

Board Meeting

Meeting Date: October 15, 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 October 15, 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.26.18 entitled “2026 Action Plan-Summary Review-October”
2. ADM.26.19 entitled “L.E. Shore Memorial Library Design RFP”
3. ADM.26.20 entitled “2026 Q3 Report”
4. FIN.26.04 entitled “Finance Report of Q3 2026”
5. GOV.26.07 entitled “Board Legacy Document”

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 September 17, 2026, as circulated/amended.

D.2 Business Arising from the Minutes

E. Communications with the Board

Deadline for registration is Tuesday, October 13 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.26.18 entitled “2026 Action Plan-Summary Review-October”

F.2 Strategic Plan Pillar: Community Hubs

1. **Report & Discussion:** ADM.26.19 entitled “L.E. Shore Memorial Library Design RFP”
[Library CEO & TBM Manager Pesek]

F.3 Strategic Plan Pillar: Organizational Excellence

1. **Report:** ADM.26.20 entitled “2026 Q3 Report”
2. **Report:** FIN.26.04 entitled “Finance Report of Q2 2026”

Recommended motion:

THAT this Board authorizes the reinvestment of the \$19,234.10 GIC upon maturity on October 25, 2026, for a term of up to one year, at the best available competitive interest rate offered by TD.

3. **Verbal Report:** Library Board Recruitment [Library CEO & Chair Scott]
4. **Report:** GOV.26.07 entitled “Board Legacy Document”

Recommended Motion:

THAT the Blue Mountains Public Library Board approve the 2022-2026 Board Legacy Document as presented in staff report GOV.26.07; and

THAT the Blue Mountains Public Library Board directs the CEO to include the information in the incoming Board’s orientation.

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

- Librarianship.ca (September 28, 2026): [Library and Archives Canada adds “Ontario, Lake \(N.Y. and Ont.\)” to Canadian Subject Headings](#)
- Librarianship.ca (October 1, 2026): [CFLA Canadian Library Month 2026 Statement](#)

2) BMPL Special Events

- [Library Board Open House](#)
October 20, 2026, | 5-6 p.m. | L.E. Shore
- [An Evening with Terry Fallis](#)
October 28, 2026 | 7-8:30 pm | L.E. Shore
- [Exhibit Opening: Traces of Stillness](#)
November 7, 2026 | 2-4 pm | L.E. Shore

- [Inuit Culture: Storytelling & Artifacts](#)
November 19, 2026 | 6-7:30 pm | L.E. Shore

H. Notice of Meeting Dates

The next regularly scheduled Board meeting is scheduled for November 19, 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.

I. Adjournment

The Blue Mountains Public Library Board Meeting

DRAFT
Not Approved

Meeting Date: September 17, 2026
Meeting Time: 1:00 p.m.
Location: Library Boardroom
Microsoft Teams
Prepared By: Jennifer Murley, CEO/Secretary of the Board
Franz Greenfield, Administrative Assistant

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

Guests: Brendan Hall, Lead Audit Engagement Partner (KPMG) [via Microsoft Teams]
Ryan Gibbons, Director of Community Services (TBM)
Phil Pesek, Manager of Facilities & Fleet (TBM)
Vicky Bouwman, Supervisor of Accounting and Budgets (TBM)

Absent: N/A
Regrets: Marie Swift
Staff: Jennifer Murley, CEO
Franz Greenfield, Administrative Assistant

A. Call to Order

- A.1 Moment of Reflection
The Board meeting was called to order by the Chair at 12:59p.m. A Moment of Reflection was observed.
- A.2 Indigenous Acknowledgement Statement
The Chair read of the Indigenous Acknowledgement Statement.
- A.3 Public Announcement
No members of the public were present.

B. Agenda

- B.1 Approval of the Agenda

BMPL-Resolution 2026-041

Moved by Carol Sackville-Duyvelshoff and seconded by Joanne de Visser, THAT the Agenda of September 17, 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 2026-042

Moved by Kristina Wichman and seconded by Shawn McKinlay, 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”

CARRIED.

D. Minutes

- D.1 Previous Minutes

BMPL-Resolution 2026-043

Moved by Kristina Wichman and seconded by Joanne de Visser, THAT this Board approves the Blue Mountains Public Library Board minutes of July 16, 2026, as presented; 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. CARRIED.

- D.2 Business Arising from the Minutes
None.

E. Communications with the Board

The deadline for registration was Monday, September 14 at 2:00p.m.

- E.1 Deputations
None.
- E.2 Public Input on the Agenda
No members of the public were present.
- E.3 Correspondence
None.

