

Board Meeting

Meeting Date: September 17, 2026
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 September 17, 2026, 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. ADM.26.16 entitled “2026 Action Plan-Summary Review-September”
2. ADM.26.17 entitled “Deaccessioning Requests-July Follow up”
3. FIN.26.03 entitled “2025 Audit Report”
4. GOV.26.05 entitled “Strategic Planning Steering Committee-2027-2037 Draft Strategic Plan-V1”
5. GOV.26.06 entitled “Finance Working Group Update-Policy Review & Draft Financial Framework”

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 16, 2026, as circulated/amended; AND

THAT this Board receives the Blue Mountains Public Library Strategic Planning Steering Committee minutes of July 8, 2026, and August 6, 2026, as information; AND

THAT this Board receives the Blue Mountains Public Library Board’s Financial Working Group minutes of July 9, 2026, and August 13, 2026, as information.

D.2 Business Arising from the Minutes

E. Communications with the Board

Deadline for registration is Monday, September 14 at 2pm.

E.1 Deputations

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

None at the time of agenda creation.

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:** ADM.26.16 entitled *"2026 Action Plan-Summary Review-September"*

F.2 Strategic Plan Pillar: Community Hubs

1. **Verbal Report:** LES Expansion Next Steps

F.3 Strategic Plan Pillar: Organizational Excellence

1. **Presentation:** Draft 2025 Audited Financial Statements [KPMG]
Note: This presentation will occur at approximately 1:05 p.m.

Recommended Motion

Moved by____ and seconded by____, THAT the Blue Mountains Public Library Board approve the 2025 Audited Financials of the Blue Mountains Public Library; AND

THAT this Board approve the Town of The Blue Mountains 2026 audited firm as the Blue Mountains Public Library's audited firm.

2. **Report:** GOV.26.05 entitled *"Strategic Planning Steering Committee-Draft 2027-2037 Strategic Plan-V1"* [Joanne De Visser]
3. **Report:** GOV.26.06 entitled *"Finance Working Group Update-Policy Review & Draft Financial Framework"* [Julia Scott]
4. **Verbal Report:** Board Recruitment Update [Library CEO]

F.4. Strategic Plan Pillar: Empowering Services

1. **Report:** ADM.26.17 entitled *"Deaccessioning Requests-July Follow up"*

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

- Collingwood Today (September 4 ,2026): [TBM announces changes to organizational structure](#)

- Collingwood Today (September 9, 2026): [TBM Library now has charitable status](#)
- Toronto Life (August 27, 2026): [Access to culture should be a right not a privilege: ROM CEO Nicholas Bell on making the museum more affordable](#)

2) BMPL Special Events

- [Author Talk & Book Launch: Karen James](#)
September 26, 2026 | 2-4 pm | L.E. Shore
- [Exhibit Opening: New Beginnings – Pods & Seeds in Fibre Art](#)
October 3, 2026 | 2-4 pm | L.E. Shore
- [REEL History Finale: Towns of the Blue Mountains](#)
October 7, 2026 | 7-9 pm | L.E. Shore

H. Key Messages

H.1 Key Messages Review

I. Notice of Meeting Dates

The next regularly scheduled Board meeting is scheduled for October 15, 2026, at 1:00 p.m. in the L.E. Shore Boardroom, or at the call of the Chair.

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 15, 2026, 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

DRAFT
Not Approved

Meeting Date: July 16, 2026
Meeting Time: 1:00 p.m.
Location: Library Boardroom
Prepared By: Jennifer Murley, CEO/Secretary of the Board

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

Guests: Adam Smith, TBM CAO
Phil Pesek, TBM Manager of Facilities and Fleet

Staff: Jennifer Murley, CEO
Alessia Farris, Museum Curator
Franz Greenfield, Administrative Assistant

Absent: N/A
Regrets: N/A

A. Call to Order

A.1 Moment of Reflection

The Board meeting was called to order by the Chair 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

One member of the public was present to provide a deputation to the Board.

B. Agenda

B.1 Approval of the Agenda

Two items were added to the agenda:

- Under D.2. "Business Arising from the Minutes": Update for Board recruitment.
- Under "Community News and Updates":

- Article: “TBM will put library funding agreement under the microscope” (Collingwood Today)
- Article: “Our public library is a shared space, not a shelter” (The Spec)

BMPL-Resolution 2026-037

Moved by Joanne de Visser and seconded by Kristina Wichman, THAT the Agenda of July 16, 2026, be approved as circulated, 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 arose within the agenda.

BMPL-Resolution 2026-038

Moved by Carol Sackville-Duyvelshoff and seconded by Shawn McKinlay, THAT this Board receive as information:

- 1) *ADM.26.13 entitled “2026 Action Plan-Summary Review-July”*
 - 2) *ADM.26.14 entitled “Q2 Report”*
 - 3) *ADM.26.15 entitled “Deaccessioning Requests-July”*
 - 4) *GOV.26.03 entitled “Strategic Planning Steering Committee Update-July”*
- CARRIED.

D. Minutes

D.1 Previous Minutes

BMPL-Resolution 2026-039

Moved by Marie Swift and seconded by Laurey Gillies, THAT this Board approves the Blue Mountains Public Library Board minutes of May 21, 2026, as circulated; AND

THAT this Board receives the Blue Mountains Public Library Strategic Planning Steering Committee minutes of May 12, 2026, as information; AND

THAT this Board receives the Blue Mountains Public Library Board’s Financial Working Group minutes of May 11, 2026, as information.

CARRIED.

D.2 Business Arising from the Minutes

1. Board Recruitment

Chair Scott met individually with each Board member to gauge their interest in serving an additional term. Additionally, Board recruitment sessions are being planned for the fall of 2026.

E. Communications with the Board

The deadline for registration was Monday, July 13 at 2:00p.m. One member of the public was present to provide a deputation to the Board.

E.1 Deputations

1. Julie Manell, Resident (Re: Creative Writing Programming)

Julie Manell proposed the library, as it explores expansion, incorporate a permanent creative writing program, which would include a program director and writer in residence.

E.2 Public Input on the Agenda

None.

E.3 Correspondence

None at the time of agenda creation.

F. Strategic Plan Updates & Action Items

F.1 Action Planning

1. **Discussion:** ADM.26.13 entitled "2026 Action Plan-Summary Review-July"
Presented to Board.

F.2 Strategic Plan Pillar: Community Hubs

1. **Report:** Multi-Year Funding Agreement & TBM Corporate Strategic Plan Update
[TBM CAO, Adam Smith]

TBM Corporate Strategic Plan Update

CAO Smith highlighted two key priorities for the Town's Corporate Strategic Plan: securing input and buy-in from Town staff and ensuring alignment between the Town's and the Library's strategic plans. He also emphasized the importance of identifying the Town's core municipal services to help guide future resource allocation.

The Board discussed the Library's role as a community hub, cultural partner, and service provider within the Town. Questions were raised regarding the Library's position as both a municipal partner and a contributor to broader community priorities.

The Library was acknowledged as an important cultural partner, with recognition that there may be opportunities for the GLAM to evolve and assume responsibility for certain services that are better aligned with its mandate than with the Town's.

It was noted that, while the Library is not considered a core municipal service from the Town's service delivery perspective, this does not diminish its importance to the

community or the Town's overall objectives. By way of comparison, communications was cited as a function that is not considered a core municipal service but remains an essential component of delivering services, engaging the community, and advancing corporate priorities.

Multi-Year Funding Agreement Review

Chair Scott opened the discussion noting that the purpose of the CAO's update is to clarify the intention of staff report ADM.26.041 regarding the Library Board's Funding Agreement with Council. The update is to be received as information only, and it is not formal notice of cancellation of the funding agreement.

CAO Smith clarified that this notice is not a termination of the agreement, but rather an opportunity for the incoming Council to review it alongside other long-term municipal agreements in Q1 of 2027.

Discussion included the following:

- Any decisions resulting from the review will not affect the 2027 budget. Should changes be made, implementation would not occur until 2028.
- It is not anticipated that the review will impact the Library's current renovation and expansion planning.
- The review will consider the Town's long-term financial capacity while supporting the continued delivery and future growth of library services.
- The review process will be undertaken collaboratively by CEO Murley, CAO Smith, and members of the Town's senior management team. The CAO emphasized that the Board will be kept informed and involved throughout the process.
- Clarification was provided regarding the relationship between the Memorandum of Understanding (MOU) and the Multi-Year Funding Agreement. It was noted that the agreements serve different purposes and are not directly linked. The MOU establishes the roles, responsibilities, and shared service arrangements between the Town and the Library Board, while the Funding Agreement provides a sustainable funding framework to support the long-term delivery of library, museum, gallery, and archival services.
- The Board emphasized the importance of CEO Murley's participation in the review process to provide historical context and the rationale behind the existing agreement.
- The Board also noted that meaningful participation in the review requires a clear understanding of the Library's financial position. Members expressed concern regarding the historical lack of comprehensive financial reporting from the Town, including inconsistent reporting and the absence of a complete statement of all Library accounts since the completion of the 2024 audit.

To support the Board's participation in the review, the following actions were identified:

- CAO Smith confirmed that the 2025 audited financial statements are expected to be presented in September 2026.
- The Board requested a complete and accurate statement of all Library accounts.

- CEO Murley will arrange for the Library's auditors and a Town finance representative to attend the September 2026 Board meeting to review the audited financial statements and answer questions.

[CAO Smith left the meeting at 2:11 p.m.]

2. **Verbal Report:** LES Washroom Renovation [Phil Pesek, TBM Manager of Facilities and Fleet]
 - Completion is anticipated by the end of July.
 - The \$90,000.00 surplus noted in May is being redirected to library updates (water fountain and ceiling fans) to fully utilize 100% of the allocated budget.
 - A formal Ministry inspection was triggered by an anonymous complaint regarding exposure concerns. The matter has been resolved, with no concerns regarding exposure, and the file is closed with no orders issued.

F.3 Strategic Plan Pillar: Organizational Excellence

1. **Report:** ADM.26.14 entitled "Q2 Report"
Presented to the Board as information.
2. **Report:** GOV.26.03 entitled "Strategic Planning Steering Committee Update-July"
Research and consultation have been completed. A formal framework will be presented at the September meeting. Key points from the discussion included:
 - While there was discussion around making the vision statement community-focused, the Board agreed it should remain centered on the Library so its identity is not lost.
 - Evaluating the 10-year strategic plan through the lens of the Town's current strategic plan to ensure alignment, keeping in mind the difference in timelines (the Town's current plan spans only one year, allowing incoming Council to adopt or revise).
3. **Verbal Report:** Finance Working Group [Julia Scott]
 - The committee is currently reviewing policies and procedures, the MOU and relevant legislation.
 - The committee will present a draft financial framework for the Board's September meeting. The framework will serve as a visual tool to illustrate how the library's different financial pieces coexist.
 - CEO Murley also noted that the 2026 Action Plan outlines several financial policies to be reviewed or created.
4. **Discussion:** Expansion Next Steps: Design RFP
The Board emphasized the need to keep momentum moving forward. Key points from discussion included:
 - The Board must establish a clear understanding of the project process. Specifically, the Board needs to identify where its input is required, where key decisions must be made, and ensure opportunities to be consulted on the RFP design.

- An expert will be invited to the September meeting to outline the process, which will assist the Board with determining future actions.

F.4 Strategic Plan Pillar: Empowering Services

1. **Report:** ADM.26.15 entitled “Deaccessioning Requests-July”

The Board inquired whether items could be sold or given away rather than discarded. The Curator clarified that selling deaccessioned items can undermine public trust, noting that priority is always given to returning items to the original donor or finding an appropriate home with another institution.

While expressing full confidence in the Curator’s expertise, the Board noted their own lack of knowledge in these matters and questioned the requirement for Board approval. It was confirmed that it is standard procedure to require approval from a governing body for deaccessioned items. Moving forward, the Board requested updates on deaccessioned items, including photos and their final destinations.

BMPL-Resolution 2026-040

Moved by Joanne de Visser and seconded by Carol Sackville-Duyvelshoff, THAT this Board approves the deaccession of the following objects from the Craigleith Heritage Depot Museum Collection:

- 2007-011-001 a & b: Two wooden red skis stained with red metal bindings and leather safety strap;
- 2009-042-872: Trunk/chest; wooden travel trunk, no lid, decorative metal strappings, remnants of cloth interior;
- 2009-007-008: Large apple press made of barn board; and
- 2011-008: Sunnybrook Orchard Apple Crate.

CARRIED.

G. Roundtable

G.1 Roundtable—General updates by the Board

1) Community Updates and News:

- Members Scott and Sackville-Duyvelshoff attended a session hosted by the Ratepayers Association and Community Matters at the Marsh Street Centre. During the event, they engaged with municipal candidates to highlight the vital role and importance of the library within the community.
- Global News (June 2, 2026): [Toronto Public Library partners with UHN to offer mobile health clinic](#)
- Collingwood Today (June 15, 2026): [TBM approves funding for library expansion design work to start](#)
- CBC News (June 15, 2026): [New privacy bill would give Canadian right to request companies delete AI deepfakes](#)

- BBC (June 20, 2026): [Not just books – how renting a sewing machine from the library can improve democracy](#)
 - Collingwood Today (June 29, 2026): [TBM will put library funding agreement under the microscope.](#)
 - The Spec (July 15, 2026): [Our public library is a shared space, not a shelter](#)
- 2) BMPL Events: a shortlist of special events occurring prior to the next meeting were provided.
- [Poetry Workshop with Aniah Ruthven](#)
July 21, 2026 | 2-4 pm | L.E. Shore
 - [Stargazing at the Carr Observatory](#)
August 13, 2026 | 7:30 pm | L.E. Shore
 - [Exhibit Opening: Under Foot and Over Head](#)
August 29, 2026 | 2-4 pm | L.E. Shore

H. Key Messages

Traditionally, the Board reviews and approves these key messages prior to release. However, as these messages simply serve to summarize Board meeting discussions, the Board unanimously agreed that formal Board approval will no longer be required moving forward.

