# Agenda

## Board Meeting

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| ***Meeting Date:*** | November 19, 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 November 19, 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.26.21 entitled "*2026 Action Plan-Summary Review-November*"
2. ADM.26.22 entitled "*2027 Holiday Schedule*"
3. FIN.26.05 entitled "*Draft 2027 Budget*"
4. GOV.26.08 entitled "*Draft Q1 2027 Action Plan*"
5. GOV.26.09 entitled "2026 *Board Evaluation*"

## 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 October 15, 2026, as circulated/amended.

### D.2 Business Arising from the Minutes

## E. Communications with the Board

***Deadline for registration is Monday, November 16 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.26.21 entitled *"2026 Action Plan-Summary Review-November"*

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

1. **Verbal Report:** L.E. Shore Expansion RFP [CEO Murley]

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

1. **Report:** ADM.26.22 entitled "*2027 Holiday Schedule*"

**Recommended Motion:**
THAT the Blue Mountains Public Library Board approve ADM.26.22 entitled "2027 BMPL Holiday Schedule", establishing the holiday closures of the Blue Mountains Public Library facilities for 2027; AND

THAT this Board directs staff to amend the holiday schedule to reflect one of the following options:

a) Close the Library at 2:00 p.m. on New Year's Eve, consistent with the Christmas Eve schedule;
**OR**
b) Designate both Christmas Eve and New Year's Eve as additional staff time off.

2. **Report:** FIN.26.05 entitled "*Draft 2027 Budget*"

**Recommended Motion:**
THAT the Blue Mountains Public Library Board approves the Draft 2027 Budget as presented.

3. **Report:** GOV.26.08 entitled "*Q1 2027 Action Plan*"

**Recommended Motion:**
THAT the Blue Mountains Public Library Board approves the *Q1 2027 Action Plan* as presented.

4. **Report:** GOV.26.09 entitled "*2026 Board Evaluation*"

## G. Closed Session

*The Board certifies that no other business will occur following the closed meeting other than listed on this agenda, including the accepting of motions made in camera and adjourning the meeting.*

**Recommended Motion**
Moved by ___ and seconded by ___ THAT, pursuant to section 16.1(b) of the Public Libraries Act, the Blue Mountains Public Library Board do now move into closed session to conduct the annual Library CEO evaluation.

The Board moved into closed session at ___ p.m.

**Adjournment of Closed Session**
The Board returned to public session at ____ p.m.

**Recommended Motion**
Moved by ____ and seconded by ____ THAT, this Board approve all resolutions and recommendations arising from the closed session.

## H. Roundtable

### H.1 Roundtable—General updates by the Board

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

**1) Community Updates and News**

- Collingwood Today (October 21, 2026): New art show at L.E. Shore library a 'meditative refuge'
- Collingwood Today (October 29, 2026): Temporary service disruptions at Craigleith Heritage Depot
- Collingwood Today (November 3, 2026): TBM seeks volunteers for police and library boards
- Collingwood Today (November 12, 2026): Veterans greeted by large crowds in Thornbury and Ravenna

**2) BMPL Special Events**

- 1000 Words: Photo Critique with Ben Mark Holzberg
  November 21, 2026, | 1-3 p.m. | L.E. Shore
- Letters to Santa: The North Pole Mailbox is Open!
  November 26, 2026 | All Day | L.E. Shore
- This is Not a Concert: A Morning with Sheila Balls
  December 5, 2026 | 11am-12 pm | L.E. Shore
- Exhibit Opening: Disparate Portraits
  December 5, 2026 | 2-4 pm | L.E. Shore
- A Very Vintage Christmas
  December 12, 2026 | 10:30am-12 pm | L.E. Shore

## I. Notice of Meeting Dates

The next regularly scheduled Board meeting is scheduled for January 21, 2026, at 1:00 p.m. in the L.E. Shore Boardroom, or at the call of the CEO.