F. Strategic Plan Updates & Action Items

- F.1 Action Planning
1. **Report:** ADM.26.16 entitled “2026 Action Plan-Summary Review-September”
Received by the Board as information.
- F.2 Strategic Plan Pillar: Community Hubs
1. **Verbal Report:** LES Expansion Next Steps [Ryan Gibbons, Phil Pesek]
Ryan Gibbons and Phil Pesek provided an overview of the next steps for the L.E. Shore expansion project, highlighting the following key items:
 - Preparing an RFP for release in late 2026 or early 2027.
 - Developing a Stage Gate Process outlining the critical path to RFP release, including key timelines and opportunities for Board engagement throughout the process. This will be brought to the Board at their October 15, 2026, meeting.
 - Phil Pesek also provided an overview of a CCDC 2, which will be utilized for this project.
- F.3 Strategic Plan Pillar: Organizational Excellence
1. **Presentation:** Draft 2025 Audited Financial Statements [KPMG]
Brendan Hall from KPMG presented the findings of the 2025 audit. The audit demonstrated a clean audit of the NPO. A few administrative items remain outstanding; however, it is anticipated that the financial statements will be issued later this week.
- The Board had an opportunity to discuss the audit and ask questions. In particular, discussion focused on reserve funds:
- For the purposes of informed financial planning, the Board requested that future audited financial statements include a note outlining the individual amounts held in the Library Legacy Capital Reserve and Surplus Reserve Funds, rather than combining the two into a single line item.

- For greater clarity, the Board also requested that library reserves held by the Town, except for the Library Development Charge Fund, be reflected in the Library's future audited financial statements. There is some uncertainty regarding the legal requirements for this change, which will need to be investigated further.

BMPL-Resolution 2026-044

Moved by Kristina Wichman and seconded by Laurey Gillies, 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

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. CARRIED.

2. **Report:** GOV.26.05 entitled "Strategic Planning Steering Committee-Draft 2027-2037 Strategic Plan-V1"
Following discussion and feedback, the Plan was approved. The document will be provided to the new Council as part of its orientation in early 2027. The Plan will be formally released and promoted to the public in 2027. In the meantime, the Board suggested that messaging from the Plan be incorporated into communications ahead of its official release.

BMPL-Resolution 2026-045

Moved by Shawn McKinlay and seconded by Laurey Gillies, THAT the Blue Mountains Public Library Board approve the 2027-2037 Strategic Plan as amended. CARRIED.

3. **Report:** GOV.26.06 entitled "Finance Working Group Update-Policy Review & Draft Financial Framework"

The Board reviewed the financial framework and related financial policies and requested a number of revisions.

Key items arising from discussion included:

- **POL-SYS.2018.90 - Finance:** The Board requested that CEO Murley investigate whether the Town of The Blue Mountains is subject to the Broader Public Sector Accountability Act.
- **POL-SYS.2026.01 - Donations, Sponsorships, and Fundraising:** Following a review of "POL-SYS.2018.52 Donations and Fundraising", and in consideration of the Library's new charitable status and the number of revisions required for this policy, CEO Murley recommended that it be replaced with the new policy, "POL-SYS.2026.01 - Donations, Sponsorships, and Fundraising".
- **POL-SYS.2026.02 - Reserve Policy:** CEO Murley highlighted the Arts & Culture Council Reserve, which had not previously been identified by either CEO Murley

or the Board. Historically, this reserve had been amalgamated with the General Reserve - Non-Growth Related, making it unidentifiable.

BMPL-Resolution 2026-046

Moved by Carol Sackville-Duyvelshoff and seconded by Shawn McKinlay, THAT the Blue Mountains Public Library THAT the Blue Mountains Public Library Board approve the following, as amended/presented:

- 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. CARRIED (5 in favour, 1 opposed).

4. **Verbal Report:** Board Recruitment Update [Library CEO]

Town Council supports the Board's recommended process for selecting the next Board, and the Town Clerk has provided the following key dates:

- October 28: call for applications released.
- November 18: deadline to apply.
- November 19: the Board selection committee provided with applications.
- November 30: at a Special Meeting of Council, Council consider the committee's recommendations.
- December 14: Council appoint new Board members.

Two information sessions will be held for community members interested in joining the Board, with dates to be determined.

CEO Murley will also bring a draft legacy document to the October 15, 2026, Board meeting for review.

F.4 Strategic Plan Pillar: Empowering Services

1. **Report:** ADM.26.17 entitled "Deaccessioning Requests-July Follow up"
Received by the Board as information.

G. Roundtable

G.1 Roundtable—General updates by the Board

- 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 Events: a shortlist of special events occurring prior to the next meeting were provided.
- [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

At the Board's July 2026 meeting, it was agreed that Key Messages no longer required approval from the Board. This section will be removed from future meeting agendas.

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. Adjourned

The Chair adjourned the meeting at 4:27 p.m.