I. Notice of Meeting Dates

The next regularly scheduled Board meeting is scheduled for September 17, 2026, at 1:00 p.m. in the L.E. Shore Boardroom, or at the call of the Chair.

All meetings and relevant agenda materials will be posted on the Meeting and Agenda page of Governance.

J. Adjourned

The meeting was adjourned 3:50 p.m.

Julia Scott, Chair

Jennifer Murley, Board Secretary



Committee Minutes

The Blue Mountains Public Library Board
Meeting

Strategic Planning Steering Committee

Meeting Date: Wednesday, July 8, 2026

Meeting Time: 1:30 p.m.

Location: The Gallery, L.E. Shore Memorial Library

Prepared by: Jennifer Murley, CEO

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

Regrets: None

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

The Chair called the meeting to order at 1: 50 p.m.

A.1 Agenda Review

The agenda was approved with no amendments.

Moved by Carol Sackville Duyvelshoff and seconded by Kristina Wichman THAT the July 8, 2026, Strategic Planning Steering Committee agenda be approved as presented. Carried.

A.2 Previous Meeting Minutes

The Committee approved the May 12, 2026, Strategic Planning Committee meeting minutes as presented, which will be included on the July 16, 2026, Board package for information.

Moved by Kristina Wichman and seconded by Carol Sackville Duyvelshoff THAT the minutes of the May 12, 2026, Strategic Planning Steering Committee be approved as presented. Carried.

B. New and Unfinished Business

B.1 Review Draft June 24 Team Workshop and Summary Report

The Committee reviewed the workshop feedback. Participants generally left the session feeling inspired and appreciated the opportunity to connect with staff, Board members, and the Arts & Culture Council. Some staff also expressed interest in participating in future strategic planning committees.

The Committee discussed the opportunities and challenges associated with the GLAM model, including balancing a unified brand identity while avoiding organizational silos.

Members were generally satisfied with the summary report. While there was some discussion about whether all the Committee's objectives had been fully addressed, the consensus was that the report provided sufficient information to inform the next phase of the strategic planning process and that the workshop was a valuable exercise.

B.1. Review Staff Report entitled “Strategic Planning Steering Committee Report-July” & Develop Key Themes, Vision, Mission and priorities direction for verbal report to the Board on July 16.

The Committee reviewed the report and provided recommendations for revisions prior to its presentation to the Board at the July 16, 2026, meeting for information. The Consultant's workshop report will be included as an appendix.

The Committee directed the CEO to begin translating the workshop outcomes into a visual framework to serve as the foundation for the draft Strategic Plan. The Committee will review the draft visuals at its next meeting.

Moved by Carol Sackville Duyvelshoff and seconded by Kristina Wichman, THAT the Strategic Planning Steering Committee approves this report as amended; and THAT the Strategic Planning Steering Committee directs the Library CEO to add the report to the July 16 2026, Board Agenda, to be received as information.

B.3. Determine optimal time to release final Strategic Plan to public; develop recommendation to Board.

This item was deferred.

B.4. Update Project Timeline and Milestone Tracking

The Committee updated the project timeline to include meetings on Thursday, August 6, 2026, and Monday, August 20, 2026, to ensure the first draft of the Strategic Plan remains on track for presentation to the Board at its regularly scheduled meeting on September 17, 2026.

C. Notice of Meeting Dates / Adjournment

The Chair adjourned the meeting at 4:05 p.m. The next meeting will take place on Thursday, August 6 at 1:00 p.m. in the Boardroom at L.E. Shore.



Committee Minutes

The Blue Mountains Public Library Board Meeting

Strategic Planning Steering Committee

Meeting Date: Thursday, August 6, 2026

Meeting Time: 1:30 p.m.

Location: Boardroom, L.E. Shore Memorial Library

Prepared by: Jennifer Murley, CEO

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

Regrets: None

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

The Chair called the meeting to order at 1: 30 p.m.

A.1 Agenda Review

The agenda was approved with no amendments.

Moved by Carol Sackville Duyvelshoff and seconded by Kristina Wichman THAT the August 6, 2026, Strategic Planning Steering Committee agenda be approved as presented. Carried.

A.2 Previous Meeting Minutes

The Committee approved the July 9, 2026, Strategic Planning Committee meeting minutes as presented, which will be included on the September 17, 2026, Board package for information.

Moved by Kristina Wichman and seconded by Carol Sackville Duyvelshoff THAT the minutes of the July 9, 2026, Strategic Planning Steering Committee be approved as presented. Carried.

B. New and Unfinished Business

B.1 Discuss additional suggestions/implications since July Board meeting

Since the July meeting, the Finance Working Group has met, and it was noted that some of their recommendations may need to be included in the Committee's draft Q1 2027 Action Plan for future discussion.

B.2 Receive draft Strategic Plan and align on direction for content and visual presentation

The Committee reviewed the draft and proposed several amendments to improve clarity and flow. Discussion focused on the intended audience and which content should be incorporated into future presentations rather than included in the Plan itself, such as how the priorities align with municipal priorities.

The Committee also discussed the use of inclusive language throughout the Plan. The CEO was asked to revise the current wording to either identify specific groups where appropriate or use broader, inclusive language to ensure that all members of the community feel represented.

The Committee discussed the importance of developing both a detailed and condensed version of the Plan. The detailed version should be presented to the Board, supported by a communications plan identifying key messages for the public and the most appropriate formats for sharing them (e.g., a brochure, condensed digital version, or print booklet).

A revised draft will be brought back to the Committee in advance of the next meeting.

B.3 Align on timing for review and approval of draft Q1 Action Plan

The Committee will discuss the draft Q1 Action Plan following the September 17 Board meeting, once the Board has provided direction on the first draft of the Strategic Plan.

B.4 Discuss timing and release of final Plan to Public and Council

The new Plan will be released to the public in 2027 following the appointment of the new Board. The CEO will provide an orientation to the Plan for the new Board and Council to support a shared understanding of its priorities and direction. The release of the Plan will be included as action in the Committee's draft Q1 2027 Action Plan, which will be presented to the Board.

C. Notice of Meeting Dates / Adjournment

The Chair adjourned the meeting at 3:30 p.m. The next meeting will take place on Thursday, August 20 at 2:00 p.m. in the Boardroom at L.E. Shore.



Committee Minutes

The Blue Mountains Public Library Board Meeting

Finance Working Group

Meeting Date: Thursday, July 9, 2026
Meeting Time: 2:30 p.m.
Location: Boardroom, L.E. Shore Memorial Library
Prepared by: Jennifer Murley

Present: Julia Scott, Laurey Gillies, Carol Sackville-Duyvelshoff, Jennifer Murley (CEO)

Regrets: None

Committee Mandate: *To support the development of a long-term financial framework and related financial policies that advance the Board's strategic priorities and 2026 Action Plan.*

A. Call to Order

A.1 Agenda Review

The Group reviewed the agenda, with no amendments.

A.2. Previous Minutes

The Group approved the minutes of the June 6, 2026, meeting, with no amendments. The minutes will be circulated to the Library Board as information at the July 16, 2026, meeting.

B. New and Unfinished Business

B.1. Review Draft Committee Mandate

The Group agreed to the proposed mandate:

To support the development of a long-term financial framework and related financial policies that advance the Board's strategic priorities and 2026 Action Plan.

B.2. Discussion: Funding Agreement

The Group debriefed following Council's recent resolution directing the CAO to provide notice to the Board that the new Council would review the agreement in the first quarter of 2027. The Group discussed the history of the agreement and its intended benefits. The CAO will provide

an update to the full Board at the July meeting. Clarification will also be sought regarding whether formal notice of termination is anticipated.

B.3. Draft Financial Framework

The CEO advised that a visual representation of the framework was in progress but was not yet ready for review. The Group reviewed the draft document and noted that the visual would help reduce some of the duplications identified in the written content. Additional revisions were suggested for clarity. The Group requested that information outlining the authority to access various accounts be included.

B.4. Policy Review

This item was deferred to the next meeting.

C. Notice of Meeting Dates / Adjournment

The meeting adjourned at 4 p.m. The next meeting will take place on Thursday, August 13 at 2:30 p.m. in the Boardroom at L.E. Shore.



Committee Minutes

The Blue Mountains Public Library Board Meeting

Finance Working Group

Meeting Date: Thursday, August 13, 2026
Meeting Time: 2:30 p.m.
Location: Boardroom, L.E. Shore Memorial Library
Prepared by: Jennifer Murley

Present: Julia Scott, Laurey Gillies, Carol Sackville-Duyvelshoff, Jennifer Murley (CEO)

Regrets: None

Committee Mandate: *To support the development of a long-term financial framework and related financial policies that advance the Board's strategic priorities and 2026 Action Plan.*

A. Call to Order

A.1 Agenda Review

The Chair called the meeting to order at 2:32 p.m.

The Group reviewed the agenda, with one amendment:

- Draft Table of Contents/Proposed Organization of Finance Framework: This document will be reviewed in tandem with item B.3.

A.2. Previous Minutes

The Group approved the minutes of the July 9, 2026, meeting, with no amendments. The minutes will be circulated to the Library Board as information at the September 17, 2026, meeting.

B. New and Unfinished Business

B.1. Draft Financial Framework

The Group reviewed the second draft of the financial framework, in a new format. Discussion took place regarding the organization of the document, and several revisions were made to improve flow, reduce redundancies, and align the draft reserve policy.

B.2. Review of Accounts

The CEO reviewed the status of accounts with the Group, noting that since the last meeting, an

Arts & Culture Council Reserve has appeared. Clarity was provided on the history of accounts, where money is located, and its purpose.

B.3. Policy Review

- **POL-SYS.2018.90 Finance**

The policy was briefly reviewed as part of the discussion of the financial framework. The section addressing authorization of reserve accounts may be removed at the next meeting, once the draft Reserve Policy has been finalized.

- **POL-SYS.2026.01 Donations, Sponsorships, and Fundraising**

Review of this policy was deferred to the next meeting.

- **POL-SYS.2026.02 Reserve Policy**

The Group reviewed the draft, and the following revisions were tracked and saved in a separate document for further review in September, in advance of the September 17 Board meeting:

- Redundancies were removed.

- The Advisory Committee Reserve was renamed to the Arts & Culture Council Reserve to reflect the current name of the Council.

- The Board's investment accounts (former Land Reserve Fund) were renamed to the L.E. Shore Expansion Fund, pending Board approval.

- Consensus was to bring forth a recommendation at the September Board meeting, to close the Library Legacy Reserve Fund and the remaining balance transferred to the General Reserve – Non Growth Related (Capital).

B.4. Next Steps

The Committee will meet once more to review the Framework and policy updates before presenting them to the Board. Timing is on track to meet the goals for the Annual Action Plan.

B.5. Roundtable Updates

None.

C. Notice of Meeting Dates / Adjournment

The meeting adjourned at 5 p.m. The next meeting will take place on Wednesday, September 9 at 2:30 p.m. in the Boardroom at L.E. Shore.



Admin Report

Board Meeting

Report To: The Blue Mountains Public Library Board
Report Name: ADM.26.16 2026 Action Plan-Summary Review-September
Date: September 17, 2026
Prepared by: Jennifer Murley, CEO

A. Recommendations

THAT this Board receive the staff report ADM.26.16 entitled *"2026 Action Plan-Summary Review-September"* as information.

B. Background

At the April 2026 Board meeting, the Board approved the 2026 Action Plan. Following its approval, a summary tracking sheet is reviewed at each meeting to monitor progress.

C. Attachments

Please see the Plan and summary sheet attached.

Respectfully Submitted,

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

2026 Draft Action Plan

Annual Planning Context

This Year's Context

In 2026, the Blue Mountains Public Library Board will focus on developing its new 10-Year Strategic Plan while preparing for governance transition following the 2026 municipal election. A key priority will be securing Council endorsement for the expansion and enhancement of the L.E. Shore Memorial Library & Gallery. The current facility no longer adequately supports a growing community, and staff and volunteers have long outgrown the available workspace. Existing staff areas are also inaccessible and lack basic amenities such as a proper break room. Addressing these challenges will help ensure that gallery, library, archive, and museum (GLAM) spaces are functional, inclusive, and aligned with the Town's long-term planning priorities.

The Board will also strengthen governance policies that protect intellectual freedom and equitable access to collections and programming, including policies related to collections, programming, elections, and children's and teen services.

In preparation for the upcoming election, the Board will prioritize succession planning to support a smooth transition to the next Library Board in 2027.

Throughout the year, the Board will continue working with municipal partners to align library planning with broader Town priorities while reinforcing the Library's role as essential civic infrastructure supporting learning, culture, and democratic engagement.

This Year's Complications

1. **Space needs and facility planning:** Implementing recommendations from various studies to optimize current facilities and support future growth, while securing Council endorsement and navigating financing in a challenging economic climate.
2. **Expanded social infrastructure role:** Increased front-line responsibilities due to limited local social services, including emotional labour, conflict resolution, and responding to social service needs.
3. **Advocacy and funding pressures:** Constrained municipal funding, competition with other priorities, and rising digital material costs.
4. **Intellectual freedom and information integrity:** Increased book challenges, censorship efforts, and the rapid spread of AI-generated misinformation and disinformation reinforce the need to protect access to diverse ideas while strengthening information literacy, critical thinking skills, and public understanding of emerging technologies.
5. **Sustainability and Truth & Reconciliation:** Leadership on climate literacy, resilient operations, and Indigenous-informed collections and programming.
6. **Workforce, safety, and technology:** Retention pressures, staff safety concerns, and ongoing cybersecurity demands.
7. **Regional, municipal, and capital uncertainties:** MURFA project implications, amalgamation discussion impacts, election-year timing considerations.

