**

**Key Questions:**

- What are the income levels, cultural identities, languages, and household types of residents and seasonal visitors?
- Are there differences in access or participation across identity groups (e.g., newcomers, Indigenous Peoples, youth, lower-income households)?
- What are the 10-year demographic projections, including population growth sources and the evolving mix of full-time vs. part-time residents?

**Attitudes & Perceptions**

**Goal:** Understand how the Library and GLAM services are perceived, and what role they are expected to play in the future.

**Key Questions:**

- What are community attitudes toward libraries in general? Are they seen as essential, outdated, or evolving institutions?
- How do people perceive BMPL specifically? Is it considered inclusive, modern, and valuable to taxpayers?
- How aware are residents of the full range of BMPL services (physical, digital, archival, cultural, educational)?
- What is the perceived role of museum and archival services within the broader community?

- When residents imagine the future, what role does the library play in their lives and in the life of the town?

## **Equity and inclusion**

**Goal:** Assess how inclusive and welcoming the library feels to all members of the community.

### **Key Questions:**

- Do residents feel that the community is inclusive overall?
- Do diverse groups—such as youth, Indigenous community members, newcomers, and low-income families—feel seen, welcomed, and served by the library?
- Are there specific barriers to participation for these groups (e.g., language, transportation, digital access, cultural relevance)?

## **Usage and Service Gaps**

**Goal:** Identify the most valued services today, emerging needs, and gaps in access across user groups.

### **a) Residents**

- Which services and spaces do residents value most today (e.g., print, digital, community programming, quiet study, tech access)?
- Where do people currently go to meet their learning, cultural, or recreational needs—and how does the library fit into that landscape?
- How do the needs of seasonal residents differ from year-round residents?
- What barriers prevent usage (e.g., hours of operation, transportation, digital literacy, awareness)?

### **b) Library Staff**

- How do the staff resonate with the current plan? What should stay the same, what should change?
- How do staff perceive the community's needs and the organization's capacity to serve those needs?
- How do staff perceive the BMPL as an employer?
- What skills, resources, and technologies do staff need to meet current and future service expectations?

### **c) Community Organizations & Partners**

- How do local partners (e.g., schools, seniors' networks, business associations, tourism groups) view BMPL's role in their work?
- Where are the gaps in community services that BMPL is uniquely positioned to help fill (e.g., literacy, climate education, digital inclusion, creative spaces, workforce development)?
- What kinds of collaborative opportunities could enhance services across sectors?

## Who Will We Engage?

To ensure that the strategic plan reflects the full diversity of the community, BMPL will seek input from a wide cross-section of voices, including:

### Residents

- Full-time residents
- Seasonal residents
- Youth and seniors
- Visitors and infrequent users

### Community Organizations & Partners

- Local non-profits (e.g., BVO, Youth Roots, Seniors Network)
- Cultural groups and heritage organizations
- Chamber of Commerce and local businesses
- Educational institutions and youth programs

### Library and Town Staff

- BMPL staff and volunteers
- Library Board
- Arts & Culture Council
- Town of The Blue Mountains staff
- Members of Council

### Engagement Targets

To ensure that input is statistically relevant and demographically representative, the consultation process aims to:

- Achieve 400–750 valid survey responses (representing approximately 2.5–5% of the total service population)
- Secure at least 10% participation from underrepresented groups, including youth, seniors, Indigenous residents, and newcomers
- Use a multi-method approach (survey, focus groups, interviews) to capture both broad and deep insights
- Ensure geographic balance, reaching residents across all parts of the municipality

## E. Draft Consultation Plan (2025-2026)

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The fall of 2025 marks a milestone year for the Blue Mountains Public Library (BMPL), with several major initiatives influencing the timeline and focus of strategic planning consultation:

- The celebration of BMPL's 30th anniversary, providing an opportunity to honour the past and spark conversations about the library's future.
- The commencement of washroom renovations at the L.E. Shore Library, which may temporarily affect space and staff availability for engagement activities.

- The completion of a Space Utilization Study, which will offer key insights into how library spaces are currently being used and what improvements the community would like to see.

Given these intersecting events, the broadest phases of community consultation are scheduled for early 2026, when operational capacity and public attention will better support deep, inclusive engagement.

However, early-stage engagement, especially with youth, will begin in Fall 2025, leveraging both the school year and the increased public visibility during the anniversary. Findings from the Space Utilization Study will be integrated into consultation planning and analysis. Feedback gathered through that process will inform strategic directions related to space, accessibility, layout, and future facility improvements.

### **Consultation Phases**

#### **Phase 1 – Fall 2025 [Focus Area: Youth (Underserved Group) & Current Users]**

This foundational phase will engage younger residents early and use the anniversary milestone to initiate future-focused conversations.

#### **Objectives:**

- Use the 30th anniversary as a springboard for public reflection and dialogue about the future of GLAM services in The Blue Mountains.
- Launch targeted youth engagement during the school year to ensure younger voices are included in long-range planning.
- Begin building public interest and momentum ahead of broader 2026 engagement.
- Begin integrating preliminary feedback from the Space Utilization Study, particularly from youth and families.