Julia Scott, Chair

Jennifer Murley, Board Secretary



Admin Report

Board Meeting

Report To: The Blue Mountains Public Library Board
Report Name: ADM.26.18 2026 Action Plan-Summary Review-October
Date: October 15, 2026
Prepared by: Jennifer Murley, CEO

A. Recommendations

THAT this Board receive the staff report ADM.26.18 entitled *"2026 Action Plan-Summary Review-October"* 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; L.E. Shore Expansion reserve created
EMPOWERING SERVICES	Strengthen awareness and support of the BMPL's role in the community		
	1. 10-Year Strategic Plan completed and adopted		Consultation completed; Plan adopted
	2. Equitable access to welcoming community space preserved		Q3 report received
ORGANIZATIONAL EXCELLENCE	Enhance organizational resilience and governance continuity		
	1. Election year readiness achieved		Municipal coordination in progress; Board Recruitment Plan received; Board information sessions scheduled; Board legacy document received.
	2. Long term financial governance framework established		Audit complete; Reserve policy & financial framework approved; 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: ADM.26.19 L.E. Shore Memorial Library Expansion Design RFP
Date: October 15, 2026
Prepared by: Jennifer Murley, CEO

A. Recommendations

THAT the Blue Mountains Public Library Board receives the “L.E. Shore Expansion: Design Phase and RFP Next Steps” report as information;

AND THAT the Board endorse the proposed Stage Gate Process and division of responsibilities between the Blue Mountains Public Library and the Town of The Blue Mountains for the design phase of the L.E. Shore expansion;

AND THAT staff proceed with the development of the architectural requirements, RFP scope and evaluation criteria in collaboration with the Town, with a target of issuing the architectural services RFP by the end of 2026, or Q1 2027 at the latest.

B. Executive Summary

At its September 17, 2026, meeting, the Board received a verbal update on the L.E. Shore expansion project. This report provides the next steps for moving from feasibility planning into the design phase.

BMPL will work directly with the Town to develop, issue, and award an RFP for architectural and design services. The project will follow a design-bid-build approach, meaning the design will be completed before a separate construction procurement process.

It identified an expansion of approximately 4,800 square feet, together with renovations and site improvements, as the option with the greatest long-term impact. The study also identified priorities related to public and program space, staff space, storage, meeting rooms and accessibility.

The immediate priority is to translate this work into clear architectural requirements and an RFP scope. Library and Town staff will bring a draft of these requirements to the Board on October 15 for a co-development exercise. A further report will be brought forward on November 19 with the proposed scope, architectural requirements and evaluation criteria for Board review.

The goal is to finalize and release the RFP by the end of 2026, or Q1 2027 at the latest, and begin the design phase in early 2027.

C. Background

The 2026 Space Utilization Study, completed by Salter Pilon Architecture, reviewed the existing facility, staff and community input, previous studies and BMPL's strategic direction. Like previous studies, it concluded that the existing building does not sufficiently meet current and future community needs.

The recommended expansion concept would add approximately 4,800 square feet, bringing the facility from approximately 12,000 to 16,400 square feet. The concept includes expanded library and program space, meeting rooms, staff and storage space, a universal washroom and site improvements.

The 2024 Accessibility Report also identified significant space-related accessibility challenges and recommended that a universal washroom be incorporated into a building addition.

The purpose of the next phase is to refine these recommendations into a clear project brief for an architectural team.

D. Design-Bid-Build Approach

The project will proceed using a design-bid-build model:

Library requirements → Architectural RFP → Design → Construction documents → Construction RFP → Construction

The upcoming RFP will therefore be for architectural and design services, not construction.

The successful consultant will work with the Library and Town to develop the project from the current feasibility concept through detailed design and construction-ready documentation. The design will also provide a more reliable basis for determining the project's final scope, cost and construction approach.

The Space Utilization Study estimates approximately 12–14 months for design following consultant procurement, although the actual schedule will be determined through the design process.

E. Stage Gate

The Stage Gate is intended to clarify who leads each phase, when the Board provides input or direction, and when a decision is required before the project advances.

Stage	Activity	Responsibility	Board Role
1. Requirements	Develop architectural requirements and project priorities	BMPL + Town	Co-Develop
2. RFP Development	Develop scope, deliverables, and evaluation criteria	BMPL + Town	Co-Develop
3. Procurement	Issue, evaluate, award RFP	BMPL + Town	No direct procurement role
4. Design	Develop concept through construction-ready design	Consultant + Town + BMPL	Review at defined design milestones; provide direction on material scope changes
5. Construction Procurement	Tender construction based on completed design	Town	Future decision point on project scope/funding, as required
6. Construction	Construction and implementation	Town + Project Team	Governance oversight at defined project milestones

The Board's role is focused on governance, requirements and key decisions. Day-to-day procurement, design coordination and construction management will remain with staff, the Town and the retained project team.

F. Board Involvement

October 15, 2026

- Review and endorse the Stage Gate process.
- Participate in a facilitated co-development exercise to identify, clarify and prioritize the architectural requirements that should inform the RFP. The exercise is provided as Appendix A.