2026 Governance Success Indicators

- ✓ Secured Council endorsement of direction for L.E. Shore expansion
- ✓ Adopted and launched the 10-Year Strategic Plan
- ✓ Updated governance policies protecting intellectual freedom, children and youth services, and municipal election engagement
- ✓ Developed a Board succession and transition plan for the 2027 Board
- ✓ Strengthened financial governance and long-term planning

2026 Action Plan – Summary

Pillar	Key Results	Status (Green, Yellow, Red)	Comments
COMMUNITY HUBS	Ensure BMPL keeps pace with growth and community needs		
	1. L.E. Shore Memorial Library & Gallery facility direction secured		Space Study completed; Council presentation completed; key messages completed; design phase approved; RFP in progress
EMPOWERING SERVICES	Strengthen awareness and support of the BMPL's role in the community		
	1. 10-Year Strategic Plan completed and adopted		Consultation completed; draft Plan completed
	2. Equitable access to welcoming community space preserved		Q2 report received
ORGANIZATIONAL EXCELLENCE	Enhance organizational resilience and governance continuity		
	1. Election year readiness achieved		Municipal coordination in progress; Board Recruitment Plan received; timelines and process for recruitment aligned with Clerk/approved by Council
	2. Long term financial governance framework established		Audit complete; draft reserve policy & financial framework developed; finance policy updated; funding agreement under review.
	3. Supported, engaged, and well-equipped workforce sustained		Staff career development ongoing; consultation report completed; strategic planning workshop completed; committee work ongoing

Status Legend:

On Track

At Risk

Late



2026 Action Plan

STRATEGIC PILLAR	COMMUNITY HUBS				
Objective 1	Ensure BMPL keeps pace with growth and community needs				
Rationale	The Town of The Blue Mountains is one of the fastest growing municipalities in Ontario. As community needs expand, the Library Board must provide governance direction to ensure library, gallery, archive, and museum spaces remain accessible, inclusive, and capable of supporting future demand.				
Key Result 1					
L.E. Shore Memorial Library & Gallery facility expansion direction secured					
Key Initiatives		Who is Responsible	In Collaboration With	Goal	Target
Develop key messages and engagement strategy to support expansion		Board	CEO	Achieve community support for expansion	Q2
Council endorsement of immediate direction for the expansion and enhancement of L.E. Shore Memorial Library & Gallery		Board	CEO, CAO	Formal Council endorsement of preferred immediate and long-term facility direction and inclusion in municipal long-term planning	Q2
Initiate the next steps for expansion of the L.E. Shore Memorial Library		Board	CEO, Town Treasurer, CAO, Manager of Facilities & Fleet	Develop funding strategy	Q2



2026 Action Plan

STRATEGIC PILLAR	EMPOWERING SERVICES
Objective 2	Strengthen awareness and support of the BMPL's role in the community
Rationale	Public understanding of the full range of GLAM services remains uneven. Governance leadership is required to reinforce the Library's role in intellectual freedom, access to information, cultural preservation, and inclusive community spaces.
Key Result 1	

10-Year Strategic Plan completed and adopted

Key Initiatives	Who is Responsible	In Collaboration With	Goal	Target
Finalize and adopt the BMPL 10-Year Strategic Plan	Board	CEO, all library staff	Formal Board approval and public launch of the strategic plan to guide governance priorities, advocacy, and long-term service direction	Q4
Establish governance priorities aligned with the Strategic Plan	Board	CEO	Board alignment on annual governance priorities and reporting structure tied to the strategic pillars	Q4

2026 Action Plan

STRATEGIC PILLAR	EMPOWERING SERVICES			
Objective 2	Strengthen awareness and support of the BMPL’s role in the community			
Rationale	Public understanding of the full range of GLAM services remains uneven. Governance leadership is required to reinforce the Library’s role in intellectual freedom, access to information, cultural preservation, and inclusive community spaces.			
Key Result 2				
Equitable access to welcoming community space preserved				
Key Initiatives	Who is Responsible	In Collaboration With	Goal	Timing
Ensure services and collections of both the L.E. Shore Memorial Library & Gallery and the Craigleith Heritage Depot Museum & Archive serve the diverse perspectives of the community	Board	CEO, Manager of Public Services	Board review and reaffirmation of key governance policies related to: • Intellectual Freedom • Collections Development • Programming • Elections and Political Activity • Children’s and Teen Services Successful delivery of diverse programs and services through statistical reporting.	Q4

2026 Action Plan

STRATEGIC PILLAR	ORGANIZATIONAL EXCELLENCE				
Objective 3	Enhance organizational resilience and governance continuity				
Rationale	The 2026 municipal election will result in the appointment of a new Library Board in 2027. Clear governance planning is necessary to ensure continuity of leadership, preserve institutional knowledge, and maintain the Library’s commitment to intellectual freedom, democratic access to information, and professional excellence.				
Key Result 1					
Election year readiness achieved					
Key Initiatives		Who is Responsible	In Collaboration With	Goal	Target
Develop and implement a governance succession plan		Board	CEO, CAO, Clerks Department	Ensure a structured onboarding process, governance orientation, and knowledge transfer for the incoming Board.	Q4
Prepare a Board Legacy Document		Board	CEO	Document key governance decisions, priorities, and strategic considerations to support continuity between the current and future Board.	Q4
Coordinate with Municipal Partners on Election Transition		CEO	CAO, Clerks Department	Align timelines and expectations with the CAO and Clerk’s Department to support a smooth and informed transition.	Q3

2026 Action Plan

STRATEGIC PILLAR	ORGANIZATIONAL EXCELLENCE				
Objective 3	Enhance organizational resilience and governance continuity				
Rationale	The 2026 municipal election will result in the appointment of a new Library Board in 2027. Clear governance planning is necessary to ensure continuity of leadership, preserve institutional knowledge, and maintain the Library’s commitment to intellectual freedom, democratic access to information, and professional excellence.				
Key Result 2					
Long term financial governance framework established					
Key Initiatives		Who is Responsible	In Collaboration With	Goal	Target
Develop multi-year financial projections and policy for reserves		Board	CEO, Treasurer	Establish governance direction for long-term financial sustainability including: • reserve policy • long-term capital planning • alignment with facility expansion priorities	Q4
Establish governance policies for charitable funds		Board	CEO, Director of Corporate Services	Clarify governance oversight of charitable funds, including reporting, accountability, and alignment with the BMPL’s strategic priorities.	Q4

2026 Action Plan

STRATEGIC PILLAR	ORGANIZATIONAL EXCELLENCE				
Objective 3	Enhance organizational resilience and governance continuity				
Rationale	The 2026 municipal election will result in the appointment of a new Library Board in 2027. Clear governance planning is necessary to ensure continuity of leadership, preserve institutional knowledge, and maintain the Library’s commitment to intellectual freedom, democratic access to information, and professional excellence.				
Key Result 3					
Supported, engaged, and well-equipped workforce sustained					
Key Initiatives		Who is Responsible	In Collaboration With	Goal	Target
Maintain and prioritize career development funding		Board	CEO	Ensure annual staff development budget is stable and aligned with organizational priorities	Q4
Enhance access to training and shared learning opportunities		CEO	Town staff	Leverage partnerships with the Municipality (i.e. IDEA Committee, Service Area Managers group) to identify and participate in shared training opportunities with a focus on IDEA, health and safety, and sector trends	Q4
Ensure staff involvement in the development of the new BMPL Strategic Plan		CEO	Board	Complete staff survey and organize staff focus group	Q3

Board Meeting

Report To: The Blue Mountains Public Library Board
Report Name: FIN.26.03 2025 Audit Report
Prepared by: Jennifer Murley, CEO

A. Recommendations

1. That the Blue Mountains Public Library Board receive for information report *FIN.26.03*, entitled *"2025 Audit Report"*; AND
2. That this Board approve the audited consolidated financial statements of the Blue Mountains Public Library for year ended December 31, 2025; and direct the CEO to make the audited financial statements publicly available; AND
3. That this Board appoint the auditor for the Town of The Blue Mountains as the auditor for the Blue Mountains Public Library for the 2026 fiscal year.

B. Background

As part of the Town of The Blue Mountains' annual audit, the Blue Mountains Public Library's financial statements are audited separately to meet the requirements of the Ministry of Heritage, Tourism, Sport and Culture Industries for the annual Public Libraries Operating Grant.

C. Audit

The Audit for the 2025 Financial Statement was conducted by KPMG and are attached. This audit demonstrates a clean audit of the NPO.

D. Approval of Auditor for 2026

The Board has full authority to appoint BMPL's auditor. In previous years, the Board has appointed the same auditor as the Town of The Blue Mountains, allowing the Library to realize cost savings through the shared audit process while maintaining separate financial statements.

The CEO recommends continuing this practice to maintain these cost savings.

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, 2025

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, 2025
- 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, 2025, 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, 2025, with comparative information for 2024

	2025	2024
Financial assets:		
Cash	\$350,679	\$ 325,791
Temporary investments (note 2)	42,320	41,610
Due from Town of The Blue Mountains	91,433	124,144
	484,432	491,545
Liabilities:		
Deferred revenue	-	7,112
Net financial assets	484,432	484,433
Non-financial assets:		
Tangible capital assets (note 3)	321,326	337,402
Accumulated surplus (note 4)	\$ 805,758	\$ 821,835

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, 2025, with comparative information for 2024

	2025 Budget (note 5)	2025 Actual	2024 Actual
Revenue:			
Operating grants:			
Province of Ontario	\$ 23,371	\$ 30,408	\$ 25,146
Government of Canada	7,980	16,259	40,592
Town of The Blue Mountains	1,253,640	1,185,957	1,096,273
Capital grants:			
Town of The Blue Mountains	–	67,683	80,027
Fundraising	–	2,527	85
Investment income	1,000	7,030	9,118
Other	18,150	108,055	39,465
	1,304,141	1,417,919	1,290,706
Expenses:			
Salaries and benefits	1,198,664	1,205,818	1,051,883
Administrative	18,050	12,221	16,800
Operating	–	709	23,408
Books and materials	72,050	64,165	28,738
Communications	6,275	4,354	4,901
Training and travel	11,380	9,790	5,340
Personnel	2,600	1,224	1,627
Equipment Expenses	18,318	2,098	–
Leases and subscriptions	–	15,135	21,439
Professional fees	4,550	30,605	8,783
Insurance and bank charges	2,805	4,117	–
Other	–	–	1,142
Amortization	–	83,759	79,677
	1,334,692	1,433,995	1,243,738
Annual surplus/(deficit) (note 5)	(30,551)	(16,076)	46,968
Accumulated surplus, beginning of year	821,835	821,835	774,867
Accumulated surplus, end of year	\$ 791,284	\$ 805,759	\$ 821,835

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, 2025, with comparative information for 2024

	2025 Budget (note 5)	2025 Actual	2024 Actual
Annual surplus/(deficit)	\$ (30,551)	\$ (16,076)	\$ 46,968
Acquisition of tangible capital assets	(140,400)	(67,683)	(80,027)
Amortization of tangible capital assets	-	83,759	79,677
	(140,400)	16,076	(350)
Increase (decrease) in net financial assets	(170,951)	-	46,618
Net financial assets, beginning of year	-	484,433	437,815
Net financial assets, end of year	\$ (170,951)	\$ 484,433	\$ 484,433

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, 2025, with comparative information for 2024

	2025	2024
Cash provided by (used in):		
Operating activities:		
Annual surplus/(deficit)	\$ (16,076)	\$ 46,968
Items not involving cash:		
Amortization	83,759	79,677
	67,683	126,645
Changes in non-cash working capital balances		
Due from Town of The Blue Mountains	32,711	(14,583)
Deferred revenue	(7,112)	7,112
Net change in cash from operating activities	93,282	119,174
Capital transactions:		
Cash used to acquire tangible capital assets	(67,683)	(80,027)
Net change in cash from capital activities	(67,683)	(80,027)
Investing activities:		
Changes in temporary investments	(711)	(530)
Net change in cash from investment activities	(711)	(530)
Net change in cash	24,888	38,617
Cash, beginning of year	325,791	287,174
Cash, end of year	\$ 350,679	\$ 325,791

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, 2025

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, 2025

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, 2025

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, 2025

2. Temporary investments:

	2025	2024
Temporary investments	\$ 42,320	\$ 41,610

Investments have a market value of \$42,320 (2024 - \$41,610) at the end of the year.

3. Tangible capital assets:

		2025	2024
	Cost	Accumulated amortization	Net book value
Library collections	\$ 834,645	\$ 643,581	\$ 191,064
Machinery, Equipment and vehicles	571,874	441,612	130,262
	\$ 1,406,519	\$ 1,085,193	\$ 321,326

4. Accumulated surplus:

The organization segregates its accumulated surplus in the following categories:

	2025	2024
Invested in capital assets	\$ 321,326	\$ 337,402
Reserves	484,432	484,433
Accumulated surplus	\$ 805,758	\$ 821,835

THE BLUE MOUNTAINS PUBLIC LIBRARY BOARD

Notes to the Financial Statements

Year ended December 31, 2025

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.

	2025 Budget	2025 Actual	2024 Actual
Annual surplus (deficit)	\$ 110,049	\$ (16,076)	\$ 46,968
Transfers (to) from reserves	30,351	–	(46,618)
Tangible capital asset acquisitions	(140,400)	(67,683)	(80,027)
Amortization	–	83,759	79,677
	\$ –	\$ –	\$ –

Board Meeting

Report To: BMPL Strategic Planning Steering Committee
Report Name: GOV.26.05 Strategic Planning Steering Committee Report-September
Date: September 17, 2026
Prepared by: Jennifer Murley, CEO

A. Recommendations

THAT the BMPL Board receive the Strategic Planning Steering Committee's report GOV.26.05, titled "Strategic Planning Steering Committee Report-September" as information; and

THAT the Board provide feedback on the draft 2027-2037 Strategic Plan to the Strategic Planning Committee for consideration in preparing the next draft.