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

## J. Adjournment

# Minutes

## The Blue Mountains Public Library Board Meeting

**DRAFT**
Not Approved

**Meeting Date:** October 15, 2026
**Meeting Time:** 1:00 p.m.
**Location:** Library Boardroom
**Prepared By:** Jennifer Murley, CEO/Secretary of the Board
Franz Greenfield, Administrative Assistant

**In Attendance:** Carol Sackville-Duyvelshoff
Julia Scott (Chair)
Kristina Wichman
Laurey Gillies
Shawn McKinlay

**Guests:** Phil Pesek, Manager of Facilities & Fleet (TBM)

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

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## A. Call to Order

### A.1 Moment of Reflection

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

### A.2 Indigenous Acknowledgement Statement

The Chair read the Indigenous Acknowledgement Statement.

### A.3 Public Announcement

No members of the public were present.

## B. Agenda

### B.1 Approval of the Agenda

An item was added to the agenda under F.3: *Discussion: CEO Evaluation.*

**BMPL-Resolution 2026-047**

Moved by Shawn McKinlay and seconded by Carol Sackville-Duyvelshoff, THAT the Agenda of October 15, 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 2026-048**

Moved by Kristina Wichman and seconded by Shawn McKinlay, 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*"

CARRIED.

## D. Minutes

D.1 Previous Minutes

**BMPL-Resolution 2026-049**

Moved by Shawn McKinlay and seconded by Laurey Gillies, THAT this Board approves the Blue Mountains Public Library Board minutes of September 17, 2026, as circulated. CARRIED.

D.2 Business Arising from the Minutes

No business arose.

## E. Communications with the Board

The deadline for registration was Tuesday, October 13, 2026, 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. **Discussion:** ADM.26.18 entitled "2026 Action Plan-Summary Review-October"
   No significant updates were noted, with CEO Murley noting all Key Results on track.

### 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]
   Discussion focused on the Stage Gate outlined in the report, a co-development exercise to help define the scope of the design RFP for architectural and design services, and a review of the design RFP itself:

   - The Stage Gate will be updated with more specific Board "check in" dates as project timelines are confirmed. Its primary purpose is to demonstrate the Board's involvement throughout the project.
   - The Board completed a brainstorming exercise to identify key design priorities and help narrow the initial scope of work for the design consultant. The goal of the exercise was to ensure the consultant (once contracted) can focus on the most critical priorities. CEO Murley will compile the Board's input into a streamlined document. Pesek also noted that there will be opportunities to add to and/or modify these priorities as the design process progresses.
   - Pesek provided an overview of the completed design RFP, with the goal of releasing it by early November 2026. The original plan was to review the RFP at the Board's November 2026 meeting; however, following Phil's overview, the Board agreed that a separate meeting review would not be necessary. Pesek will provide the RFP by email by October 16, 2026, for a more detailed review, with Board members asked to provide feedback by October 23, 2026.

   *Shawn McKinlay left the meeting at 2:47 p.m., returning at 2:56 p.m.*

**BMPL-Resolution 2026-050**

Moved by Carol Sackville-Duyvelshoff, and seconded by Kristina Wichman, THAT the Blue Mountains Public Library Board direct the CEO to work with Town staff to finalize and issue the L.E. Shore Memorial Library & Gallery Design RFP with the feedback deadline of Friday, October 23, 2026. CARRIED.

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

1. **Report:** ADM.26.20 entitled "2026 Q3 Report"
   Presented to the Board as information.

2. **Report:** FIN.26.04 entitled "Finance Report of Q2 2026"

Discussion focused on the L.E. Shore Memorial Library Expansion Fund held in the Board's TD Bank account, consisting of $303,000.00 in a high-interest savings account and $19,234.10 in a GIC maturing October 25, 2026.

The Board directed CEO Murley to:

- Reinvest the $19,234.10 GIC upon maturity.
- Explore investment options for the 303,000.00 amount, focusing on preserving the principal and maximizing returns. It was noted that the funds would not need to be accessed all at once, allowing for greater flexibility in investment decisions. CEO Murley will bring investment options to the Board's November 2026 meeting.

**BMPL-Resolution 2026-051**

Moved by Shawn McKinlay and seconded by Laurey Gillies, 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. CARRIED.

3. **Report:** Library Board Recruitment [Library CEO & Chair Scott]
   Board recruitment sessions will occur on October 20 and November 3, 2026, led by the Chair and CEO Murley, with Board attendance encouraged but not required.