November 19, 2026

- Review the proposed RFP scope, refined architectural requirements, and draft evaluation criteria.
- Provide the final Board feedback before staff finalize the RFP with the Town.

Design Phase

- Participate at defined design review points once the architectural team is retained.

G. Timeline

Timing	Milestone
October 15, 2026	Board reviews Stage Gate and co-develops architectural requirements
October-November 2026	Staff develop RFP
November 19, 2026	Board reviews RFP scope, requirements, and evaluation criteria
December 2026	Target RFP release
Q1 2027	Latest target for RFP release and commencement of design phase
2027 onward	Design, approvals, and development of construction-ready documentation
Future	Construction procurement and implementation

H. Financial Implications

No construction budget approval is requested through this report.

The Space Utilization Study identified a preliminary construction Rough Order of Magnitude of approximately \$5.58 million. This is a preliminary estimate and is expected to change as the scope and design are developed.

The design phase will provide the information required to establish a more reliable project budget before construction procurement.

I. Next Steps

Following the October 15 meeting, staff will:

1. Incorporate Board feedback into the architectural requirements;
2. Work with the Town to develop the RFP scope and evaluation criteria;
3. Return to the Board on November 19 for review;
4. Finalize the RFP with the Town; and
5. Target release of the architectural RFP by the end of 2026, or Q1 2027 at the latest.

The immediate goal is to move the project from feasibility planning into design with a clear, Board-informed set of requirements and a defined process for moving toward construction.

Respectfully Submitted,

Jennifer Murley, CEO

LibraryCEO@TheBlueMountains.ca

519-599-3681 extension 148

In collaboration with:

Ryan Gibbons, Director of Community Services

Phil Pesek, Manager of Fleet & Facilities

Appendix A

Board Co-Development Exercise: Architectural Requirements

Purpose

This exercise will help define the scope of the RFP for architectural/design services. The Board is not being asked to design the building or develop a final floor plan. The objective is to identify the outcomes, priorities and requirements that the successful design team should be asked to address.

What We Know

- The Space Utilization Study recommends approximately 4,800 sq. ft. of addition and renovation, bringing the facility to approximately 16,400 sq. ft.
- Priority needs identified across the studies include public/program space, meeting rooms, collections and storage, staff workspace, accessibility and site improvements.
- The Accessibility Report identifies barriers throughout the existing facility and recommends an integrated approach, including a universal washroom.
- 2026 community and partner engagement reinforces demand for flexible community space, meeting/program rooms, dedicated youth/family areas and improved technology access.
- The project must support BMPL's integrated Gallery, Library, Archive and Museum (GLAM) role.

Board Discussion

Please focus on what the architect should be asked to achieve, rather than how the building should be designed.

Question	Board Input
What must this project achieve?	What are the most important outcomes the expansion and renovation need to deliver for the community and staff?
What spaces or functions are essential?	Which needs identified to date should be treated as essential components of the project? Consider programming, community space, teen space, meeting/study space, collections, storage, staff space, accessibility, outdoor space.
What needs should be prioritized?	Space for collections, Library of Things, storage, circulation/service and technology that can adapt over time.

What should the architect explore?	Are there opportunities, approaches, or design considerations that the Board would like the design team to investigate without prescribing the solution?
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Board Meeting

Report To: The Blue Mountains Public Library Board
Report Name: FIN.26.04 Finance Report of Q2 2026
Date: October 15, 2026
Prepared by: Jennifer Murley, CEO

A. Recommendations

THAT the Blue Mountains Public Library Board receive as information the Finance Report of Quarter 2 (Q2) 2026; and

THAT this Board authorizes the reinvestment of the \$19,234.10 GIC upon maturity on October 25, 2026, for a term of up to one year, at the best available competitive interest rate offered by TD.

B. Background

The BMPL Board receives quarterly financial variance reports that compare the approved budget to actual expenditures. This report covers the period ending June 30, 2026 (Q2).

C. Interpreting the Report: Capital Funding & Year-End Position

In Q2, capital expenditures totaled \$36,615.92 as of June 30, 2026, against an approved capital budget of \$183,900. Funding for capital projects includes planned transfers from reserves and capital carry-forward amounts. These transfers have not been recorded as actual revenue in the Q2 report.

The year-end funding position will depend on actual operating results and capital expenditures for the remainder of the year. Any operating surplus available at year-end may be applied toward eligible capital expenditures, reducing the need to draw on reserves. Accordingly, the final reserve contribution required to fund capital projects will be assessed at year-end based on the Library's overall financial position.

D. Reporting Changes

Reserve totals will no longer be reported quarterly. In accordance with Section 12.1 of the Board's Reserve Policy, reserve activity will continue to be reported through regular financial reporting, with a comprehensive reserve summary presented at least annually as part of the budget process. Updates may also be provided at other times upon request.