B. Executive Summary

The Strategic Planning Steering Committee has completed the research, environmental scanning, community consultation, and strategic planning activities undertaken to inform the development of the Blue Mountains Public Library's 2027–2037 Strategic Plan.

Since the Committee's last written report (July 16, 2026), the Committee reviewed the findings and developed the draft Strategic Plan now before the Board.

The draft Plan is intended to provide long-term strategic direction for BMPL over the next decade, while allowing the organization to respond to changing community needs and opportunities through annual action planning. The Plan is built around four strategic priorities and is supported by a new mission, vision, and values.

The purpose of presenting the draft Plan at this stage is to obtain Board feedback. Subject to the nature and extent of feedback received, the draft will be returned to the Board in October and November for further review and approval. If the Board is satisfied with the Plan following the September review, it may be brought forward for approval earlier.

C. Background

In February 2026, the Strategic Planning Steering Committee launched a comprehensive consultation process to inform the development of a new 10-Year Strategic Plan. The process was designed to engage a broad range of stakeholders, identify access barriers and emerging needs, strengthen alignment with municipal priorities, and ensure IDEA and Truth and Reconciliation were integrated throughout the planning process.

More than 270 people ultimately contributed through surveys, workshops, focus groups, and community conversations.

The consultation confirmed several consistent themes:

- BMPL is valued as a trusted and welcoming community hub and "third place."
- BMPL's role is broader than a traditional library. It is viewed as a welcome place that brings together learning, creativity, culture, heritage, and community.
- Physical space and facility limitations are the most significant barriers to meeting current and future needs.
- The community wants flexible spaces, expanded technology, trusted information, lifelong learning, and opportunities for connection.
- Access barriers include hours, transportation, awareness of services, geography, and facility limitations.
- BMPL has an opportunity to communicate its identity and the breadth of its services more clearly and consistently.
- There is an expectation that BMPL will continue to evolve as a community, cultural, and municipal partner.

The draft Strategic Plan translates these findings into a long-term strategic framework.

D. Draft Strategic Plan

The draft Plan is intentionally structured around purpose and outcomes rather than individual services. This reflects the consultation finding that BMPL's role extends beyond traditional library services and that its integrated GLAM model is one of its greatest strengths.

Mission

We inspire curiosity, strengthen community, build literacy, and create meaningful experiences that connect people with knowledge, art, culture, and one another.

Vision

Be the welcoming place where curiosity has no limits, culture comes alive, and community thrives.

Values

Curiosity

We encourage exploration, creativity, and lifelong learning.

Belonging

Everyone deserves to feel welcome, respected, and represented.

Discovery

Learning is a lifelong journey. We innovate, celebrate creativity, challenge assumptions, and continue to evolve.

Integrity

Public trust is the foundation of everything we do. We champion intellectual freedom, equitable access, responsible stewardship, and transparency.

Collaboration

We listen, connect, and collaborate with our community and partners to create meaningful experiences and stronger outcomes.

Strategic Priorities

Welcoming Spaces

Create places where everyone belongs.

This priority focuses on accessible and inclusive spaces, removing barriers to participation, and ensuring BMPL's facilities and services continue to meet changing community needs.

Inspiring Discovery

Ignite lifelong learning, creativity, exploration, and intellectual freedom.

This priority encompasses collections, exhibitions, archives, programs, technology, digital literacy, emerging technologies, trusted information, and intellectual freedom.

Celebrating Culture

Share, grow, and preserve the art, culture, history, and diverse voices that shape our community.

This priority brings the GLAM model together through arts, culture, heritage, local history, community stories, diverse perspectives, and support for artists and cultural organizations.

Building Tomorrow

Strengthen the organization to meet the needs of a changing community.

This priority focuses on people, partnerships, technology, facilities, environmental sustainability, financial resilience, innovation, governance, and organizational capacity.

E. From Strategy to Action

The Strategic Plan is intended to establish BMPL's long-term direction, rather than prescribe specific activities for the entire 10-year period.

Each year, the Board will approve an Annual Action Plan that identifies the objectives, initiatives, timelines, performance measures, and targets that will advance the strategic priorities based on current community needs, opportunities, risks, and available resources.

Progress will be reported quarterly, with an annual review providing an opportunity to assess progress, learn from results, and adjust priorities and actions as appropriate.

This approach allows the Strategic Plan to remain relevant throughout the 10-year period without requiring a new strategic planning process each time community circumstances change.

F. Long and Short Versions of the Strategic Plan

The document presented to the Board is the long-form Strategic Plan. It is intended to serve as the comprehensive governance and strategic direction document for the organization and to provide the context behind BMPL's priorities, commitments, and approach to accountability. Following Board approval, staff will develop a series of shorter, designed versions of the Plan for different audiences and formats.

The content will be adapted based on both medium and audience. For example:

- A website version may provide more detail and links to supporting information.
- A public brochure may focus primarily on BMPL's mission, vision, values, and strategic priorities.
- A presentation for the incoming Library Board and Town Council will provide greater context on the relationship between the Library's Strategic Plan and the Town's Corporate Strategic Plan, making the alignment between the two plans clear.
- Other internal or community-facing materials may focus on the information most relevant to their intended audience.

This approach allows BMPL to maintain one approved Strategic Plan while communicating it in ways that are accessible, relevant, and useful to different audiences.

G. Board Feedback and Approval Process

The September meeting represents the Board's first formal review of the complete draft Strategic Plan.

The Board has been asked to provide feedback on the overall direction, including:

- The mission and vision;
- Values;
- Strategic priorities;
- The overall structure and clarity of the Plan;
- Whether the Plan appropriately reflects the consultation findings and BMPL's role in the community; and
- Any significant gaps or areas requiring further consideration.

The Committee will consider the Board's feedback and revise the Plan as appropriate. The current anticipated timeline is:

Date	Activity
September 17, 2026	Board review of draft Strategic Plan
October 15, 2026	Board review of revised draft
November 9, 2026	Committee review and recommendation for approval
November 19, 2026	Board consideration of final Strategic Plan

This timeline remains flexible. If the Board's September feedback is limited and the Plan is considered ready for approval, the Committee may recommend bringing the Plan forward earlier rather than proceeding through additional review stages.

H. Conclusion

The draft 2027–2037 Strategic Plan represents the culmination of an extensive research and consultation process. It builds on the Environmental Scan, Community Profile, and Consultation Reports (GOV.26.03 & GOV.26.04), while translating what BMPL heard from the community, staff, partners, municipal leadership, and other stakeholders into a clear long-term direction.

The Plan positions BMPL to build on its greatest strengths: its role as a trusted community hub, its integrated GLAM model, and its ability to bring people together through learning, culture, creativity, history, and connection.

The draft also provides sufficient flexibility to respond to the changes that the Town of The Blue Mountains will experience over the next decade. Its annual action planning and reporting cycle will allow BMPL to adapt its activities while remaining focused on the long-term direction established by the Board.

The Committee is now seeking the Board's feedback before proceeding to finalization and approval.

Please find the draft attached.

Respectfully submitted on behalf of the Strategic Planning Committee,

Jennifer Murley, CEO

LibraryCEO@TheBlueMountains.ca

519-599-3681 extension 148



Blue Mountains Public Library

2027 - 2037 Strategic Plan

Built by Community. Built for Tomorrow.

FOUR SERVICES ONE PURPOSE	PG 3
WHAT GUIDES US	PG 4
OUR STRATEGIC PRIORITIES	PG 5
WELCOMING SPACES	PG 6
INSPIRING DISCOVERY	PG 7
CELEBRATING CULTURE	PG 8
BUILDING TOMORROW	PG 9
TURNING STRATEGY INTO ACTION	PG 10
WHAT WE HEARD	PG 12
WHY THIS PLAN MATTERS	PG 13
HOW WE GOT HERE	PG 14
OUR COMMITMENT TO THE COMMUNITY	PG 15

Four Services

Together, our Library, Gallery, Museum, and Archive create experiences that enrich quality of life, strengthen our shared identity, and connect people with knowledge, creativity, history, and one another.

One Purpose

MORE THAN A LIBRARY

As one organization, we bring learning, arts, heritage, and community together to create experiences that are more accessible, meaningful, and impactful.

LIBRARY

The L.E. Shore Memorial Library provides free and equitable access to knowledge, ideas, technology, and lifelong learning. Through collections, programs, and welcoming spaces, it empowers people to learn, connect, and thrive.



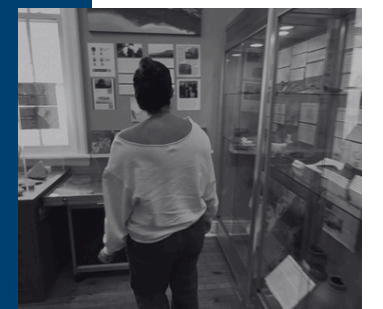
GALLERY

The L.E. Shore Gallery showcases a range of local and regional artists, making the visual arts accessible while encouraging creativity, dialogue, and new perspectives.



MUSEUM

The Craigleith Heritage Depot Museum preserves and shares the stories of the Town of The Blue Mountains through exhibitions, collections, programs, and education. It connects people to our shared past and brings local history to life for residents and visitors.



ARCHIVE

The Craigleith Heritage Depot Archive preserves and provides access to the historical records of the Town of The Blue Mountains through photographs, documents, maps, records, and other archival materials. It supports research and discovery while preserving our community's stories for future generations.



WHAT GUIDES US

Our purpose guides every decision we make and every experience we create.

MISSION

We inspire curiosity, strengthen community, build literacy, and create meaningful experiences that connect people with knowledge, art, culture, and one another.



VALUES

Curiosity

We encourage exploration, creativity, and lifelong learning. We ask questions, embrace new ideas, and inspire others to discover the world around them.

Belonging

Everyone deserves to feel welcome, respected, and represented. We create inclusive spaces where people of all ages, backgrounds, abilities, and identities can participate fully in community life.

Discovery

Learning is a lifelong journey. We innovate, celebrate creativity, challenge assumptions, and keep evolving to meet our community's changing needs.

Integrity

Public trust is the foundation of everything we do. We champion intellectual freedom, defend equitable access to diverse ideas and perspectives, steward community resources responsibly, preserve our shared heritage, and make decisions with transparency and accountability.

Collaboration

We listen, connect, and collaborate with our community and partners, valuing diverse perspectives and working together to create meaningful experiences and stronger outcomes.

VISION

Be the welcoming place where curiosity has no limits, culture comes alive, and community thrives.



LIVING OUR VALUES

Our values guide how we serve our community, steward public trust, build partnerships, preserve heritage, and create meaningful opportunities for people to connect.

Our Strategic Priorities

This Strategic Plan is built around four priorities that will guide our decisions over the next decade. They describe the long-term outcomes we aspire to achieve, while allowing us to remain responsive to changing community needs and opportunities.

Welcoming Spaces

Inspiring Discovery

Celebrating Culture

Building Tomorrow

WELCOMING SPACES

Create places where everyone belongs.

Accessible, inclusive spaces strengthen communities. Through our Library, Gallery, Museum, and Archive, we create places where people gather, learn, experience culture, explore history, and connect. As our community grows, we will continue removing barriers and investing in our spaces and services.

Success Looks Like

- Everyone feels welcome, respected, and represented.
- People can easily access our spaces, services, and experiences.
- Our spaces continue to meet the changing needs of the community.
- Residents and visitors see us as an essential part of community life.

INSPIRING DISCOVERY

Ignite lifelong learning, creativity, exploration,
and intellectual freedom.

Whether through collections, exhibitions, archives, programs, technology, or conversations, we create opportunities for people to explore new ideas, develop new skills, and experience different perspectives. As emerging technologies reshape how people create, access, and evaluate information, we will remain a trusted source of knowledge, advance literacy, embrace innovation, and protect intellectual freedom.

Success Looks Like

- Lifelong learning is accessible to everyone.
- People confidently access trusted information.
- Creativity and innovation flourish.
- Intellectual freedom is protected.
- Every visit sparks curiosity and discovery.

CELEBRATING CULTURE

Share, grow, and preserve the art, culture, history, and diverse voices that shape our community.

Through our Library, Gallery, Museum, and Archive, we preserve local history, celebrate creativity, support artists, amplify diverse voices, and foster a deeper understanding of the community we share. By protecting our heritage while embracing new ideas, we help ensure culture remains vibrant, relevant, and accessible for generations to come.

Success Looks Like

- Arts, culture, heritage, and history are accessible to everyone.
- Local stories are preserved and shared.
- Artists, creators, and cultural organizations thrive.
- Diverse voices and perspectives are reflected in our work.
- People feel connected to the identity and heritage of the Town of The Blue Mountains.

BUILDING TOMORROW

Strengthen the organization to meet the needs
of a changing community.

Meeting the needs of a changing community requires ongoing investment in our people, partnerships, technology, facilities, environmental sustainability, and long-term resilience.

By embracing innovation, strengthening collaboration, and responsibly stewarding public resources, we will ensure we continue to evolve alongside the community we serve.

Success Looks Like

- The organization is resilient and financially sustainable.
- Staff feel supported, engaged, and empowered.
- Governance is transparent, accountable, and forward-looking.
- Facilities and technology support evolving community needs.
- Partnerships increase our impact and strengthen community outcomes.

TURNING STRATEGY INTO ACTION

This Strategic Plan establishes our long-term direction.

Each year, the Board will approve an Annual Action Plan that identifies objectives, initiatives, performance measures, and targets based on current community needs, opportunities, risks, and available resources.

Progress will be monitored through quarterly reporting, ensuring transparency, accountability, and the flexibility to respond to change while remaining focused on our long-term vision.

10-Year Strategic Plan

Long-term direction and community outcomes.

Annual Planning Context

What has changed? What does our community need now?
What actions are needed to support our strategic priorities?

Annual Action Plan

Objectives | Initiatives | Timelines

Quarterly Reporting

Measure progress | Evaluate results | Adapt

Annual Review

Reflect | Learn | Plan for the year ahead





WHAT WE HEARD

Although each engagement group brought unique perspectives, several themes emerged consistently. These insights shaped the four strategic priorities that will guide our work over the next decade.