#### **Activities:**

- Host interactive activities and visioning booths at anniversary events.
- Conduct youth outreach through schools and youth-serving organizations.
- Gather data on how young people currently use library spaces, what's missing, and what they would like to see.
- Review early findings from the Space Utilization Study to inform the next steps and identify key space-related discussion topics.

#### **Phase 2 – Winter 2025–2026 [Focus Area: All – Including Non-Users]**

This will be the primary phase for engaging the wider public, including regular users, infrequent users, and non-users.

#### **Phase 3 – Winter 2025–2026 [Focus Area: Internal Stakeholders & Staff Insight]**

This phase will engage BMPL's internal stakeholders to align strategic priorities with operational realities.

### Ongoing Communication and Staff Engagement

- Provide consistent internal updates and opportunities for feedback throughout the process
- Engage staff in co-developing recommendations and testing emerging ideas
- Position staff as active contributors and ambassadors for community engagement

## F. Draft Timeline & Milestones

### Library Board Milestones

Date	Milestone
July 17, 2025	<ul style="list-style-type: none"> <li>• Board approval of strategic planning steering committee terms of reference</li> <li>• Board approval of key milestones, and timeline</li> </ul>
September 18, 2025	<ul style="list-style-type: none"> <li>• Board approval of consultation plan and focus areas</li> </ul>
January 15, 2026	<ul style="list-style-type: none"> <li>• Review results of consultation</li> </ul>
April 16, 2026	<ul style="list-style-type: none"> <li>• Board approval of final updated strategic plan and implementation plan</li> </ul>
<b>Note:</b> The Strategic Planning Steering Committee will provide updates to the Board throughout the process and make recommendations for approval.	

### Strategic Planning Steering Committee Milestones

Date	Milestone
June 26, 2025	<ul style="list-style-type: none"> <li>• Committee is formed</li> </ul>
July 8, 2025	<ul style="list-style-type: none"> <li>• Develop Terms of reference</li> <li>• Elect Chair</li> <li>• Identify key milestones and timelines</li> </ul>
July 17, 2025	<ul style="list-style-type: none"> <li>• Board approval of Committee Terms of Reference, key milestones, and timelines</li> </ul>
August 2025	<ul style="list-style-type: none"> <li>• Conduct preliminary research</li> <li>• Conduct environmental scan</li> <li>• Develop consultation plan and focus areas</li> </ul>
September 18, 2025	<ul style="list-style-type: none"> <li>• Board approval of consultation plan and focus areas</li> </ul>
Late September 2025-February 2026	<ul style="list-style-type: none"> <li>• Begin internal and external consultation</li> <li>• Complete environmental scan report</li> <li>• Complete consultation report</li> </ul>
March 2026	<ul style="list-style-type: none"> <li>• Finalize draft strategic plan and communication plan</li> </ul>

April 2026	<ul style="list-style-type: none"> <li>• Board approval of final strategic plan and communication plan</li> </ul>
June 2026	<ul style="list-style-type: none"> <li>• Present to Council as information</li> </ul>

### High Level Activities & Milestones

Phase	Activity	Details
Research and Consultation	Internal Consultation	<ul style="list-style-type: none"> <li>• Develop surveys and schedule focus groups for staff engagement</li> <li>• Staff to review current plan, identify areas for change, identify what remains true to the organization</li> <li>• Conduct a SWOT analysis with staff</li> </ul>
	Environmental Scan	<ul style="list-style-type: none"> <li>• Review existing studies and plans</li> <li>• Review upcoming projects that may or may not affect the future of GLAM services (i.e. Corporate Strategic Plan, MURFA, Tourism Strategy)</li> <li>• Review existing trends in GLAM spaces and services</li> <li>• Conduct a SWOT analysis, incorporating results from staff SWOT</li> <li>• Identify trends and themes that may help guide the strategic planning process</li> <li>• Identify capital needs and potential funding sources</li> </ul>
	External Consultation	<ul style="list-style-type: none"> <li>• Identify external stakeholders</li> <li>• Develop surveys and schedule focus groups for external engagement</li> <li>• Identify core themes</li> </ul>
Alignment		<ul style="list-style-type: none"> <li>• Identify alignment of core themes and priorities with existing or future BMPL projects</li> <li>• Identify alignment of core themes and priorities with Town strategies and plans</li> </ul>
<b>Note:</b> Staff will be kept informed about this process and the plan's development so that everyone has a clear understanding.		

Submitted on behalf of the Strategic Planning Committee,

Jennifer Murley, CEO

[LibraryCEO@TheBlueMountains.ca](mailto:LibraryCEO@TheBlueMountains.ca)

519-599-3681 extension 148

## APPENDIX A

### Initial Environmental Review

#### Contextual Shifts

Since the adoption of the 2022–2026 Strategic Plan, significant changes have influenced BMPL’s strategic environment, including governance transitions, organizational restructuring, evolving service delivery models, and sectoral trends.