E. GIC Reinvestment

As of September 2026, the L.E. Shore Memorial Library Expansion Fund totals approximately \$322,234.10, comprising \$303,000 held in the TD Business Investors Savings Account and a \$19,234.10 GIC. The GIC matures on October 25, 2026, and is currently earning 3% interest.

As the funds are not anticipated to be required within the next 12 months, reinvesting the GIC at maturity would allow the Board to continue earning interest while maintaining liquidity through the savings account.

It is recommended that the Board authorize reinvestment of the \$19,234.10 GIC for a term of up to one year, at the best available eligible interest rate offered by TD, taking into consideration the anticipated timing of expansion expenditures. In accordance with Section 11.2 of the Reserve Policy, interest earned will 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.

F. Concerns

The 2026 furniture replacement capital project is underway but is behind the anticipated timeline. Identifying suitable products has taken longer than expected, with staff obtaining and reviewing multiple quotes and consulting with several vendors to assess available options.

Given the long-term nature of the investment, staff are taking a measured approach to ensure the selected furniture meets the Library's functional, accessibility, and durability requirements and represents good value for money. Some project funding may need to be carried forward into 2027 to allow sufficient time to finalize selections and complete the purchase. While this may delay completion beyond the original timeline, the priority is to make an informed purchasing decision rather than compromise the quality or suitability of the furniture to meet the year-end deadline.

G. Variance as of June 30, 2026

The June 30 Budget Variance Report (Q2) is attached.

Respectfully Submitted,

Jennifer Murley, CEO
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CONSOLIDATED Balance Variance Report -- Q2 2026

Blue Mountains Public Library as at June 30, 2026

Revenue	No.	YTD	Budget 2026	Received	Balance
Federal Grants	53005	\$ 3,565.34	\$ 7,980.00	45%	\$ 4,414.66
Provincial Grants	53010	\$ 1,528.80	\$ 21,060.00	7%	\$ 19,531.20
Municipal Grants	53015	\$ 692,757.30	\$ 1,385,514.60	50%	\$ 692,757.30
Donations	53020	\$ 12,146.57	\$ 9,000.00	135%	\$ (3,146.57)
Own Source		\$ 11,699.25	\$ 27,150.00	43%	\$ 15,450.75
Commissions	55720	\$ 5,267.56	\$ 5,000.00	105%	\$ (267.56)
Transfer from Reserve Funds			\$ 123,900.00	0%	\$ 123,900.00
Capital Carry Forward			\$ 60,000.00	0%	\$ 60,000.00
TOTAL REVENUE		\$ 726,964.82	\$ 1,639,604.60	44%	\$ 912,639.78

Operating Expenses	No.	YTD	Budget 2026	Spent	Remaining
Staffing		\$ 582,436.81	\$ 1,246,440.00	47%	\$ 664,003.19
Administrative		\$ 5,269.16	\$ 14,820.00	36%	\$ 9,550.84
General Operating		\$ 33,556.94	\$ 68,800.00	49%	\$ 35,243.06
Communications		\$ 1,435.70	\$ 6,545.00	22%	\$ 5,109.30
Training & Travel		\$ 5,606.16	\$ 12,300.00	46%	\$ 6,693.84
Personnel		\$ 192.04	\$ 2,450	8%	\$ 2,257.96
Equipment Services		\$ 10,040.73	\$ 17,000.00	59%	\$ 6,959.27
Purchased Services		\$ 4,276.79	\$ 9,500	45%	\$ 5,223.21
Financial Services		\$ 470.55	\$ 2,805	17%	\$ 2,334.45
Transfer from Reserve Funds			\$ 123,900	0%	\$ 123,900.00
Capital Carry Forward			\$ 60,000	0%	\$ 60,000.00
TOTAL OPERATING EXPENSES		\$ 643,284.88	\$ 1,564,560.00	41%	\$ 921,275.12

Capital Expenses	No.	YTD	Budget 2026	Spent	Remaining
Books	62051	\$ 31,087.66	\$ 66,900.00	46%	\$ 35,812.34
Replacement Furniture & Fixtures	64016	\$ -	\$ 100,000.00	0%	\$ 100,000.00
Software	64004	\$ -	\$ -	0%	\$ -
Replacement Equipment	64011	\$ 5,528.26	\$ 15,000.00	37%	\$ 9,471.74
Contract Services	63125	\$ -	\$ 2,000.00	0%	\$ 2,000.00
TOTAL CAPITAL EXPENSES		\$ 36,615.92	\$ 183,900.00	20%	\$ 147,284.08

Board Meeting

Report To: The Blue Mountains Public Library Board
Report Name: GOV.26.07 2022-2026 Board Legacy Document
Date: October 15, 2026
Prepared by: Jennifer Murley, CEO

A. Recommendations

THAT the BMPL Board approve the 2022-2026 Board Legacy Document as presented in staff report GOV.26.07; and

THAT the BMPL Board directs the CEO to include the information in the incoming Board's orientation.