COMMUNITY CONNECTION MATTERS

The Blue Mountains Public Library (BMPL) is valued as a trusted third place* where people gather, learn, create, and connect in a welcoming, inclusive environment.

*Third place: A welcoming community space outside of home, school, and work where people can gather, connect, learn, and belong.

MORE THAN A LIBRARY

Our Gallery, Library, Archive, and Museum (GLAM) bring together learning, creativity, culture, heritage, and community, creating a welcoming place where people can learn, create, connect, and belong.

A GROWING COMMUNITY MEANS GROWING NEEDS

A changing community requires more flexible spaces, trusted information, digital literacy, partnerships, and cultural experiences.

REMOVE BARRIERS TO ACCESS

People want easier access through flexible spaces, expanded technology, better communication, and services that meet them where they are.

TELL OUR STORY BETTER

While people value BMPL, many are unaware of the full range of experiences offered through our integrated Gallery, Library, Archive, and Museum.

Why This Plan Matters

Communities are shaped by more than roads, parks, and public buildings. They are shaped by the places where people gather, learn, create, preserve their history, and connect with one another.

Since 1995, the Blue Mountains Public Library has grown alongside the community it serves. Today, our integrated Library, Gallery, Museum, and Archive connect people with knowledge, creativity, history, and culture while creating welcoming spaces where everyone belongs.

As one of Ontario's few integrated GLAM organizations, we are uniquely positioned to strengthen community life through lifelong learning, arts and culture, heritage preservation, and meaningful connections.

The next decade will bring growth, emerging technologies, changing demographics, and evolving community expectations. As the way people create, access, and evaluate information continues to evolve, so too must the role of public libraries. More than ever, our community needs trusted institutions that champion intellectual freedom, support literacy, preserve culture and history, and create welcoming places where people can learn, connect, and belong.

Shaped by extensive community engagement, this Plan reflects what matters most:

Creating opportunities for people to learn, discover, create, and connect while strengthening a vibrant, resilient, and inclusive Town of The Blue Mountains.

HOW WE GOT HERE

Our 10-year strategic plan reflects the voices of more than 270 people who shared their ideas through surveys, workshops, focus groups, and ongoing community conversations.



June 2025

Strategic planning steering committee established.



Jul-Sept 2025

Planning framework developed, including Terms of Reference, project timeline, research plan, and confirmation of a 10-year planning horizon.



Sept 2025 - Jan 2026

Community profile, enviro. scan, and consultation framework researched, developed, and approved for implementation.



Feb-Apr 2026

Community engagement and consultation phase, including youth engagement, staff workshops, community surveys, focus groups, and stakeholder consultations.



May-Jun 2026

Research and consultation findings finalized and presented to the Board.



Jun-Aug 2026

Strategic planning workshops held to validate themes and develop the Vision, Mission, Values, Strategic Priorities, and Action Plan.



Sept-Oct 2026

Draft strategic plan reviewed and refined through committee and Board feedback.



Nov 2026

2027-2037 Strategic Plan approved by the Board.

OUR COMMITMENT TO THE COMMUNITY

We cannot predict every opportunity or challenge the next decade will bring. What we can do is remain guided by our purpose, responsive to our community, and committed to strengthening the Town of The Blue Mountains through learning, culture, heritage, creativity, and connection.



TOGETHER, WE WILL SHAPE THE NEXT
CHAPTER OF OUR COMMUNITY'S STORY.





Governance Report

Board Meeting

Report To: Blue Mountains Public Library Board
Report Name: GOV.26.05 Finance Working Group Report-September
Date: September 17, 2026
Prepared by: Jennifer Murley, CEO

A. Recommendations

THAT the Blue Mountains Public Library Board receive the Finance Working Group's report GOV.26.05, titled *"Finance Working Group Update – Policy Review and Draft Financial Framework,"* as information; AND

THAT the Blue Mountains Public Library Board approve the following, as presented/amended:

- **POL-SYS.2018.90 Finance**
- **POL-SYS.2026.01 Donations, Sponsorships, and Fundraising**
- **POL-SYS.2026.02 Reserve Policy**
- **Draft Financial Framework; AND**

THAT the Blue Mountains Public Library Board rescind POL-SYS.2018.52 Donations and Fundraising upon approval of POL-SYS.2026.01 Donations, Sponsorships, and Fundraising.

B. Background

The Finance Working Group was established to support the development of a long-term financial framework and related financial policies that advance the Board's strategic priorities and 2026 Annual Action Plan.

The work of the Group directly supports the 2026 Annual Action Plan's goal of establishing a long-term financial governance framework, including developing a reserve policy, long-term capital planning, and governance policies for charitable funds.

The Group has reviewed the draft Financial Framework and related policies over the summer and is now bringing the work forward for Board consideration.

C. Policy Review

Finance Policy – POL-SYS.2018.90

The Finance Policy was reviewed as part of the development of the Financial Framework. The policy continues to establish the Board's financial authorities, including purchasing, signing authority, budget reallocation, and reserve access.

Donations, Sponsorships, and Fundraising – POL-SYS.2026.01

The Finance Working Group recommends rescinding the existing POL-SYS.2018.52 Donations and Fundraising policy and replacing it with POL-SYS.2026.01 Donations, Sponsorships, and Fundraising.

The existing policy was developed before BMPL became a registered charity. BMPL is now registered with the Canada Revenue Agency as a charitable organization and can issue official donation receipts for eligible charitable gifts. The new policy reflects this change and provides a more complete framework for donations, gifts-in-kind, planned giving, sponsorships, fundraising, donor recognition and donor privacy.

The new policy also clearly identifies which donations can be accepted by the CEO and which require Board approval, including donations with significant conditions or those that could create legal, financial, operational or reputational risk.

This is therefore a substantive update rather than a routine policy refresh.

D. Reserve Policy and Account Structure

The proposed Reserve Policy establishes a consistent framework for creating, managing, using and reporting on BMPL reserves. It applies to reserves established by or on behalf of the Board, including those held or administered by the Town.

As part of this work, the Finance Working Group reviewed the history and purpose of BMPL's existing accounts. This helped clarify where funds are held, what they are intended for, and the appropriate authority for their use.

The following account name changes are incorporated into the proposed reserve structure:

- **Advisory Committee Reserve → Arts & Culture Council Reserve**, reflecting the current name of the Council.
- **Former Land Reserve Fund / Board investment accounts → L.E. Shore Expansion Fund**, reflecting the historical origin of the funds and the Board's previous discussions regarding their potential use toward future Library expansion.

The proposed Reserve Policy recognizes that reserves may be consolidated where appropriate, while maintaining any applicable donor, legal or other restrictions.

E. Financial Framework

The draft Financial Framework brings BMPL financial governance information together in one reference document. It explains, in plain language, the roles of the Board, CEO, Town Administration and Council, as well as financial authority, budgeting, reserve access, reporting and accountability.

The Framework is intended to provide continuity beyond the current Board and staff. Once approved, it will be used as a reference and training document for future Library Board members, Town Council members and Town Finance staff, helping ensure that there is a shared understanding of BMPL's financial governance, authorities and responsibilities.

This is particularly important as BMPL prepares for a new Library Board following the 2026 municipal election and supports the 2026 Annual Action Plan's focus on governance continuity and long-term financial sustainability.

F. Next Steps

Following Board approval, staff will:

1. Finalize the approved policies and Financial Framework.
2. Update related policy references and internal documentation.
3. Work with Town staff to implement the approved reserve account name; and
4. Use the Financial Framework as a reference and training document for future Board, Council and Town Finance staff.

Respectfully submitted on behalf of the Finance Working Group,

Jennifer Murley, CEO

LibraryCEO@TheBlueMountains.ca

519-599-3681 extension 148

POL-SYS.2018.90 Title: <i>Finance</i>	
	Type: System
	Authority: Board
	Resolution No.: BMPL 2018-130 on 6-21-18; POL-SYS.2018.90
	Associated Documents: The Town of The Blue Mountains Procurement Policy [POLICY FS.08.08] The Town of The Blue Mountains Disposal of Physical Assets [POLICY FS.08.07]
	Original Approval: 06-21-2018
	Amended On: 05-16-2019; 05-21-2020; 2026
	Reviewed On: 05-16-2024; 2026

Commented [JM1]: Add new sponsorship and donations policy if approved

Legal Framework

The Associated Documents list above identifies the external documents which apply to the Board and direct the CEO.

SYS.2018.90.1 Guiding Principles

1. The BMPL will:
 - 1.1. Use an open, accountable, fair, and efficient process for procurement.
 - 1.2. Procure goods and services from responsible suppliers who follow ethical standards and who supply “green” products.
 - 1.3. Access TBM staff expertise, where available, in lieu of contracting out projects.
2. Board members and employees must declare pecuniary interest in any proposal, contract, tender, or quotation for the supply of goods and services to the BMPL, whenever there may be a direct or indirect interest in said work or project.

SYS.2018.90.2 Use of Town Procurement

1. The Board accepts The Town of The Blue Mountains Procurement Policy [POLICY FS.08.08] for the acquisition of all goods and services when the Town is procuring on the BMPL’s behalf.
2. The CEO may request the Manager of Purchasing to assist procedurally on any purchase. In this case the BMPL shall accept The Town of The Blue Mountains Procurement Policy [POLICY FS.08.08].
3. In any case where the BMPL does not follow clause 1 or 2 above, the Blue Mountains Public BMPL Procurement procedure shall be followed. (See Section 3).

SYS.2018.90.3 Procurement by the BMPL

1. **Competitive Process**
 - 1.1. All items **over \$50,000** shall be subject to a competitive process unless approved by the Board according to *Sole Sourcing and Single Sourcing*. Competitive process includes Request for Proposals (RFP) or Bid and Tender.
 - 1.2. An RFP shall include set criteria for the proponents to respond to and shall be publicized for no less than two (2) weeks via the BMPL website. The closed envelope evaluation process shall include a committee to screen, independently evaluate, and consensus rank the proposals according to the criteria. The lowest bidder need not be awarded. The proponent who scores the

highest shall be awarded, based on the criteria set in the proposal. The binding party shall be the CEO or Board, depending on Section 4 Authority to Award.

- 1.3. Bid and Tender are requests for a closed envelope bid. The lowest complete bid to address the complete needs as set out within the posting shall be selected.
- 1.4. No contract or purchase may be divided to avoid any requirements of this procedure.
2. **Rotational Rosters:** The BMPL may use any member of the Town's Rotational Roster without conducting its own competition or may choose to run its own competition.
3. **Sole Sourcing and Single Sourcing** may occur when **items are under \$50,000** providing the CEO gives notice to the Board at the next regularly scheduled meeting following the purchase. For approval of items of \$50,000 and above, a request, with rationale, must be submitted to the Board prior to making any purchase.
4. **A Vendor of Record (VoR)** list may be developed by the BMPL via a competitive process.
 - 4.1. Such VoR arrangements may not exceed a three-year commitment but may be renewed following a subsequent competitive process.
 - 4.2. The BMPL may also select a vendor from pre-selected VoR lists provided by the Ontario Government, the Ontario BMPL Services (OLSs), Grey County, and/or The Town of The Blue Mountains.

SYS.2018.90.4 Authority to Award and Bind

1. Following the procurement process:
 - 1.1. The CEO or delegate shall authorize payments for any item or expense within approved budget lines.
 - 1.2. The CEO shall award and bind any contracts under \$50,000 or any contracts selected through an RFP process up to \$250,000.
 - 1.3. The Board shall award and bind any contracts above \$250,000.
2. Managers of the Library and Museum have a \$1,500 purchasing limit within budget lines. The CEO may authorize a manager to make larger purchases via corporate purchasing card (P-Card).
3. Committees of the Board which have been provided with a budget may authorize and award up to \$25,000 without Board resolution and/or CEO approval. The CEO shall be involved as a procedural resource and may require specific procedures be maintained by the Committee.

SYS.2018.90.5 Financial Authority

1. The Board Chair, Board Vice Chair, and CEO shall be signing officers on all Board held bank accounts. Two of three signatories are required for transactions, one of which is the CEO.
2. The CEO shall authorize payment of all invoices and payroll within budgets up to a maximum as referenced in Section 4.
3. The CEO may make any electronic funds transfer (EFT) on behalf of the Board, within budgetary allowances.
4. The CEO may apply for and bind any grants deemed appropriate for the operations of the BMPL.
5. The CEO may accept donations of cash, in-kind, or materials in accordance with POL-SYS.2026.01 Donations, Sponsorship, and Fundraising. The CEO shall submit a copy of the audited financial

statement to the Ministry as part of the requirements to complete the Ontario Public Libraries Annual Survey.

6. The CEO shall be the signing officer for contracts with vendors and granting agencies.

SYS.2018.90.6 Reallocation of Budget

The CEO shall have the authority to reallocate approved budgets with the following exceptions:

1. Board Resolution is required for Operational or Salary Reallocation over 10% of the budget and may not impact the bottom line.
2. Board Resolution is required for Capital Reallocation over 10% of the budget and TBM Director of Finance approval.
3. Reallocation or adjustments which impact the bottom line of any individual budget (e.g. operational, capital, minor capital, or employment) require Board resolution and TBM Director of Finance approval.

SYS.2018.90.7 P-Card Use

The CEO may authorize employees to obtain a Purchasing Card (P-Card) with the Town.

1. Monthly statements shall be submitted to the CEO, following itemization by account. The CEO shall approve by signature, each P-Card prior to submission to Finance.
2. The CEO's Monthly statement shall be authorized by the Chair or Vice Chair prior to submission to Finance.

SYS.2018.90.8 Reimbursement of Expenses

The CEO shall reimburse pre-approved expenses upon submission of original itemized receipts.