#### Governance & Organizational Change

- Substantial turnover of the Board, with only one original member remaining.
- Appointment of a new Chair and CEO.
- Town of The Blue Mountains underwent leadership changes and organizational restructuring between 2024 and 2025.
- Strengthening collaboration between BMPL and Town staff to improve service integration.
- Implementation of a quarterly statistical report that aligns with the Strategic Plan and Annual Work Plan.

#### Service Delivery & Community Engagement

- **Return to In-Person Services:** Following the lifting of COVID-19 restrictions, BMPL successfully transitioned back to in-person programming, while maintaining robust virtual and hybrid offerings to meet the evolving needs of a diverse community.
- **Sustained Circulation Across Formats:** Total annual circulation has remained consistent:
  - 2022: 59,704
  - 2023: 60,344
  - 2024: 54,694
- **Growth in In-Person Visits:** There has been a significant increase in foot traffic to both facilities, particularly in 2023:
  - 2022: 80,392
  - 2023: 122,720
  - 2024: 97,916
- **Increased Use of Workstations:** Public use of library computers and workspaces has risen steadily:
  - Weekly average users: 95 (2022), 128 (2023), 169 (2024)
- **Rising Demand for Community Spaces:** Use of library spaces by external organizations and individuals has more than doubled:
  - Room rentals: 93 (2022), 209 (2023), 242 (2024), with 76 rentals already recorded in the first half of 2025.
  - Since Q2 2024, staff have also begun tracking unfulfilled booking requests. Between April 2024 and June 2025, **76 requests** were denied due to lack of availability in the Gallery and Boardroom—demonstrating unmet demand for public meeting space.

- **Outreach and Delivery Services Expansion:** Home delivery services for residence-bound or at-risk individuals have tripled:
  - 7 service visits (2023), 21 (2024)
- **Increased Interlibrary Loan Activity:** Community demand for borrowing materials from other libraries continues to rise:
  - 787 requests (2022), 857 (2023), 910 (2024)
- **Equity and Literacy Outreach:** In 2024, BMPL launched five Little Free Libraries and Food Pantries across The Blue Mountains to support literacy and food access in remote and underserved areas.

### Sectoral and Societal Trends

- Intellectual freedom challenges in Canadian libraries have doubled between September 2022 and August 2023, with 38% targeting materials supportive of 2SLGBTQIA+ communities, prompting policy reviews and reaffirmations of intellectual freedom commitments.
- Rapid integration of Artificial Intelligence (AI) in daily operations poses both opportunities and ethical challenges; BMPL has developed AI policies and included AI literacy in programming.
- Increasingly frequent and sophisticated cybersecurity threats, with several Canadian libraries affected by ransomware and data breaches since 2023. BMPL prioritizes cybersecurity training, risk management, and infrastructure investment.
- Evolving community expectations demand responsive, inclusive, and innovative programming positioning libraries as hubs for social connection, technology access, and lifelong learning.
- Workforce trends emphasize enhanced workplace culture, wellness, professional development, and the need for improved staff workspaces.
- Safety concerns and public interaction challenges require updated protocols and staff training.
- Addressing social isolation and fostering civic engagement remain key community roles for BMPL.

## **Appendix B**

### **Strategic Projects and Initiatives**

Since 2022, BMPL has completed or initiated numerous strategic projects aligned with the 2022–2026 plan:

- Gap Analysis and Building Program Update (2022)
- Museum Renovation (2023)
- Gallery and Boardroom AV Upgrades (2023)
- Installation of five Little Free Libraries and Food Pantries (2024)
- Launch of The Blue Mountains Digital Cultural Map (2024)
- Social Return on Investment Study (2024)
- Museum and Archival Collection Revitalization at Craighleith Heritage Depot (2024)
- Accessibility Audits at L.E. Shore (2024) and Craighleith Heritage Depot (2025)
- Space Utilization Study at L.E. Shore (Summer 2025)
- Physical Cultural Map for The Blue Mountains (2025)

Relevant Town initiatives include:

- The Future Story community visioning (2022)
- Development Charges Background Study (2024)
- Youth Climate Action Fund (ongoing since 2024)
- IT Strategic Plan (2024)
- Municipal Accommodation Tax & Strategy (2024)
- Natural Asset Inventory and Natural Heritage Study (ongoing since 2024)
- Joint Multi-Use Recreation Feasibility Assessment (ongoing since 2024)
- Tourism Destination Strategy (2025)
- Gateway & Wayfinding Project (ongoing since 2024)
- Official Plan Update (2025)
- Corporate Strategic Plan (launched 2025)
- Public Washroom Renovations at L.E. Shore (ongoing since 2025)
- Building Condition Assessments (anticipated 2025 completion)

Relevant Grey County initiatives:

- Going Green in Grey: Climate Change Action Plan (2023–2025)
- Grey County Accessible Municipal Spaces Map (2023)
- Grey County Housing Action Plan (2023)
- Beaver Valley Sustainable Tourism Strategy (2024–2028)

## **Appendix C**

### **Ongoing Community Priorities and Operational Realities**

**Community Priorities:**

- Affordable and attainable housing
- Environmental sustainability and climate stewardship
- Cultural heritage preservation
- Youth engagement and empowerment
- Mental health and community well-being
- Equity, diversity, inclusion, and Truth & Reconciliation