B. Background

The Board's Agenda & Multi-Year Agendas Policy POL-BLG-2018.99 stipulates that in the final year of its term, members prepare a legacy document to support the orientation of the incoming Board.

The purpose of a legacy document is to capture the major achievements, challenges, strengths, lessons learned, and areas of ongoing consideration from the Board's term. It provides the incoming Board with institutional context and helps preserve organizational knowledge as Board membership changes.

This document is intended as a resource for the incoming 2027–2031 Board. It reflects the experience and perspective of the 2022–2026 Board and identifies matters that may warrant continued attention based on work undertaken during the term.

The observations and considerations contained in this document are not intended to direct, bind, or predetermine the priorities, decisions, or advocacy positions of the incoming Board. The 2027–2031 Board will establish its own priorities within its governance responsibilities, applicable legislation and policy, and the circumstances and opportunities that exist during its term.

The legacy document should therefore be viewed as a starting point for discussion and orientation rather than a prescriptive work plan.

Finally, historically, this information has been added to an orientation page on the BMPL website for easy reference.

C. Draft Legacy Document

Attached is a draft for the Board's review and consideration.

D. Next Steps

Following the Board's approval, the CEO will upload the legacy document to the Board's Orientation webpage at www.thebluemountainslibrary.ca.

Appendix A:

Draft 2022-2026 Board Legacy Document

A. Key Documents for Review

1. Strategic Plan 2027–2037

The 2027–2037 Strategic Plan is the primary strategic document available to the incoming Board.

Developed through consultation with staff, the Board, Council, youth, and the broader community, the plan establishes four strategic pillars:

- **Welcoming Spaces**
- **Inspiring Discovery**
- **Celebrating Culture**
- **Building Tomorrow**

The incoming Board will be responsible for launching the Strategic Plan in 2027 and overseeing its implementation throughout its term. This will include establishing annual priorities and Action Plans, monitoring progress, and ensuring Board decision-making, budgeting and advocacy are aligned with the strategic direction established in the Plan.

While the Strategic Plan provides a long-term framework for BMPL, the incoming Board will have the opportunity to determine how it wishes to advance the Plan during its four-year term and respond to emerging community needs and opportunities.

Annual Action Plans translate the Strategic Plan into specific areas of work and may be reviewed alongside the Strategic Plan to understand how strategic priorities are being implemented.

2. Funding Agreement

The Funding Agreement with the Town of The Blue Mountains is one of the key documents for the incoming Board to understand.

The current agreement provides BMPL with a municipal contribution based on 6% of the previous year's tax levy and establishes the framework for the Board's operating funding and reserves.

The agreement provides important protection for BMPL's financial stability and requires six months' written notice before termination. The incoming Board may wish to familiarize itself with both the protections and responsibilities contained within the agreement and consider the timing of the next renewal.

Long-term financial stability and the continuation of a sustainable funding model were important areas of focus during the 2022–2026 term and may continue to be relevant to future Board discussions.

3. Memorandum of Understanding with the Town

Established in 2018, the MOU continues to define the relationship between BMPL and the Town, including responsibilities related to facilities, finance, human resources, IT, and other shared services.

The MOU should be read alongside the Funding Agreement. Together, these documents provide the framework for BMPL's relationship with the Town.

The incoming Board may wish to review these agreements early in its term as part of understanding the governance, financial, and operational context in which BMPL operates.

4. Space Utilization Study & L.E. Shore Expansion Planning

The 2026 Space Utilization Study, completed by Salter Pilon Architecture, is a key document for the incoming Board.

The study confirmed significant space limitations at L.E. Shore and recommended an addition and renovation to address current and future service needs.

During the 2022–2026 term, the Board moved expansion from a long-standing advocacy concept toward an active municipal project. Council endorsed proceeding with the expansion and moving into the design phase.

The incoming Board will inherit an important opportunity to determine how it wishes to participate in and advance this work.

Potential areas of continued work include:

- Completing the design process;
- Developing a strong business case for construction, including identifying the total project cost and potential funding strategy;
- Pursuing government, philanthropic, and community funding opportunities;
- Building community and Council understanding and support; and
- Considering the appropriate timing and process for seeking approval to proceed to construction.

5. Building Condition Assessment

The 2026 Building Condition Assessment provides important context for the ongoing maintenance and renewal needs of L.E. Shore and the Craighleith Heritage Depot.

The incoming Board may wish to understand the distinction between:

- Ongoing Town responsibility for the facilities;
- BMPL-funded furnishings, equipment and service improvements; and
- Capital investments associated with the expansion project;
- Understanding these distinctions may assist the Board in future discussions with the Town regarding facility needs, capital planning and the expansion project.

6. Financial Framework & Reserve Policy

During the 2022–2026 term, the Board strengthened its financial governance through the development of a Financial Framework and Reserve Policy.

These documents provide a framework for financial decision-making and reserve planning.