SYS.2018.90.9 Authorization of Reserve Accounts

1. The CEO may authorize the annual roll-over of any unused funds or interest into reserve accounts.
2. The CEO may authorize use of all operational reserves (e.g. Gallery commission, Museum unrestricted donations).
3. Board resolution is required for authorization of all Board reserves, including Board investments.
4. Board resolution is required when requesting or recommending Council held reserves be accessed, such as in Development Charge reserves. The Finance Department and/or Council shall approve such requests, according to the TBM by-law.

SYS.2018.90.10 Restricted Donations

1. Donations designated for a specific purpose shall be tracked separately and used only for the purpose for which they were given.
2. The use of designated donations must be consistent with any conditions accepted by the Board or CEO under POL-SYS.2026.01 Donations, Sponsorship, and Fundraising.
3. Designated donations shall not be reallocated for another purpose without Board approval and, where applicable, donor consent.
4. Undesignated donations may be used to support any approved BMPL purpose consistent with the Board-approved budget and strategic priorities.

SYS.2018.90.11 Cash on Site

5. As a safety to the staff, BMPL shall not hold large quantities of cash on site.
6. A \$100.00 till float shall be made available to each Circulation Desk and placed in a safe during off-hours.
7. A \$200.00 petty cash float shall be made available to each location and kept in the safe.
 - 7.1. Petty cash slips shall be completed by two (2) employees and be accompanied by the original itemized receipt.
8. Cash should be removed to the safe at least one time per shift, or as large purchases are made.
9. Donations more than \$500 cash may not be accepted at the desk. Larger amounts may be accepted in cash by the CEO only [See Donations Policy POL-SYS.2018.52 *Not-for-Profit Activities in the Name of the Board*].
10. Deposits shall be made regularly by the CEO or designate to ensure the safety of staff and revenue.

SYS.2018.90.12 Disposal of Assets

1. The Board accepts The Town of The Blue Mountains Disposal of Physical Assets policy [POLICY FS.08.07].
 - 1.1. Items held on the TBM ledgers shall be turned over to the Town for disposition.
 - 1.2. Items expensed under BMPL budgets shall be held on the BMPL ledger, and therefore funds from the sale of disposed assets shall be returned to the BMPL.
2. The CEO may determine from time-to-time what items will be considered surplus.
3. Museum artifacts shall follow de-acquisition protocols as defined in *POL-ADM.2018.98 Museum Collections* and shall be determined by the CEO in consultation with the Curator.
4. BMPL materials are exempt from this policy and will follow *POL-ADM.2018.75 Collection Management*.

SYS.2018.90.13 Lotteries and Contests

1. Board members, employees and members of their immediate families are not eligible to win contests sponsored by the BMPL.
2. Board members, employees and members of their immediate families may participate in raffles, as these are games of chance.
3. Lottery and contest rules shall be published on the BMPL website and available in print to those by request. Rules must follow all relevant legislation.

SYS.2018.90.14 Whistleblower Statement

Any Personnel who have knowledge of deficiency in, or non-compliance with, BMPL policy shall report with impunity to the CEO or Board Chair.

**Type:** System**Authority:** Board**Resolution No:** BMPL 2018-104 on 5-17-18; POL-SYS.2018.52

Associated Documents: Corporations Act, RSO
Public Libraries Act, RSO 1990, c. P44;
Ontario Not-For-Profit Corporations Act,
2010; Income Tax Act RSC 1985 (Canada);
Municipal Freedom of Information and
Protection of Privacy Act (MFIPPA); Canada
Revenue Agency Charities Directorate
Guidance

Original Approval: 2026**Amended On:****Reviewed On:**

Legal Framework

The Blue Mountains Public Library (BMPL) is an incorporated not-for-profit corporation under the *Ontario Not-for-Profit Corporations Act, 2010* and is registered as a charitable organization with the Canada Revenue Agency (CRA) under the *Income Tax Act, 1985 (Canada)*.

As a registered charity, BMPL may accept charitable donations and issue official donation receipts in accordance with CRA requirements. Donor privacy is protected under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

SYS 2026.01.1

Definitions

1. **Artefact** refers to an object that holds symbolic, historical, or social significance.
2. **Bequest** refers to a gift left to BMPL in someone's will.
3. **Cash** includes cheques, money orders, bank drafts, bills, coins, debit, and credit card transactions.
4. **Donation** refers to a voluntary transfer of cash or property to BMPL without expectation of goods or services in return. Donations may be either:
 - **Designated (restricted):** intended for a specific purpose, fund, or program; or
 - **Undesignated (unrestricted):** available for use at the discretion of BMPL in support of its charitable purposes.
5. **Fundraising** refers to the process of gathering voluntary contributions of money or other resources to be able to implement projects.
6. **Gifts In-Kind** refers to a donation of items instead of money. This can include things like books, artwork, equipment, or supplies. Services such as volunteering or professional work are not considered gifts in kind for tax receipt purposes.
7. **Planned Giving** refers to a donation that is arranged in advance as part of a person's financial or estate planning, usually for the future. This can include gifts made through a will or life insurance.

8. **Sponsor or sponsorship** refers to support from a business or organization in exchange for recognition or promotional benefits. Sponsorship is usually a business arrangement, not a charitable gift.

SYS 2026.01.2 Purpose

This policy explains how BMPL accepts, manages, and recognizes donations and sponsorships, while ensuring compliance with applicable laws and CRA requirements.

SYS 2026.01.3 General Principles

1. BMPL will:
 - Use donations and sponsorships to support its mission, services, collections, programs, and strategic priorities.
 - Conduct fundraising activities in an ethical, transparent, and accountable manner.
 - Comply with all applicable laws and Canada Revenue Agency requirements.
 - Manage donations responsibly and transparently.
 - Respect donor privacy.
 - Remain independent in its decisions about collections, programs, services, staffing, and operations.
 - Protect intellectual freedom and ensure that donors and sponsors do not influence collections, programs, services, or professional recommendations.
2. Donation or sponsorship does not give a donor any ownership of, or control over, Library operations, collections, programs, services, staffing, or policies.

SYS 2026.01.4 Authority

1. The Library Chief Executive Officer (CEO) or designate is responsible for:
 - Accepting routine donations and gifts-in-kind;
 - Applying for grants;
 - Managing fundraising activities;
 - Entering into sponsorship agreements; and
 - Recognizing donors in accordance with this policy.
2. The Board must approve:
 - Naming rights;
 - Donations with significant conditions attached;
 - Donations that could create legal, financial, operational, or reputational risks; and
 - Major fundraising campaigns.

SYS 2026.01.5 Donations

1. BMPL may accept donations of money, securities, property, books, equipment, artwork, archival materials, artefacts, and other property.
2. Donations may include:
 - One-time or recurring financial gifts;
 - Memorial gifts;
 - Celebration gifts;
 - Planned gifts and bequests;
 - Gifts-in-kind; and
 - Other forms of charitable support permitted by law.

3. BMPL may accept designated donations for specific purposes where the conditions are reasonable, achievable, and consistent with the BMPL's mission and priorities.
4. BMPL may decline a donation if:
 - It does not support the BMPL's mission or priorities;
 - It would create unreasonable costs or obligations;
 - Ownership cannot be confirmed;
 - The conditions attached to the donation cannot reasonably be met; or
 - Accepting it would not be in the best interests of BMPL.
5. Once accepted, donated items become the property of BMPL.
6. BMPL may use, display, store, transfer, sell, digitize, or dispose of donated items in accordance with its policies.

SYS 2026.01.6 Official Donation Receipts

1. BMPL may issue official donation receipts for eligible charitable gifts.
2. Receipts will be issued in accordance with Canada Revenue Agency requirements.
3. Official donation receipts cannot be issued for:
 - Volunteer time or services;
 - Sponsorships;
 - Donations directed to organizations that are not qualified recipients; or
 - Contributions that do not qualify under Canada Revenue Agency rules.
4. The CEO will establish procedures for issuing and managing official donation receipts.
5. The CEO shall maintain a written procedure governing the issuance, management, and retention of official donation receipts.

SYS 2026.01.7 Gifts-in-Kind

1. BMPL may accept gifts-in-kind that support Library services, collections, exhibits, archives, or operations.
2. Where required, BMPL may obtain an independent appraisal to determine fair market value.
3. Acceptance of a gift-in-kind does not guarantee that it will be added to a collection, exhibit, or program.

SYS 2026.01.8 Planned Giving and Bequests

1. BMPL welcomes planned gifts and bequests. These may include:
 - Gifts made through a will;
 - Life insurance gifts;
 - Beneficiary designations;
 - Endowment gifts; and
 - Other forms of charitable giving permitted by law.
2. Donors are encouraged to seek independent legal, financial, and tax advice.

SYS 2026.01.9 Sponsorship

1. BMPL may enter into sponsorship agreements with businesses, organizations, and community partners.
2. Sponsorships must:
 - Support the mission and goals of BMPL;
 - Not influence Library collections, programs, services, staffing, or operations;
 - Not create a conflict of interest;
 - Not require BMPL to endorse a product, service, or organization; and

- Be documented through a written agreement.
- 3. Since sponsors receive recognition or promotional benefits, sponsorships are generally not eligible for charitable donation receipts.
- 4. The Board reserves the right to refuse or end a sponsorship arrangement if it is no longer consistent with this policy or the best interests of BMPL.

SYS 2026.01.10 Fundraising

BMPL may undertake fundraising activities to support services, collections, programs, exhibits, capital projects, and other Library priorities.

Fundraising activities will be conducted in a transparent, respectful, and responsible manner.

BMPL will make reasonable efforts to ensure donations are used for the purpose for which they were given.

SYS 2026.01.11 Donor Recognition

1. BMPL values and appreciates the generosity of donors.
2. Donors will receive acknowledgement of their support in a timely manner.
3. Donors may be recognized through:
 - Thank you letters;
 - Annual reports;
 - Newsletters;
 - Digital platforms;
 - Plaques;
 - Displays; or
 - Other appropriate forms of recognition.
4. Donors may choose to remain anonymous.
5. Donors may request information about how their donation has been used and how it supports the BMPL's mission and services.

SYS 2026.01.12 Naming Opportunities

1. The Board may approve naming opportunities for spaces, collections, programs, furnishings, equipment, or other assets in recognition of significant support.
2. All naming opportunities must:
 - Be approved by the Board;
 - Be documented through a written agreement;
 - Identify the asset being named; and
 - Specify the duration and terms of recognition.
3. The Board may remove or change naming recognition if it is no longer in the best interests of BMPL.

SYS 2026.01.13 Donor Privacy

1. BMPL will maintain records of donations in accordance with applicable legislation and financial record keeping requirements.
2. Personal information collected from donors will be managed in accordance with the MFIPPA.
3. BMPL will protect donor information and respect donor privacy.
4. BMPL will not sell, rent, or share donor information except:
 - As required by law;
 - For audit or regulatory purposes; or
 - With the donor's consent.
5. Donors may request that their gift remain anonymous, and BMPL will make reasonable efforts to honour those requests.

POL-SYS.2026.02 Title: <i>Reserve Policy</i>	
	Type: System
	Authority: Board
	Resolution No:
	Associated Documents: Public Libraries Act, R.S.O. 1990; Public Sector Accounting Standards, Financial Framework, Multi-Year Funding Agreement, MOU, POL-SYS.2018.90
	Original Approval: 2026
	Amended On:
	Reviewed On:

Legal Framework

As a corporate body established under the Public Libraries Act, the Board is responsible for the governance, control, and management of BMPL’s financial affairs.

The Board’s reserve framework operates within the Multi-Year Funding Agreement and Memorandum of Understanding (MOU) with the Town of The Blue Mountains, the Board’s Finance Policy, the Financial Framework, and the Town’s Reserve & Reserve Fund Policy. The Town may administer financial and reserve accounts on the Board’s behalf; however, where an account is held does not, by itself, determine authority over the funds.

Use of a Town-held reserve is subject to any additional approval required under the Funding Agreement, Town-by-law, legislation, the applicable Town policy, or the nature of the account.

SYS 2026.02.1	Definitions
1.1. Capital Reserve:	A reserve established to finance the replacement, rehabilitation, renewal, or acquisition of capital assets.
1.2. Designated Reserve:	A reserve established for a specific purpose, including donor-restricted gifts, fundraising proceeds, or Board-approved initiatives.
1.3. Development Charge Reserve Fund:	A legislated reserve fund established under applicable legislation and administered by the Town for eligible growth-related capital projects.
1.4. Obligatory Reserve Fund:	A reserve fund required or restricted by provincial legislation, including Development Charge funds.
1.5. Operating Stabilization:	Funds maintained to manage unexpected operating pressures, temporary revenue shortfalls, cash-flow timing risks, and other events that could disrupt services.
1.6. Operating Surplus:	The excess of revenues over expenditures for a fiscal year following completion of the annual audit.
1.7. Reserve:	An allocation of funds set aside by Board resolution for a future purpose. A reserve is not legally segregated from BMPL’s general funds and may be used for future operating, capital, or strategic priorities in accordance with Board direction.

1.8. Reserve Fund: Funds that are segregated and restricted for a specific purpose. A reserve fund may be established by legislation, funding agreement, donor restriction, or other external requirement, and may only be used in accordance with the conditions governing the fund.

SYS 2026.02.2 Policy Statement

2.1. The Board shall maintain reserves at levels that support financial sustainability, service continuity, asset lifecycle requirements, strategic priorities, and BMPL's ability to respond to financial uncertainty.
2.2. Reserves shall not be used to mask a recurring structural operating deficit. Where recurring expenditures exceed sustainable revenues, the Board shall address the underlying budget or funding issue through the annual budget process and, where appropriate, a multi-year financial plan.

SYS 2026.02.3 Purpose & Scope

3.1. The purpose of this policy is to establish a consistent framework for the creation, management, use, and reporting of BMPL reserves.
3.2. This policy applies to all reserves established by or on behalf of the Board, including reserves held by or administered by the Town on behalf of the Board.