**Operational Challenges:**

- Limited and outdated staff workspaces are insufficient for current and future needs
- Inadequate storage at L.E. Shore and Craigleith Heritage Depot
- Lack of dedicated youth/teen spaces and flexible programming areas at L.E. Shore
- Absence of private study rooms and modern programming spaces at both facilities
- No accessible group reading areas
- Museum and Archive lack sufficient storage and display capacity; outdated technology restricts service modernization
- Gallery lacks appropriate professional display facilities
- Insufficient outdoor gathering spaces
- Technology and furniture across sites require modernization
- Inadequate signage at both facilities
- Navigating evolving insurance, employment law, safety, and privacy requirements

## **Appendix D**

### **Community Profile: Initial Insights**

To align with broader municipal planning, BMPL referenced the 2021 Census and the Town's 2025 Community Profile to inform strategic priorities and reduce duplication. Key insights include:

- Population: Approx. 9,390 full-time and 6,000 seasonal residents; 2.5 million annual tourists
- One of Canada's fastest-growing communities with 38% growth from 2011 to 2021
- Older demographic with 34% aged 65+, nearly double the provincial average
- Highly educated population: 41.3% hold a bachelor's degree or higher
- Economy driven by tourism, hospitality, agriculture, construction, and real estate
- Workforce largely commuter-based (64%)
- Significant housing affordability challenges, with high home prices and lack of purpose-built rentals
- Infrastructure pressures: aging municipal assets, limited public transit, and capital investment needs



# Quarterly Report

Q2 2025

# Plan Overview

## 2022-2026 Strategic Plan

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

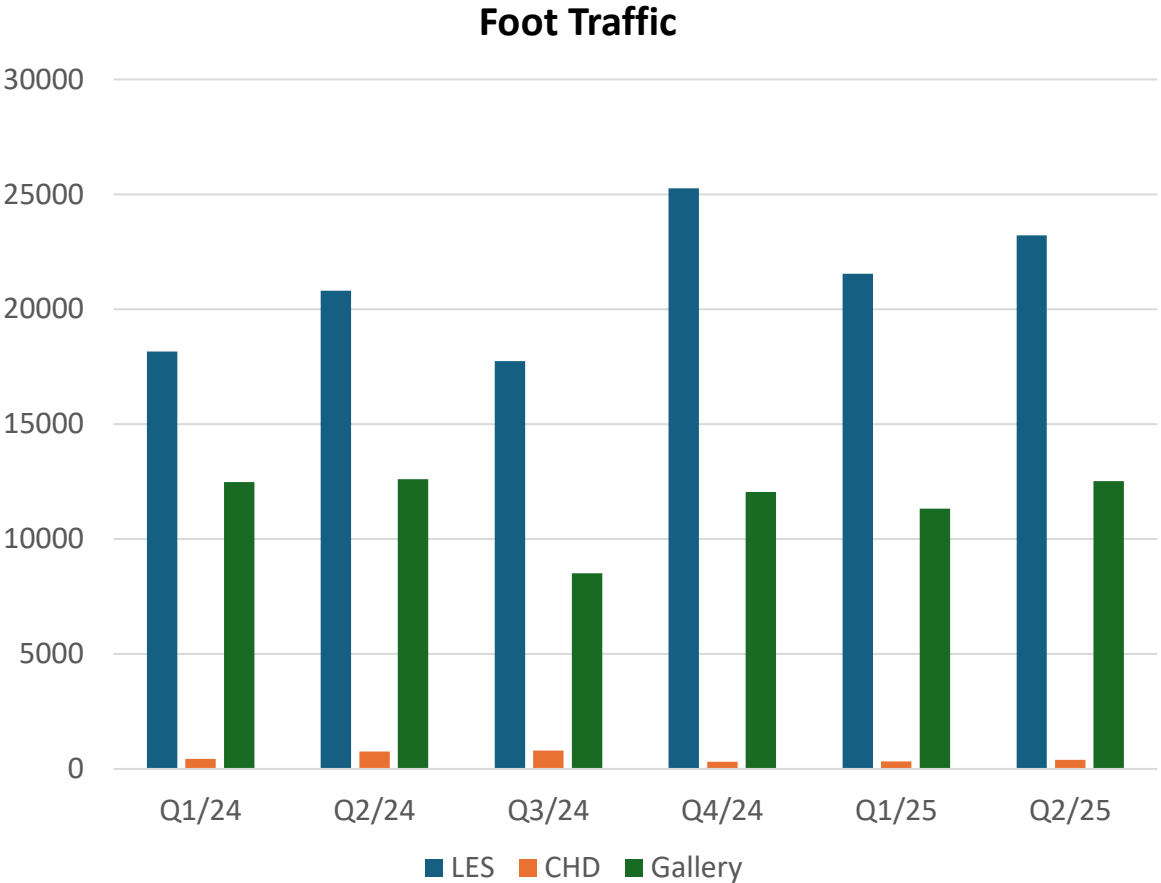
## 2025 Annual Plan

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

# Reporting Routines

Strategic Priority & Goal	What we measure	How we measure it	Reporting Cadence
<b>COMMUNITY HUBS</b>	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
<b>EMPOWERING SERVICES</b>	Services & Usage Community Impact	Programs & participation Media metrics Survey Satisfaction Emotional affiliations	Quarterly/Annually Quarterly/Annually Annually Annually
<b>ORGANIZATIONAL EXCELLENCE</b>	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