The incoming Board will have an opportunity to revisit and negotiate the Funding Agreement with the new Council in 2027. Early familiarity with the existing agreement, including its protections, responsibilities and funding framework, will help inform that discussion.

7. Annual Reports / Year in Review

BMPL's annual reporting provides a useful record of the organization's growth, community impact, and accomplishments throughout the term.

The incoming Board may wish to review the annual reports alongside the Strategic Plan and Action Plans to understand the organization's trajectory and the value BMPL provides to the community.

B. Considerations for the Incoming Board

The following areas are identified as potential areas of continued attention based on the work and experience of the 2022–2026 Board.

These are presented for consideration only. The incoming Board will determine its own priorities and advocacy agenda based on its mandate, the Strategic Plan, emerging circumstances and its own assessment of BMPL's needs.

1. L.E. Shore Expansion & Renovation

The most significant legacy project of the 2022–2026 Board is the advancement of the L.E. Shore Memorial Library & Gallery expansion and renovation.

The Board inherited a long-standing need for additional space and, during this term, moved the project forward through:

- Completion of the Space Utilization Study;
- Development of preliminary expansion concepts;

- Council endorsement to proceed;
- Preparation to enter the design phase; and
- Initial consideration of fundraising and business-case development.

The incoming Board may wish to consider this a significant multi-year priority and determine how best to maintain momentum.

Areas for consideration could include:

- Completing the design process;
- Developing a strong business case for construction;
- Identifying the total project cost and funding strategy;
- Pursuing government, philanthropic and community funding opportunities;
- Building community and Council support; and
- Advocating for approval to proceed to construction, where appropriate.

The expansion may be viewed as long-term community infrastructure that supports BMPL's library, gallery, museum, and archival mandate.

2. Long-Term Financial Stability & Funding Agreement

The 2022–2026 Board identified long-term financial stability as an important component of BMPL's ability to deliver services and pursue future priorities.

- Potential areas for consideration by the incoming Board include:
- Protecting the existing funding framework;
- Preparing early for the next Funding Agreement;
- Maintaining appropriate reserves;
- Continuing to demonstrate BMPL's community value and return on public investment;
- Ensuring Council understands the financial requirements associated with ongoing operations; and
- Considering the financial requirements associated with future capital needs.

The incoming Board may wish to review BMPL's Financial Framework, Reserve Policy and Funding Agreement together to understand how these elements support long-term sustainability.

3. East End Services

The need for improved library service in the eastern portion of the municipality remains an important issue.

The Craighleith Heritage Depot provides a valuable museum and archival function, but it does not meet the community's needs as a modern library branch.

The incoming Board may wish to continue monitoring opportunities for an East End community hub or library service, including potential municipal facility opportunities such as the old Fire Hall in Craigleith.

Any future service model would benefit from consideration of its alignment with BMPL's Strategic Plan, community needs, operational capacity and financial sustainability.

4. Craigleith Heritage Depot

The Craigleith Heritage Depot remains an important part of BMPL's GLAM identity and requires continued attention to building preservation, collections care and visitor experience.

The incoming Board may wish to consider how the long-term role of the Depot fits within the broader East End service strategy and how BMPL can continue to advocate for appropriate municipal investment in the facility.

5. Community Advocacy & Key Supporters

The 2022–2026 Board continued the work of building broader community understanding of BMPL as a GLAM—Gallery, Library, Archives and Museum.

The incoming Board may wish to continue developing a network of community champions and supporters, particularly as the expansion project moves toward fundraising and potential future capital campaigning.

Board members can play an important role in representing BMPL within the community, building relationships and helping others understand the organization's impact and future needs.

6. Intellectual Freedom

The protection of intellectual freedom is a fundamental consideration for public library governance and may be an important ongoing area of attention for the incoming Board.

The incoming Board should remain committed to BMPL's role as a place where people can access diverse perspectives, information, ideas, and cultural expression, consistent with applicable legislation, BMPL policies, and professional library principles.

Potential areas for continued attention include:

- Protecting equitable access to information and ideas;
- Supporting collection development practices based on established policy and professional standards;
- Ensuring decisions regarding collections, programs, and services are grounded in library policy and evidence rather than political or personal preferences;
- Maintaining BMPL as a welcoming and non-partisan public space;

- Ensuring Board members understand their governance responsibilities when intellectual freedom issues arise; and
- Remaining informed about emerging intellectual freedom issues affecting public libraries.

The incoming Board may also wish to maintain awareness of sector-wide guidance and developments relating to intellectual freedom and library governance.

7. Alignment with OLA and FOPL Advocacy

The 2022–2026 Board recognized the value of participating in broader sector advocacy and maintaining awareness of issues affecting public libraries across Ontario.

The incoming Board may wish to continue considering BMPL's advocacy efforts in the context of priorities and positions advanced by the Ontario Library Association (OLA) and the Federation of Ontario Public Libraries (FOPL).