4. **Report:** GOV.26.07 entitled "Board Legacy Document"
   The Board reviewed this document, incorporating feedback before providing approval.

**BMPL-Resolution 2026-052**

Moved by Laurey Gillies and seconded by Carol Sackville-Duyvelshoff, THAT the Blue Mountains Public Library Board approve the 2022-2026 Board Legacy Document as amended 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. CARRIED.

5. **Discussion:** CEO Evaluation
   The Board established the 2026 CEO Performance Evaluation Committee.

**BMPL-Resolution 2026-053**

Moved by Shawn McKinlay and seconded by Laurey Gillies, THAT the Blue Mountains Public Library Board appoint Julia Scott, Carol Sackville-Duyvelshoff, and Kristina Wichman to the 2026 CEO Performance Evaluation Committee. CARRIED.

## G. Roundtable

### G.1 Roundtable—General updates by the Board

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

The Chair adjourned the meting at 4:10 p.m.

_____ _____

Julia Scott, Chair Jennifer Murley, Board Secretary

# Admin Report

Board Meeting

**Report To:** The Blue Mountains Public Library Board
**Report Name:** ADM.26.21 2026 Action Plan-Summary Review-October
**Date:** November 19, 2026
**Prepared by**: Jennifer Murley, CEO

## A. Recommendations

THAT this Board receive the staff report ADM.26.21 entitled *"2026 Action Plan-Summary Review-November"* 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.

As the 2026 year and 2022-2026 Board term concludes, all goals and key results identified in the Action Plan have been completed. Significant progress has been made in facility expansion planning, strategic planning, financial oversight, Board succession planning, and staff development.

## C. Summary of Accomplishments

**1. COMMUNITY HUBS**

**Objective: Ensure BMPL keeps pace with growth and community needs.**
**Key Result: L.E. Shore Memorial Library & Gallery facility expansion direction secured.**

BMPL achieved its 2026 goal of securing direction for the expansion and enhancement of the L.E. Shore Memorial Library & Gallery.

**Key accomplishments include:**

- Completed the Space Utilization Study and presented its findings and recommendations to Council.
- Developed key messages and an engagement strategy to build community awareness, understanding, and support for the L.E. Shore expansion.
- Incorporated these key messages into a series of presentations and engagement opportunities throughout the year, ensuring consistent communication about BMPL's community impact, growing service demands, facility needs, and long-term priorities. These included:

- **2025 Year in Review:** Communicated BMPL's accomplishments, community impact, service demands, and future facility needs.
- **Town Staff Bi-Annual Meetings:** Delivered presentations to all Town staff during the bi-annual staff meetings, highlighting BMPL's services, community impact, strategic priorities, and facility needs, while strengthening awareness of the BMPL's role as an important municipal partner and community asset.
- **ACC Focus Group:** Engaged the ACC in the development of the new 10-Year Strategic Plan and continued conversations about community space needs and potential facility enhancements. The CEO also provided regular updates on expansion progress during monthly meetings and shared key messages to equip ACC members with information they could use when responding to questions from the public about the proposed expansion.
- **Craigleith Working Group:** Supported the Board's engagement and advocacy through active participation in Craigleith Working Group meetings, led primarily by a Board representative. This provided an important opportunity to better understand the needs and perspectives of east-end residents, share information about BMPL's expansion plans and broader facility needs and maintain an ongoing dialogue about future service opportunities. The Board's involvement helped ensure that Craigleith remained part of the conversation about BMPL's long-term direction and that east-end residents felt included in discussions about the future of Library services across the municipality.
- **Meet the Candidates Series:** Provided non-partisan opportunities throughout the municipal election for candidates and community members to learn about BMPL's services, priorities, facility needs, and role as essential community infrastructure.
- **Board Information Sessions:** Delivered information sessions to prospective Board members as part of the recruitment process, highlighting BMPL's GLAM model, governance responsibilities, strategic priorities, and the importance of the proposed facility expansion.

- Secured Council endorsement to proceed with the design phase of the L.E. Shore expansion.
- Initiated the next steps in the expansion process, including development of the funding strategy and commencement of the Request for Proposals (RFP) process.
- Established a dedicated L.E. Shore Expansion Reserve to support long-term capital planning.