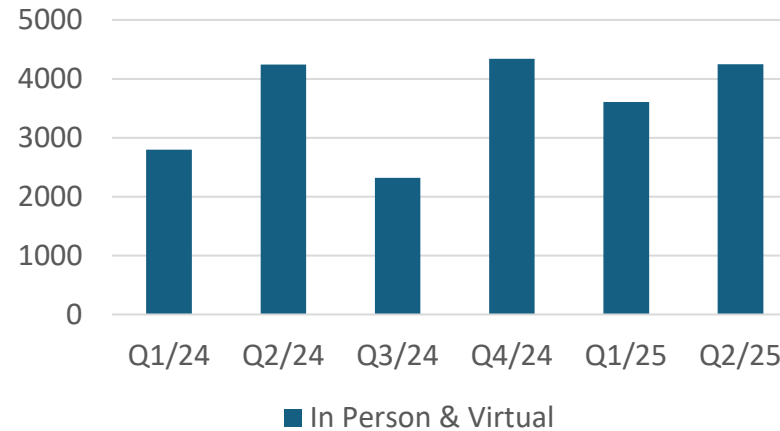
# Quarterly Performance Measures: Community Hubs



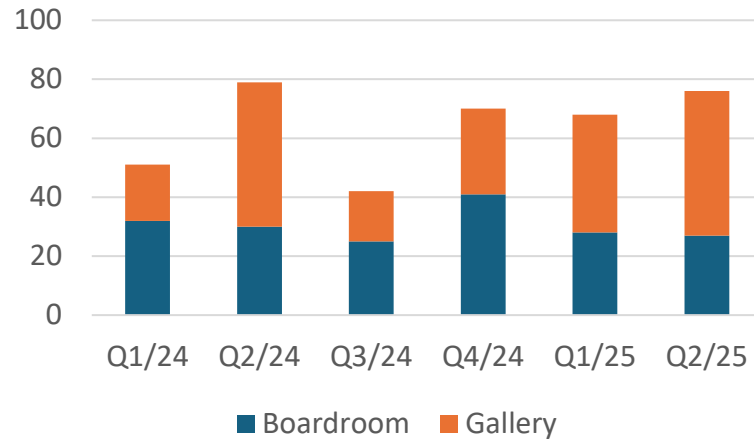
Card Holders	2024	Q1	Q2	Q3	Q4
Total	4840	4900	4982		
% of TBM Population	51.5%	52.2%	53.1%		
# of New Cardholders	525	110	132		