SYS 2026.02.4 Reserve Management Principles

- The Board shall manage reserves in a manner that:
- Promotes responsible stewardship of public funds and transparency;
 - Supports BMPL's Strategic Plan and asset management objectives;
 - Maintains financial resilience and flexibility;
 - Reduces unnecessary reliance on borrowing; and
 - Supports the use of grants and other external funding opportunities to leverage BMPL resources.

SYS 2026.02.5 Reserve Structure & Classification

The Board's reserves are classified according to their purpose and any applicable legal, contractual, donor, or other restrictions. The following structure applies:

Reserve / Fund	Classification	Primary Purpose	Target / Threshold
Library Board Surplus Reserve	Operating/Stabilization	Holds annual operating surpluses under the Multi-Year Funding Agreement and supports financial resilience, approved one-time priorities, and future capital needs.	10% minimum; 15% target; 20% review threshold of prior-year operating expenditures.
General Reserve – Non-Growth-Related Reserve	Capital	Supports non-growth capital projects, facility improvements, accessibility, technology, studies, and other approved one-time initiatives.	Based on identified capital and lifecycle requirements and the multi-year capital plan.
Development Charge Reserve Fund	Obligatory	Supports eligible growth-related capital expenditures permitted under the Development Charges Act and the Town's Development	No discretionary target. Balance determined by eligible projects, legislation, and the applicable Background Study.

		Charge Background Study.	
Craigleith Heritage Depot Fundraising Reserve	Designated	Holds fundraising proceeds designated for the Craigleith Heritage Depot purposes.	Sufficient to meet applicable restrictions and approved eligible projects.
Library Legacy Reserve Fund	Designated	Holds legacy gifts, bequests, and designated donations for their stated or Board-approved purposes.	Sufficient to meet applicable restrictions and approved eligible projects.
Arts & Culture Council Reserve	Designated	Holds fundraising proceeds designated for Gallery purposes.	Sufficient to meet applicable restrictions and approved eligible projects.
L.E. Shore Expansion Reserve	Designated	Holds funds originating from the former Land Reserve Fund used for construction of L.E. Shore Memorial Library. Historical Board discussions have contemplated their use toward future Library expansion.	To be determined Pending Board resolution

SYS 2026.02.6 Reserve Targets

- 6.1. The Board adopts a 10% minimum and 15% target for the Library Board Surplus Reserve, based on prior-year operating expenditures. A balance above 20% shall trigger a review of whether excess funds should be retained for identified risks or commitments or directed toward capital, lifecycle, strategic, or other Board-approved priorities. See Appendix B.
- 6.2. To calculate the operating reserve target, prior-year audited operating expenditures shall be used, excluding capital expenditures, transfers to or from reserves, amortization, and other non-operating items.
- 6.3. Capital and lifecycle reserves shall be based on identified asset renewal and capital requirements, BMPL's multi-year capital plan, and available funding from the Town, grants, and other sources.
- 6.4. The Board may establish a separate emergency reserve where a significant financial or operational risk warrants one. The CEO shall recommend an appropriate funding level based on the identified risk, potential financial exposure, insurance coverage, and business continuity requirements.
- 6.5. Designated and restricted reserves are not subject to the operating reserve targets established in this section. Their appropriate balances shall be based on their specific purpose, including applicable legislation, donor restrictions, approved projects, commitments, or other governing requirements. Funds shall not be transferred or used for purposes that are inconsistent with those requirements.

SYS 2026.02.7 Contributions to Reserves

- 7.1. Reserve contributions shall be planned through the annual budget process and may include:
- Annual operating surpluses, subject to the Multi-Year Funding Agreement;
 - Board-approved budget transfers;
 - Fundraising proceeds and donations, subject to applicable restrictions;
 - Grants or other external contributions;
 - Interest or investment earnings, where applicable; and
 - Other revenues or transfers approved by the Board, and where required, the Town or Council.
- 7.2. When allocating an annual operating surplus, the Board shall first consider whether the Library Board Surplus Reserve meets its minimum and target levels. The Board shall also consider known capital and lifecycle needs, committed projects, strategic priorities, and the requirements of other reserves before allocating any remaining surplus.

Commented [JM1]: The 15% target is not an absolute requirement, so in the case of expansion (major capital need), it may be reasonable for the Board to allocate part of a surplus toward expansion rather than putting every \$ back into a reserve until it hits 15%.

SYS 2026.02.8 Use of Reserve Funds

- 8.1. Reserve funds shall be used only for purposes consistent with their approved purpose and classification and in accordance with applicable legislation, agreements, donor restrictions, and Board approvals.
- 8.2. Subject to these requirements, reserve funds may support one-time expenditures, capital and lifecycle needs, strategic initiatives, emergency and business continuity measures, grant matching, and other Board-approved purposes. Eligible expenditures may include:
- Capital rehabilitation, renewal, and lifecycle replacement;
 - Facility, accessibility, technology, equipment, and furnishing needs;
 - Planning, feasibility studies, design, project management, and other pre-construction costs;
 - Emergency expenditures and business continuity measures;
 - Temporary operating stabilization or cash-flow pressures;
 - Strategic one-time initiatives approved by the Board;
 - Grant matching and other opportunities that leverage external funding; and
 - BMPL's approved contribution to major capital projects.
- 8.3. Reserve funds shall not be used to fund ongoing operating deficits except where specifically authorized by the Board as part of a documented strategy to restore long-term financial sustainability.

SYS 2026.02.9 Authority & Approval

- 9.1. Reserve transactions shall be approved in accordance with the Board's Finance Policy, this Policy, and any applicable Town requirements. The following summarizes the required approvals:

Transaction / Situation	Approval	Additional Requirement
Use of a Board-controlled reserve not authorized through the approved budget or a prior Board resolution	Board resolution	The CEO may administer payment within delegated authority following Board approval.
Use of an operational reserve within the CEO's authority under the Finance Policy and within an approved budget	CEO	Use must comply with the reserve's approved purpose, budget, and any applicable donor or agreement restrictions and shall be reported through regular financial reporting.
Request to access a Town-held Library reserve	Board resolution	Any required Town Finance or Council approval must also be obtained.

Access to the Development Charge Reserve Fund	Board resolution to request access	Council approval and all applicable legislative and Town requirements apply. Funds may only be used for eligible growth-related expenditures.
Operating budget variance requiring a reserve transfer that was not previously approved by the Board	Board resolution	Where Town approval is also required, the transfer shall not be processed until all required approvals have been obtained.
Capital project reserve request	Board resolution unless already authorized through the approved capital budget or project resolution	Where Town-controlled funding is involved, applicable Town approval and materiality requirements shall apply.

9.2. Reserve authority shall be read together with the Finance Policy. Nothing in this policy expands delegated spending or contracting authority.

9.3. Where a Town-held reserve requires Town or Council approval, the applicable requirements of the Town's Reserve & Reserve Fund Policy shall apply in addition to any approval required by the Board.

SYS 2026.02.10 Reserve Commitments

10.1. Reserve reporting shall distinguish between the total reserve balance and the amount available for new commitments. Committed and restricted funds shall be identified separately and shall not be included when assessing whether the Library Board Surplus Reserve meets its operating reserve target.

SYS 2026.02.11 Interest & Investment Earnings

11.1. Board-held reserve investments shall be held and administered in accordance with applicable legislation, the Finance Policy, any applicable agreements or restrictions, and Board resolutions.

11.2. Interest and other investment earnings shall be credited to the reserve from which the funds originated, unless otherwise directed by the Board or required by an applicable agreement, restriction, or legislation.

SYS 2026.02.12 Financial Reporting

12.1. The CEO shall report reserve activity to the Board through regular financial reporting and at least annually as part of the budget process. Reports shall include, where applicable:

- Opening and closing balances;
- Contributions, transfers, withdrawals, and expenditures;
- Interest or investment earnings;
- Committed and restricted amounts;
- Available balances;
- Target, minimum and maximum/review thresholds;
- Material variances from targets; and
- Replenishment plans where a reserve is below its minimum.

12.2. Reserve balances and related transactions shall be reflected in BMPL's audited financial statements and other required financial reporting, as applicable.

SYS 2026.02.13 Annual Reserve Review

13.1 As part of the annual budget process, the CEO shall review the adequacy of BMPL's reserves and recommend any required contributions, withdrawals, or changes to reserve targets.

13.2 The review shall consider:

- Prior year audited results;
- Board Surplus Reserve minimum and target;
- Cashflow and liquidity requirements;
- Financial and operational risks;
- Asset condition and lifecycle requirements;
- Multi-year capital and strategic priorities;
- Future capital commitments and major projects;
- Available grants and external funding opportunities;
- The Multi-Year Funding Agreement and MOU;
- The Town's current reserve policy and financial framework; and
- Changes in legislation, accounting standards or Board policy.

SYS 2026.02.14 Reserve Replenishment

14.1. Where a reserve falls below its minimum threshold, the CEO shall recommend a replenishment strategy as part of the next budget or financial update. The strategy may include operating surpluses, budget contributions, one-time revenues, fundraising, grants, project deferral or reprioritization, or other appropriate funding sources.

14.2. The timing of replenishment shall reflect the size and cause of the shortfall, the Library's financial position, and the need to maintain essential services and a sustainable operating budget.

SYS 2026.02.15 Creation, Consolidation, and Closure of Reserves

15.1. Reserves shall have a defined financial purpose.

15.2. New Board-controlled reserves shall be established by Board resolution. The resolution shall identify the reserve's purpose, funding source, intended use, approval authority, and, where appropriate, its target or threshold and review date.

15.3. Reserves with similar or overlapping purposes may be consolidated where doing so improves transparency and financial management, provided that all applicable restrictions and donor conditions are maintained.

15.4. Project-specific and time-limited reserves shall include a review date and, where appropriate, a sunset date.

15.5. A restricted or designated reserve may only be closed, repurposed, or transferred in accordance with applicable legislation, agreements, donor conditions, and required Board or Town approvals.

SYS 2026.02.16 Policy Review Cycle

This policy shall be reviewed at least once every four years or as required by legislative or accounting changes, amendments to the Multi-Year Funding Agreement or MOU, changes to the Town's reserve framework, material changes to BMPL's financial position, or Board direction.

Appendix A – Reserve Access and Authority Summary

Account/Fund	Location	Authority	Restriction/Approval
Library Board Surplus Reserve	Town-held account	Library Board, subject to Funding Agreement and required Town approvals	Annual surpluses rolled over under the Funding Agreement. Board approval is required for use unless already authorized through the approved budget/prior resolution; Town processes/approvals apply where required.
Development Charge Reserve Fund	Town-held account	Town Council for final access	Board resolution requests access; Council resolution and Development Charges Act eligibility required.
General Reserve – Non-Growth Related	Town-held account	Library Board, with Town administration of account	Board resolution required to request access; Town processing/approval requirements apply.
CHD Fundraising Reserve	Town-held account	CEO where use is within Finance Policy authority	Must comply with approved budget and fundraising/donor restrictions; Board approval where required by Finance Policy or restriction.
Library Legacy Reserve Fund	Town-held account	Library Board/CEO as delegated under the Finance Policy	Use must comply with Council bylaw BL-2003-35.
Arts & Culture Council Reserve	Town-held account	Library Board/CEO as delegated	Use must comply with fundraising purposes and applicable Board approvals.
L.E. Shore Expansion Fund	Board bank/investment accounts	Library Board, subject to Board resolution formalizing current classification and purpose.	Originated as Land Reserve Fund for L.E. Shore construction; historical discussions since 2018 contemplated expansion. No alternate use until formal Board resolution.

Appendix B – Legislative, Policy, and Reserve Framework

1. Legislative and Policy Framework

Authority/Document	Relevance to Reserve Management
Public Libraries Act, R.S.O. 1990, c. P.44	Establishes the legal framework for public library boards and their responsibility for the governance, control, and management of library finances. The <i>Public Libraries Act</i> does not prescribe reserve requirements or minimum reserve balances. Reserve targets and management practices are therefore established by the Board through this Policy, having regard to financial risk, operational requirements, capital needs, and sound financial management practices
Town of The Blue Mountains Reserve & Reserve Fund Policy	Establishes the Town's framework for the establishment, maintenance, administration, and use of Town reserves and reserve funds. The Policy applies to Town-controlled funds and establishes requirements for Town and Council approval where applicable. BMPL shall comply with the applicable requirements of the Town's policy when accessing or administering Town-controlled reserve funds.
BMPL Finance Policy (POL-SYS.2018.90)	Establishes the Board's financial authorities and approval requirements. Board resolution is required for the use of Board reserves and for requests to access Council-held reserves, subject to applicable Town requirements.
BMPL Financial Framework	Establishes the financial management framework for planning, budgeting, monitoring, and reporting on BMPL's financial resources. Reserve planning shall support long-term financial sustainability, strategic priorities, asset management, and anticipated operating and capital requirements.
Multi-Year Funding Agreement between the Board and the Town	Establishes the financial relationship between the Board and the Town. Section 3.6 provides that annual operating surpluses are transferred to a reserve account maintained by the Town on behalf of the Board and controlled by the Board.
MOU between the Board and the Town	Establishes the respective governance, financial administration, and operational responsibilities of the Board and the Town. The Town maintains the Board's reserve accounts as Town-held accounts, while authority over the establishment, purpose, allocation, and use of Library reserves rests with the Board except where otherwise required by legislation or agreement.
Applicable Development Charge Legislation and the Town's Development Charge Background Study	Applies specifically to the Development Charge Reserve Fund. Funds may only be used for eligible growth-related capital expenditures in accordance with applicable legislation and the Town's Development Charge Background Study.

2. Reserve Target Framework

The Public Libraries Act does not prescribe minimum reserve balances or reserve targets for public library boards. The reserve thresholds established by this Policy are therefore Board-established financial management targets.

The Board's operating reserve thresholds are aligned with the 10–15% operating stabilization range established in the Town's Reserve & Reserve Fund Policy and reflect BMPL's financial risk, operating requirements, and long-term capital needs.