These accomplishments establish a clear direction for BMPL's future facility needs and advance the project from preliminary planning into the design phase. Work on the RFP and subsequent project phases will continue as part of the BMPL's ongoing capital priorities.

**2. EMPOWERING SERVICES**

**Objective: Strengthen awareness and support of BMPL's role in the community.**
**Key Result 1: 10-Year Strategic Plan completed and adopted.**

BMPL successfully completed its new 10-Year Strategic Plan following a comprehensive consultation process involving staff, community members, youth, and other stakeholders.

**Key accomplishments include:**

- Completed community and stakeholder consultation.
- Finalized and secured adoption of the 10-Year Strategic Plan.
- Established strategic priorities to guide governance, advocacy, organizational planning, and long-term service delivery.
- Developed the Q1 2027 Action Plan, aligning Board governance priorities and reporting with the new strategic pillars.

The completion of the Strategic Plan provides BMPL with a framework to guide organizational decision-making and service priorities through 2037.

**Key Result 2: Equitable access to welcoming community space preserved.**
BMPL continued to uphold its commitment to equitable access to welcoming, inclusive community spaces across its library, gallery, museum, and archive services.

**Key accomplishments include:**

- Strengthened governance policies supporting intellectual freedom, collections development, programming, elections and political activity, and children's and teen services.
- Maintained diverse programming and services across both the L.E. Shore Memorial Library & Gallery and the Craigleith Heritage Depot Museum & Archive; highlights include the Lead Like Her Series in celebration of International Women’s Day, the Open Doors Spring Heritage Tour, L.E. Shore Artist of the Year, the annual Rainbow Dance Party, and BMPL’s Death Café series.
- Received and reviewed the Q1-Q3 statistical reports, providing the Board with information on service delivery, community participation, and the use of BMPL spaces and resources.

These activities support BMPL's commitment to intellectual freedom, equitable access to information, cultural preservation, and inclusive community spaces.

**3. ORGANIZATIONAL EXCELLENCE**

**Objective: Enhance organizational resilience and governance continuity.**
**Key Result 1: Election year readiness achieved.**

Significant progress was made in preparing for the 2027 Board transition and ensuring continuity of governance and institutional knowledge.

**Key accomplishments include:**

- Completed the Board Recruitment Plan to support the appointment and onboarding of the incoming Board, with the Plan receiving endorsement from both Council and the

Town Clerk, demonstrating municipal support for the proposed recruitment and governance transition process.
- Prepared and received the Board Legacy Document, documenting key governance decisions, priorities, and strategic considerations to support continuity.
- Completed coordination with municipal partners regarding election transition requirements and timelines.
- Completed the Board Information Sessions, providing opportunities for prospective Board members to learn about BMPL's mandate, governance responsibilities, and the Library's broader GLAM model.
- Secured a date of **Monday, January 11, 2027**, for a Council orientation session regarding BMPL services, governance, and BMPL's role in the community.

These activities position BMPL for a structured transition and provide incoming Board members and Council with opportunities to better understand the BMPL's operations, responsibilities, and strategic priorities.

**Key Result 2: Long-term financial governance framework established.**
BMPL strengthened its financial governance and long-term planning through the development and approval of key financial policies and frameworks.

**Key accomplishments include:**
- Completed the annual audit.
- Developed a comprehensive Reserve Policy and Financial Framework, establishing a stronger approach to reserve management, and alignment of financial resources with long-term capital priorities.
- Reviewed and updated several financial policies to reflect BMPL's new charitable status, ensuring policies appropriately address BMPL's expanded responsibilities as a registered charity.
- Provided new and updated financial documents to the Town for Finance staff's information, the orientation of the New Council, and onboarding of the new Treasurer.

These accomplishments establish a stronger foundation for financial accountability, long-term sustainability, and responsible stewardship of BMPL resources.

**Key Result 3: Supported, engaged, and well-equipped workforce sustained.**

BMPL continued to prioritize professional development, leadership capacity, staff engagement, and opportunities for employees and volunteers to contribute to the broader library, museum, and cultural sectors. Throughout 2026, staff and organizational representatives demonstrated significant professional growth, achieved sector recognition, and contributed to initiatives that strengthen BMPL's services and reputation.