# Quarterly Performance Measures: Empowering Services

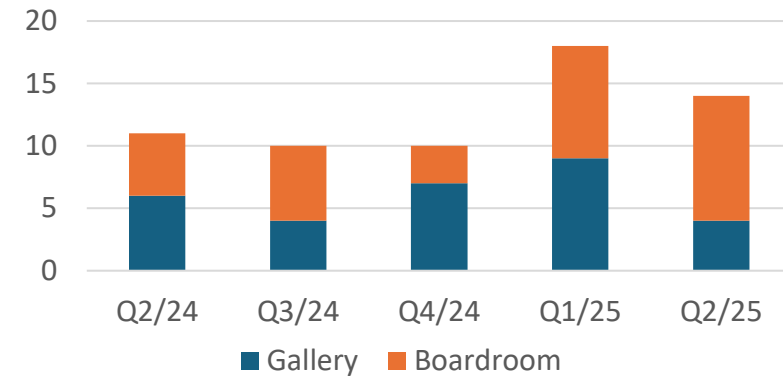
BMPL  
Program Participation



L.E. Shore  
Room Bookings

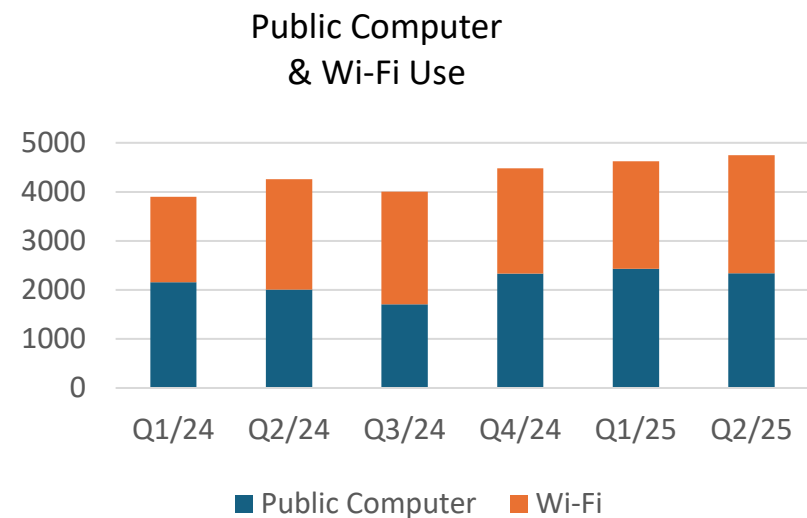
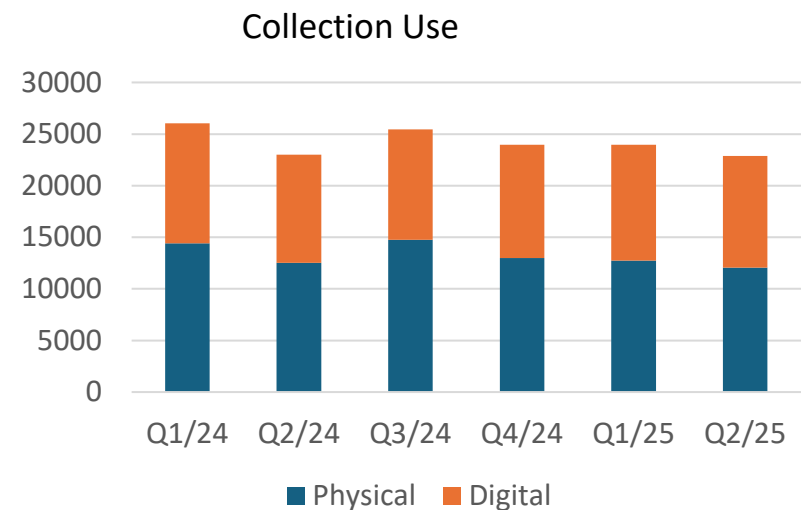


L.E. Shore  
Room Booking Requests Declined due to  
Unavailability



# Quarterly Performance Measures: Empowering Services

## Service Usage



## Awareness

Visibility	2024	Q1	Q2	Q3	Q4
Social Media Reach	13128	5767	8819		
# of Media Mentions/Articles	15	4	7		

Q2 2025

# Quarterly Performance Measures: **Organizational Excellence**

## Incident Reports

2024	Q1	Q2	Q3	Q4
17	5	0		

- ✓ Q1 financial statements received
- ✓ 2024 Annual Report presented to Council
- ✓ 2024 Audited Financial Statements received, approved, and published to Town and Library websites



# 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

**Q2 Summary:** In May, the CEO presented BMPL’s 2024 Annual Report to Council, emphasizing how GLAM services continue to meet community needs, despite persistent space limitations. Ongoing participation in the Multi-Use Recreation Feasibility (MURFA) Project Team supported progress on space planning and advanced key conversations about how expanded library services can align with broader municipal priorities.

During May, staff and the Board also began drafting a Request for Proposals (RFP) for a Space Utilization Study. Additionally, Board members attended a Craighleith Working Group meeting to gain a deeper understanding of community priorities, particularly around service delivery, and to explore how BMPL can play a more active role in future planning and better support residents in the east end.

In June, the Library CEO attending the Ontario Library Association’s *Library as Place Conference*, where libraries of all sizes and sectors met to learn about the ongoing challenges of keeping spaces relevant and adaptable.

# 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

**Q2 Summary:** In Q2, the Blue Mountains Public Library (BMPL) delivered 200 programs, engaging 4,249 participants, demonstrating continued growth in community interest and use of GLAM services. The Gallery received significant media attention, particularly through Beverley Smith’s *It Starts with a Scribble* exhibition, which drew 150 attendees and a further 75 for her artist talk. The show led to the sale of 35 works and was supported by BMPL’s first promotional video—an intimate interview with the artist in her home studio—which has garnered 140 views to date.

BMPL also deepened its participation in municipal initiatives. The CEO led a tour of both library facilities for the interim CAO, while members of the senior leadership team and Board took part in the Town’s Tourism Strategy Workshop. For the first time, BMPL partnered with the Town to co-host the Sustainability Summit, premiering *REEL History: Film Journey of Water* to the public. Other collaborative events included a Cultural Mindfulness Training session co-hosted with the IDEA Committee in The Gallery, and joint celebrations of Pride Month and National AccessAbility Week.

At the provincial level, the CEO represented BMPL at the Ontario Small Urban Municipalities Conference, advocating for libraries and cultural institutions across Ontario. Visibility within the community also continues to expand, with a feature cover story on BMPL scheduled for the August issue of *Neighbours of the Blue Mountains*, which will be delivered to all households. Finally, the CEO has begun work with Town staff on the 2025 budget process, ensuring BMPL’s strategic priorities are reflected in the year ahead.

# 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

**Q2 Summary:** In Q2, BMPL continued to strengthen staff capacity and advance strategic planning efforts. Staff participated in targeted training, including the Ontario Library Association’s *Becoming Informed, Confident Staff* session on managing challenging patron interactions, and mental illness response training led by Ryan Dowd. These initiatives support safety protocols and preparedness for complex public-facing situations.

In May, BMPL launched its new AI policy, emphasizing ethical use, cybersecurity, and privacy. Staff were trained not to enter personal information into AI systems. Related updates were made to Gallery procedures, now requiring artists to disclose AI use and outline their creative process.