Alignment with sector advocacy can provide BMPL with opportunities to contribute to and benefit from collective advocacy on issues affecting public libraries, while still allowing the BMPL Board to determine its own local priorities and positions.

Potential areas for consideration include:

- Staying informed about OLA and FOPL advocacy priorities;
- Participating in sector advocacy opportunities where they align with BMPL's interests;
- Ensuring municipal advocacy reflects both local priorities and broader sector considerations where appropriate;
- Maintaining awareness of provincial policy and legislative developments affecting public libraries; and
- Supporting the CEO and staff in maintaining appropriate relationships with sector organizations.

This does not imply that BMPL must adopt every position or advocacy priority advanced by OLA or FOPL. Rather, the incoming Board may wish to consider sector advocacy as one source of information and an opportunity for collective action when it supports BMPL's local mandate and strategic priorities.

C. Major Achievements of the 2022–2026 Board

Area	2022–2026 Board Legacy
Strategic Direction	- Completed the 2027–2037 Strategic Plan - Strengthened annual action planning and alignment between strategy and operations - Developed key performance indicators
L.E. Shore Expansion	- Advanced expansion from a long-standing need to an active municipal project - Completed Space Utilization Study - Developed preliminary expansion concepts - Secured Council endorsement to proceed to the design phase
Financial Sustainability	- Established a Financial Framework and Reserve Policy - Strengthened reserve planning and financial oversight - Maintained the 6% funding model - Achieved charitable status, opening new opportunities for fundraising and philanthropy
Governance	- Continued Board recruitment and succession planning - Strengthened annual Board evaluation - Reviewed and modernized Board policies
Community Impact	- Completed a Social Return on Investment (SROI) assessment demonstrating the significant economic and social value generated by BMPL's services - Strengthened BMPL's identity as a GLAM - Continued demonstrating strong community participation and public value
Communications & Profile	- Established a dedicated full-time Communications position - Strengthened BMPL's brand and communications strategy - Increased public awareness of BMPL's library, gallery, museum and archival services through ongoing advocacy
Partnerships & Advocacy	Strengthened relationships with municipal partners at both the Council and staff level, and with community groups (i.e. Craighleith Working Group)

	- Increased BMPL's visibility in municipal planning and community initiatives - Began building a broader network of community supporters for future advocacy and fundraising
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D. Legacy Discussions: An Environmental Scan

This section identifies the Board's major strengths, weaknesses, ongoing challenges, lessons learned, and recommendations to the 2027-2031 Board.

Area	2022–2026 Board Perspective / Advice to the 2027–2031 Board
Strengths	- Strong and engaged Board with a commitment to good governance - Clear strategic direction and stronger alignment between strategy, operations and advocacy - Strong relationship with the community and growing public awareness of BMPL's value - Strong evidence of community impact, including participation, membership and SROI
Weaknesses/ Ongoing Challenges	- BMPL continues to operate in facilities that do not fully meet current or future service needs - Limited physical space constrains programming, collections, staff workspaces, and community use - Public and Council understanding of the full scope of BMPL's GLAM mandate is not always consistent - Long-term capital projects require sustained advocacy across multiple Council terms - BMPL remains dependent on municipal funding for the majority of its operating budget - Capacity for fundraising and major capital advocacy needs to continue to develop - Intellectual freedom and the role of public libraries in providing equitable access to information remain important areas for ongoing attention
Lessons Learned	- Long-term projects must span Council terms. Build institutional knowledge and maintain momentum even as Boards and Councils change. - Do not assume the next Council knows the history. Relationships and advocacy need to be renewed with each new Council.

	• Demonstrate value with evidence. SROI, participation, membership and community impact data are powerful advocacy tools. • Relationships matter. Regular, respectful communication with Council, Town staff, community partners and supporters is essential. • Start early. Major capital projects, fundraising and business-case development take years and should begin well before construction is requested. • Understand different perspectives. Advocacy is stronger when the Board understands both supporters and those who may question the need or cost of a project.
Recommendations to the 2027–2031 Board	• Make the L.E. Shore expansion and renovation the Board’s primary advocacy priority and maintain momentum through the design, business case, fundraising and future construction phases. • Develop a comprehensive capital fundraising strategy and build relationships with potential community, philanthropic and government supporters. • Continue advocating for long-term financial stability, including protecting the existing Funding Agreement and maintaining a sustainable reserve strategy. • Continue demonstrating BMPL’s value through SROI and other measurable community-impact data. • Maintain strong relationships with the Mayor, Council and Town staff while ensuring the Board continues to advocate for BMPL’s interests. • Continue strengthening public understanding of BMPL as a library, gallery, museum and archive. • Ensure major projects remain visible through Board succession and municipal election cycles. • Support the CEO and staff in maintaining strong community partnerships and identifying new opportunities for advocacy, fundraising and service development.