**Key accomplishments include:**
- **Provincial Recognition of Museum Leadership:** Museum Curator Alessia Farris received the Ontario Library Association's Archival and Preservation Achievement Award, recognizing her significant contributions to archival and museum preservation. Since

joining BMPL, Alessia has led a comprehensive overhaul of the Museum collection, improved cataloguing and preservation practices, implemented new collections management software, advanced digitization of local historical materials, developed the Town's first Cultural Map, and strengthened partnerships with local artists, community organizations, and Indigenous partners. This provincial recognition reflects the quality and impact of professional expertise within BMPL.

- **Professional Leadership and Technology Development:** Library Specialist Ashley McMurter continued to contribute to the broader library sector through her service on the Ontario Library Association Board of Directors and her previous leadership as President of the Ontario Library and Information Technology Association (OLITA). She helped deliver the successful Digital Odyssey Conference in June and continued supporting community members, particularly seniors, in navigating technology. Ashley also completed her Joint Health and Safety Committee recertification, Google AI Essentials Certificate, and 2026 E-Tech Annual Cyber Security Awareness Training Certificate.
- **Youth Engagement and Staff-Led Initiatives:** Library Specialist Natashia Hudson led the transformation of the teen space at L.E. Shore, working directly with local youth to incorporate new artwork and create a more welcoming environment that encourages youth ownership and engagement. This initiative demonstrated the value of staff leadership, community collaboration, and youth-informed service development.
- **Arts and Cultural Leadership:** Beverley Smith, Chair of the BMPL Arts & Culture Council, received the 2026 Town of The Blue Mountains Arts & Culture Award in recognition of her longstanding contributions to the local arts community. A dedicated volunteer with the Arts & Culture Council since 1996, Beverley has helped shape the Gallery at L.E. Shore and co-curated more than 150 exhibitions. Her leadership, mentorship, community partnerships, and development of new arts initiatives continue to strengthen BMPL's cultural programming and community connections.
- **Executive Leadership and Professional Development:** CEO Jennifer Murley continued to invest in professional leadership development and sector engagement. In February, Jennifer led a Library Space Design Workshop as part of the Ontario Library Association's Library as Place Space Design Challenge, exploring how public library spaces can support community connection, accessibility, flexibility, and diverse uses. She also co-led a GLAM panel for the Ontario Library Service's virtual conference in November, alongside BMPL's Museum Curator and two other Ontario library CEOs, highlighting innovative approaches to integrated cultural services. The CEO will have completed all requirements of the two-year Advanced Program in Library Leadership (APLL) by December 1, 2026, with official certification to be presented at the awards gala during the 2027 Library Super Conference.
- **Staff Engagement in Strategic Planning:** Completed staff consultation as part of the development of the new 10-Year Strategic Plan, including opportunities for staff to contribute through surveys and focus group discussions. This ensured that staff perspectives and organizational experience informed BMPL's long-term priorities.
- **Continued Investment in Professional Development:** Maintained career development funding and supported staff participation in training, professional certifications, sector conferences, and shared learning opportunities. Continued to leverage partnerships with the Town of The Blue Mountains and Grey County to expand access to professional

development and encourage cross-organizational learning. Examples included staff participation in joint health and safety training with the Town and County; organizing an educational visit to the Sheffield Park Black History Museum through involvement with the Town's IDEA Committee; providing staff training in municipal report writing led by the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO); and organizing a keynote presentation for all Town staff exploring the experiences and responsibilities of municipal and library employees during a municipal election year. These opportunities strengthened staff knowledge, encouraged collaboration across organizations, and supported learning in areas including IDEA, health and safety, municipal governance, and emerging workplace trends.

Collectively, these accomplishments demonstrate BMPL's commitment to professional excellence, continuous learning, leadership development, and recognizing the contributions of staff, volunteers, and Board members. The achievements also highlight the organization's growing expertise and its contributions beyond the local community, strengthening BMPL's profile within the broader library, museum, and cultural sectors.