BMPL also aligned more closely with the Town’s corporate health and safety standards. A new Library representative joined the Town’s Joint Health and Safety Committee as a voting member. The Library adopted the Town’s inspection reporting process, and the representative was equipped with appropriate PPE for facility inspections across the municipality.

In June, the CEO completed the Advancing Public Library Leadership Intensive, with training in strategic planning, budgeting, leadership styles, and the “Coach Approach.” Additionally, the CEO began work with Town staff on the 2025 budget process—supporting efforts to solidify funding sources and lay the groundwork for a multi-year strategic financial plan.

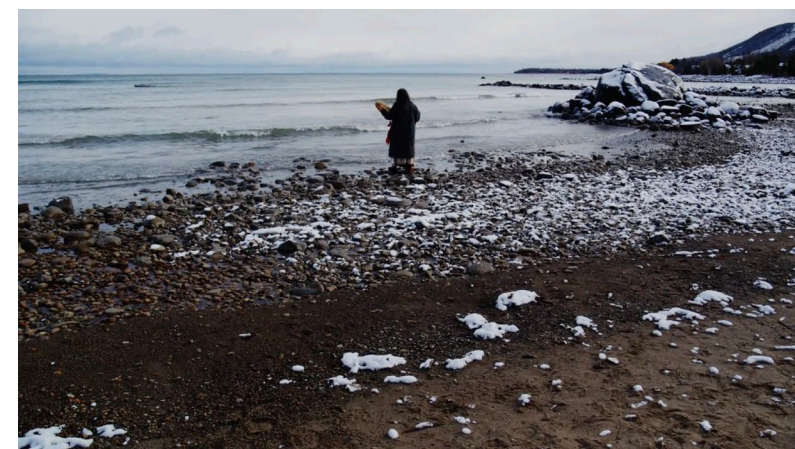
# Spotlight on IDEA

*At the heart of the GLAM is a deep and enduring commitment to inclusivity, diversity, equity, accessibility, safety, and intellectual freedom. Guided by the principles of human rights, we continue to foster a space where everyone feels a sense of belonging—and where ideas, creativity, and learning are free to grow.*

In April, we joined forces with the South Georgian Bay Jewish Community to host a children's cultural meet-up, where participants explored Passover traditions and celebrated through shared cultural foods. That same month, we presented an Indigenous astronomy program and, in partnership with the Town, filmmaker Tracey Strnad, and Indigenous collaborator Heather McIntyre of the Chippewas of Georgina Island, premiered *The Journey of Water* at the Sustainability Summit. Alongside these events, we offered a diverse lineup of mental health-focused programs to support our community's varied needs, from insightful book talks to our ongoing Death Café series, ensuring there truly was something for everyone.

In May, we worked alongside the Canadian National Institute for the Blind and Hear Canada to host Community Assists Days, helping visitors access important resources and information related to living with, or supporting others with, vision or hearing loss. We also joined municipal colleagues in recognizing National AccessAbility Week and Red Shirt Day, celebrating the many accessible spaces and services available across the Town of The Blue Mountains.

June marked celebrations of both National Indigenous History Month and Pride Month. The Library featured educational displays, hosted an Indigenous market with Jennifer Wabegijig, and proudly held our first family-friendly Pride event, featuring special guest Tyler Boyle—made possible by a generous donation from the Grey Bruce Community Foundation.



# Patron Feedback, Stories, and Digital Engagement



It's National AccessAbility Week, an important time to reflect on how we create spaces that are inclusive and welcoming to everyone.

This post was created by our colleague, Jamie, who is part of the Deaf community and has cerebral palsy. Jamie has been part of our library team since 2015! She designed this content to help bring more visibility to accessibility and inclusion.

We're proud to have her voice and perspective shaping the work we share.

🌟 National AccessAbility Week is May 25 to 31, 2025.



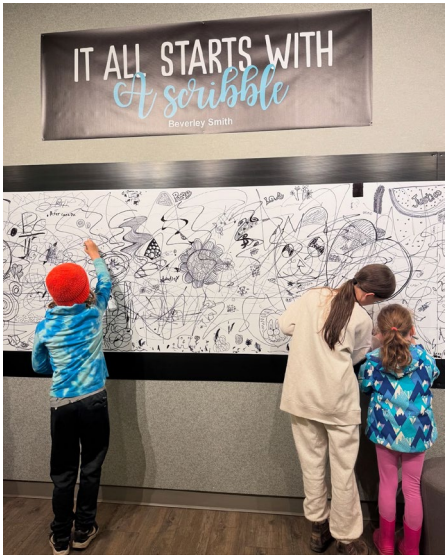
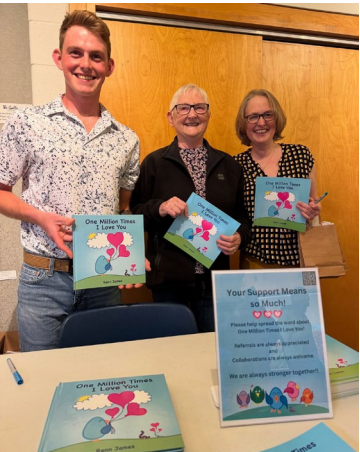
**Maureen Munden**  
Jamie inspires me.