Threshold	Level	Purpose
Minimum	10% of annual operating expenditures	Provides a basic level of protection against unforeseen financial pressures, revenue shortfalls, emergencies, and other operational risks.
Target	15% of annual operating expenditures	Represents desired level of operating financial resilience and provides flexibility to manage short-term pressures while maintaining financial stability.
Review Threshold	20% of annual operating expenditures	Triggers a review of whether funds above this level should be retained for identified risks or directed toward capital, lifecycle, strategic, or other Board-approved priorities.

These thresholds apply to the Board Surplus Reserve only. Designated, restricted, obligatory, capital, and other reserves are governed by their specific purposes and requirements as set out in this Policy and applicable legislation, agreements, or restrictions.



Financial Framework

**Blue Mountains Public Library Board
Governance, Authority, and Financial Accountability**

Draft 2026

Legislative & Governance Authority

Purpose

This framework provides a concise overview of how financial authority, accountability and responsibility are structured at the Blue Mountains Public Library (BMPL). It is intended as a reference document and does not replace legislation, agreements, by-laws, policies or Board resolutions.

Authority to Govern

The Town of The Blue Mountains established the Blue Mountains Public Library (BMPL) under section 3(1) of the Public Libraries Act. The BMPL Board is a corporation under section 3(3) of the Act and is responsible for the governance and management of the Library. BMPL By-Law POL-BLG.2018.02 also recognizes the Board as the publicly accountable body responsible for the governance and management of the Craigleith Heritage Depot Museum and Archive.

The Board's financial authority is exercised within the framework established by the Public Libraries Act, applicable municipal by-laws, Board-approved by-laws and policies, and the agreements between the Board and Council, including the Memorandum of Understanding (MOU) and the Multi-Year Funding Agreement. The MOU establishes the respective roles, responsibilities, and working relationship between the Board and Council, while the Multi-Year Funding Agreement establishes the Town's annual funding commitment to the Library, the purposes for which that funding may be used, and the treatment of annual surplus.

Municipal Funding Framework

Under the Multi-Year Funding Agreement, Council provides an Annual Allotment to the Board for the purposes established by the Agreement. The Annual Allotment is based on 6% of the Town's previous year's tax levy. The Agreement also identifies certain costs that are excluded from the Annual Allotment and addressed through separate municipal budget or funding processes.



Financial Governance Principles

Guiding Principles

- **Stewardship:** Public and charitable resources are managed responsibly and in the best interests of BMPL and the community.
- **Accountability:** Financial decisions are transparent, documented and subject to appropriate oversight.
- **Sustainability:** Financial decisions consider current needs as well as long-term organizational sustainability.
- **Compliance:** Financial activities comply with applicable legislation, agreements, by-laws, policies and charitable requirements.
- **Strategic alignment:** Resources support BMPL's strategic priorities, approved plans and service objectives.
- **Internal controls:** Financial authority, approval and transaction processing are appropriately separated to protect organizational resources.



Roles & Responsibilities

The Board, Library CEO, Town Administration, and Council have distinct roles. The table below describes the primary responsibility of each; specific authorities are set out in the governing documents.

Role	Responsibility
Library Board	Provides financial governance and oversight; approves budgets, financial policies, reserve strategies and Board-controlled reserve use; monitors financial performance, risk and compliance; appoint the auditor; reviews audited financial statements.
CEO/Secretary-Treasurer	Administers the approved budget and Finance Policy; exercises delegated spending, contracting and signing authority; manages financial reporting, grants, donations, reserves and internal controls; reports to the Board.
Town Administration	Provides financial, accounting, payroll, procurement and other administrative services where established by agreement or municipal process; administers Town-held funds and municipal projects.
Town Council	Exercises municipal authority over Town funding, Council-held reserves, development charges, municipal assets and municipal capital projects, as applicable; receives required reports.



Budget Management & Reallocation

The Board must use Municipal funding only for the purposes established by the Funding Agreement. Any proposed change to those purposes may be subject to additional conditions or Town approval under the Agreement.

Any Annual Surplus, as defined by the Funding Agreement, is rolled over into a Reserve Account maintained and controlled by the Board and the Town. The reserve is not treated as an unrestricted operational reserve.

Change	Required Approval
Operational or salary reallocation over 10% of the budget	Board resolution; the reallocation may not impact the bottom line.
Capital reallocation over 10% of the budget	Board resolution and Town Director of Finance approval.
Reallocation or adjustment affecting the bottom line of an individual budget	Board resolution and Town Director of Finance approval.
Annual rollover of unused funds or interest into reserve accounts	CEO may authorize, subject to the specific requirements of the Funding Agreement and applicable reserve authority.

Financial Oversight & Reporting

- The Board approves the annual operating and capital budgets and receives regular financial reporting.
- The CEO reports financial performance, material risks, significant variances and other matters requiring Board attention.
- The Board oversees compliance with legislation, agreements, policies and charitable obligations.
- The CEO coordinates required financial reporting, including the audited financial statements and Ontario Public Libraries Annual Survey requirements.
- Town Administration provides agreed financial and administrative support under the MOU and municipal processes.
- Financial records and controls must support transparency, accountability and audit requirements.



Spending & Signing Authority

Item	Authority
Board-held bank accounts	Board Chair, Board Vice-Chair and CEO are signing officers. Two of the three signatures are required, including the CEO.
Invoices and payroll	CEO authorizes payment within approved budgets and delegated limits.
Electronic funds transfers (EFT)	CEO may make EFTs on behalf of the Board within approved budgetary allowances.
Contracts with vendors and granting agencies	CEO is the signing officer, subject to the applicable award and approval authority.
Grants	CEO may apply for and bind grants deemed appropriate for BMPL operations.
Donations	CEO may accept cash, in-kind or material donations to support BMPL operations, subject to the Finance and Donations policies.
P-Cards	CEO authorizes employees to obtain P-Cards. Monthly statements are itemized and approved by the CEO before submission to Finance. The CEO's statement is approved by the Board Chair or Vice-Chair.
Expense reimbursement	CEO reimburses pre-approved expenses upon submission of original itemized receipts.



Accounts & Reserve Access

Account location does not, by itself, determine authority to use funds. Authority depends on the account's designation and the applicable budget, policy, by-law, agreement or Board/Council resolution.

Account/Fund	Location	Access
Board-held bank account	TD Bank	Transactions require two of three authorized signatures: CEO and either Board Chair or Vice-Chair. Use must be consistent with the approved budget, resolution and/or applicable agreement.
LES Expansion Reserve Fund	BMPL-held investment	Board resolution is required to establish or cash out an investment. Two bank signatures are required.
Library Board Surplus Reserve	Town-held account	Annual surpluses are rolled over and held in a Reserve Account maintained and controlled by the Town. Use of the reserve is subject to the Funding Agreement and requires the appropriate Board and Town approvals.
Development Charge (DC) Fund	Council-held / Town-lined reserve	Board resolution is required when requesting access from Council. A Council resolution is required for final approval. Funds are restricted to eligible development charge purposes outlined in the DC Background Study.
General Reserve – Non-Growth Related	Town-held reserve	Use is subject to the approved budget, the BMPL reserve authority and any required Board or Council approval. Town Finance may process transactions for a Town-lined account but does not determine BMPL spending authority.
CHD Fundraising Reserve	Town-held account	CEO may authorize use where it is an operational reserve and the use is consistent with the approved budget and any fund-specific restrictions.
Arts & Culture Council Reserve	Town-held account	CEO may authorize use where it is an operational reserve and the use is consistent with the approved budget and any fund-specific restrictions.
Library Legacy Reserve Fund (To be closed & amalgamated)- to be confirmed	Town-held account	Use is subject to the approved budget, the BMPL reserve authority and any required Board or Council approval. Town Finance may process transactions for a Town-lined account but does not determine BMPL spending authority.



Financial Accountability Matrix (RACI)

Legend

R = Responsible (completes the work)
 A = Accountable (Final decision-making authority)
 C = Consulted (Provides advice or input)
 I = Informed (Kept informed)

Financial Activity	Library CEO	Library Board	Town Staff	Council
Annual operating budget development	R	A	C	I
Annual capital budget development	R	A	C	I
Long-term financial forecasting	R	A	C	I
Reserve strategy development	R	A	C	I
Board reserve use	R	R	C	I
Municipal reserve request	R	C	C	A
Development charge funding requests	R	C	C	A
Monthly & quarterly financial reporting	R	A	C	I
Financial policy development	R	A	C	I
BMPL procurement & purchasing	R	A	C	I
Finance policy development & review	R	A	C	I
Municipal procurement for BMPL Capital Projects	c	I	R	A
Contract administration	R	A	C	I



Financial Accountability Matrix (RACI)

Financial Activity	Library CEO	Library Board	Town Staff	Council
Grant applications & reporting	R	A	C	I
Audit coordination	C	A	c	I
Audited financial statements	R	A	R	I
Financial risk monitoring	R	A	C	I
Fundraising strategy	R	A	C	I
Donation acceptance	R	A	C	I
Charitable tax receipting	R	A	I	I
CRA compliance monitoring	R	A	I	I
T3010 charity return	R	A	C	I
Investment and reserve monitoring	R	A	C	I
Asset management planning	C	I	R	A
Facility management planning	C	I	R	A
Major facility expansion projects	R	C	C	A
Municipal capital project delivery	C	I	R	A
Insurance & risk management advice	C	I	R	A
Annual report to council	R	A	C	I



Governing Documents

Legislation

- Public Libraries Act
- Income Tax Act

Agreements

- Memorandum of Understanding between the Blue Mountains Public Library Board and the Town of The Blue Mountains
- Multi-Year Funding Agreement

Governance Documents

- BMPL Board By-Law
- BMPL Strategic Plan
- Annual Action Plan

Financial and Administrative Policies

- Finance Policy (Procurement, Purchasing, Spending & Signing Authority)
- Donations, Sponsorship and Fundraising Policy
- Estimates and Approval of Estimates Bylaw
- Reserve and Reserve Fund Policies
- Any other Board-approved financial policies



Board Meeting

Report To: The Blue Mountains Public Library Board
Report Name: ADM.26.17 Deaccessioning Requests-July Follow Up
Date: September 17, 2026
Prepared by: Jennifer Murley, CEO

A. Recommendation

THAT the Blue Mountains Public Library Board receives staff report ADM.26.17 entitled *“Deaccessioning Requests-July Follow Up”* as information.

B. Background

At its July 16, 2026, meeting, the Blue Mountains Public Library Board approved the deaccession of four objects from the Craigleith Heritage Depot Museum Collection, as outlined in staff report ADM.26.15 “Deaccessioning Requests-July.” The approved items were:

- **2007-011-001 a & b:** Two wooden red skis stained with red metal bindings and leather safety strap
- **2009-042-872:** Trunk/chest; wooden travel trunk, no lid, decorative metal strappings, remnants of cloth interior
- **2009-007-008:** Large apple press made of barn board
- **2011-008:** Sunnybrook Orchard Apple Crate

This report provides an update on the status and disposition of each item.

C. Status of Deaccessioned Items

The following table provides a status update on the four items approved for deaccessioning and compares the approved disposition approach with the outcome to date:

Item	Reason for Deaccession	Disposition	Status/Outcome
Two wooden skis (2007-011-001 a & b)	Duplicate item with limited local provenance; storage priorities favour stronger local examples	Offer to Grey Roots, Canadian Ski Museum, then Blue Mountain Resort	Rehomed Highlands Nordic

Item	Reason for Deaccession	Disposition	Status/Outcome
Wooden trunk (2009-042-872)	Unknown provenance, poor condition, no relevance to collecting mandate	Document then responsibly dispose	Preparing for disposal.
Apple press (2009-007-008)	Outside collecting mandate, hazardous to move, occupies significant storage	Offer original donor, Grey Highlands Museum, then Grey Roots	Proposed outdoor community display on BMPL property, pending final approvals.
Sunnybrook Orchard crate (2011-008)	Outside collecting mandate, duplicate, never formally accessioned	Offer Meaford Museum, then Grey Roots	Transferred Meaford Museum,

D. Detailed Status Updates

2007-011-001 a & b – Wooden Skis

The skis were transferred to Highlands Nordic, where they will be used to showcase the history of Nordic skiing. This is a particularly appropriate local outcome as the skis originated in Duntroon and were owned by a man who continues to cross-country ski at Highlands Nordic. Highlands Nordic will contact him to let him know that his original skis have returned to the local community. Though he was the original owner, he was not the donor.

2011-008 – Sunnybrook Orchard Apple Crate

The apple crate was transferred to the Meaford Museum, which did not have an example from this local orchard in its collection. The transfer therefore fills a gap in the Museum's collection and preserves the opportunity to interpret this shared local agricultural history.

2009-042-872 – Wooden Trunk

The trunk is being prepared for responsible disposal. Its advanced structural deterioration and lack of documented provenance prevented a suitable institutional transfer.

2009-007-008 a–f – Apple Press/Juicer

Regional museums and heritage sites contacted by staff were unable to accommodate the large apparatus. Museum staff have therefore proposed an outdoor educational display on BMPL property, using the apple press as a focal point to interpret the area's local apple industry. The proposed installation would also allow the artifact to remain publicly accessible when the buildings are closed.

Final approval from the BMPL CEO and the Town's Director of Community Services is required before the display can proceed.

E. Conclusion

Staff have completed or advanced the disposition of all four objects approved by the Board in July. Two items have been transferred to other local cultural institutions or heritage organizations, one is being prepared for disposal, and one is proposed for continued public interpretation through an outdoor display, pending final approvals.

These outcomes are consistent with the Board-approved approach of seeking appropriate institutional transfers wherever possible before disposal.

Respectfully Submitted,

Jennifer Murley, CEO

LibraryCEO@TheBlueMountains.ca

519-599-3681 extension 148

In collaboration with Alessia Farris, Museum Curator.