15w Like Reply Hide



**Louise Kiner**  
Awesome, Jaime! 🍌🍌

15w Like Reply Hide



**Mary Lye**  
What an amazing experience you gave us Karen. So honest and open. I will remember this afternoon for ever. So proud of you and your family ❤️ Say Hello to your daughter from her Thornbury family of new friends. The book is perfect. 🍌🍌

15w Like Reply Hide



**Karen James**  
Mary Lye Thanks for your support Mary. And thanks for your love of the book and its message: we are valued, we are worthy and we are loved! Keep sharing!!

15w Like Reply Hide



**Sandra Pyatt**  
Karen, sorry I couldn't be there today. Sounds and looks like a great success! ❤️

15w Like Reply Hide



**Karen James**  
Sandra Pyatt Hi Sandra, you were there in spirit and it was a wonderful afternoon! Thanks for thinking of me ❤️

15w Like Reply Hide



**Karen James**  
Thank you so much for hosting me. I'm so grateful for the love and support of the Blue Mountains Public Library, and our wonderful community. What a great afternoon!! ❤️



**Terese Connolly**  
I dropped into the library in Thornbury, to experience Bev's show, It Starts with a Scribble. Wow! So creative and innovative, not to mention the viewer participation! Very inspirational, Bev. My favourite piece was sold...as many others have been. Congratulations!

19w Like Reply Hide



**Dorothy Embacher**  
Excited to be there.

19w Like Reply Hide



**Kimber Valley Farms**  
Thank-you so much for having us! What a wonderful group of ladies and a great location. We really had so much fun! ❤️🍌🙏

16w Like Reply Hide

# Patron Feedback, Stories, and Digital Engagement



GBCS PCC - Parent Community Council and 31 others



Like



Comment

Most relevant ▾

Sarah Swackhammer  
Gorgeous, a tree blooming with love, kindness and acceptance! 🌸  
13w Like Reply Hide

Top fan  
Helene Schofield  
Oh Lily it is so beautiful  
13w Like Reply Hide

Charlie Leyland Steip  
The kids (and myself) loved this! Such a heartwarming feeling as a queer parent being able to bring the kiddos to events like this in our town 🌈❤️🌈

10w Like Reply Hide

Asia Wright  
Such a fun morning  
Thank you for all your organizing  
The kiddos had such a blast

10w Like Reply Hide

Top fan  
Ashley Lethbridge  
This looks like so much fun. I'm so sad I had to miss it. Definitely catch the next one!

10w Like Reply Hide

Mallory Hazlett Hegarty  
Thanks for organizing! This was such a fun event.

10w Like Reply Hide

bmplibrary We had a fun, intergenerational event at the L.E. Shore Library today, the Always Imagine Wire Art Workshop! ✨ @jamespatersonartist shared his book Saturday Morning and his Storytelling Machine, then everyone, from kids to adults, had the chance to create their own wire art. It was a wonderfully creative time! Check out the last few photos to see some of the amazing pieces 🌈

18w

mycollingwood Wow that looks incredible @bmplibrary

18w Reply

gibbsontina That looks like it was an incredible event!!!! Some truly great art pieces came out of it too 🌈

18w 1 like Reply

ju.dy5604 A great workshop!

18w 1 like Reply

backtotheyarn Thank you @bmplibrary for hosting this workshop. Loved it! ❤️

18w 1 like Reply

The Blue Mountains Public Library ...  
Published by Sendible • June 26 • 🌐

Happy last day of school to all the students and school staff. We'll miss our BVCS kids and the 3:15pm chaos at L.E. Shore. Remember, the library is a safe, free space for all so come hang out with us this summer. Have a happy and safe break. ❤️ Yours truly, The Blue Mountains Public Library... [See more](#)

Edit

Boost post

27



2 1

Most relevant ▾

Melissa Goldmintz-Shah  
We are so lucky to The Blue Mountains Public Library!! 🌈🌈

11w Like Reply Hide

Tina Gibson  
Best and friendliest place in town ❤️

11w Like Reply Hide

2

## 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; LES bathroom renovation in progress. Clutter addressed in staff areas and storage spaces. Fridge issue at CHD resolved.
	2. Council supports space improvements and/or expansion recommendation through resolution		MURFA final report received. Follow up report to COW October 6. Space Utilization Study in progress.
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		30 Anniversary media release & event lineup released; physical cultural map printed; Neighbours of the Blue Mountains cover story secured; increased media attention on track.
	2. Increase use of GLAM services		Washroom renovation may affect usage of in person services (i.e. visits, program cancellations, private bookings).
	3. Increase participation in Town Initiatives		Features in TBM publications; MURFA, YCAF, SAM, JHSC, Sustainability Summit; All Town Staff Meetings.
	4. Increase participation in community advocacy efforts		Representation on Craighleith Community Working Group secured; Bill C-5 advocacy.
ORGANIZATIONAL 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		Charitable status application completed.

Status Legend:

On Track

At Risk

Late