## D. 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 |
| ORGANIZ-ATIONAL EXELLENCE | **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; new financial documents provided to Town for Council and Director information. |
| | 3. Supported, engaged, and well-equipped workforce sustained | | Staff career development ongoing; consultation report completed; strategic planning workshop completed; 2027 committee work completed. |

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:<br>• Intellectual Freedom<br>• Collections Development<br>• Programming<br>• Elections and Political Activity<br>• Children's and Teen Services<br><br>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:<br>• reserve policy<br>• long-term capital planning<br>• 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 |

# Admin Report

Board Meeting

**Report To:** The Blue Mountains Public Library Board
**Report Name:** ADM.26.22 2027 BMPL Holiday Schedule
**Prepared by**: Jennifer Murley, CEO

## A. Recommendation

That the Blue Mountains Public Library Board approve ADM.26.22 entitled "2027 BMPL Holiday Schedule", establishing the holiday closures of the Blue Mountains Public Library facilities for 2027; AND

That this Board directs staff to amend the holiday schedule to reflect one of the following options:

a) Close the Library at 2:00 p.m. on New Year's Eve, consistent with the Christmas Eve schedule; OR
b) Designate both Christmas Eve and New Year's Eve as additional staff time off.

## B. Background

Each year, the Library Board approves the upcoming year's holiday schedule in accordance with POL-2018.34 Public Holidays.

## C. Recommendation

It is recommended that the Board consider one of the following options:

1. Amend the policy to provide for a 2:00 p.m. closure on New Year's Eve, consistent with the Christmas Eve schedule. This would create consistency in holiday hours, simplify public communications, and provide staff with additional time with their families.

2. Designate both Christmas Eve and New Year's Eve as additional staff time off, recognizing the importance of providing employees with opportunities to spend time with their families during the holiday season.

Respectfully Submitted,

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

| POL-ADM.2018.34 | Title: *Public Holidays* |
|---|---|
| BLUE MOUNTAINS PUBLIC LIBRARY | **Type:** Human Resources<br>**Authority:** CEO<br>**Resolution No:** BMPL 2018-200 on 10-25-18; POL-ADM.2018.34<br>**Associated Documents:** Employment Standards Act, S.O. 2000, Part X<br>**Original Approval:** 04-19-2018<br>**Amended On:** 10-25-2018<br>**Reviewed On:** 11-21-2019; 11-19-2020 |

**Policy Statement**

The Blue Mountains Public Library shall balance the needs of community service with the need for staff to have holiday time. The CEO shall adhere to the Employment Standards Act, S.O. 2000 and subsequent Acts pertaining to remuneration and closures for public holidays.

## ADM.2018.34.1 Public Holidays (Statutory)

1. An employee's public holiday pay for a given public holiday shall be equal to the total amount of regular wages earned and vacation pay payable to the employee in the previous pay period divided by the number of days worked. However, the employee has no entitlement:
   1.1. Where a holiday falls in the first pay period of a new employee, in which case, the hours worked prior to the holiday will be divided by the number of days which were worked prior to the holiday.
   1.2. If, without reasonable cause, the employee does not work on the last regularly scheduled day of work before the public holiday, or all of the first regularly scheduled day of work after the public holiday.
2. When an employee's regular day off falls on a statutory or recognized holiday the employee shall be entitled to a day off in lieu of the holiday. This substitution day should be taken prior to the end of the next pay period unless otherwise approved by the CEO.

## ADM.2018.34.2 BMPL Board Designated Holidays

1. Board Designated Holidays are those which are designated by the BMPL Board for which the library, museum or gallery is closed to the public; and are not necessarily the Public (Statutory) Holidays according to the ESA.
2. Only employees whose regularly scheduled hours of work would normally fall on a BMPL Designated Holiday closure will be paid for those hours at their regular rate of pay.
3. The Board shall review Board Designated Holidays a minimum of once in each fiscal year at the November Board Meeting. Additions to, or removal of any Board Designated Holidays shall be made known to employees following this Board Meeting.

## ADM.2018.34.3 Holiday Closure Schedule

1. The library, museum and gallery shall close for the following nine Ontario public holidays:
   1.1. New Year's Day (P.H.)
   1.2. Family Day (P.H.)
   1.3. Good Friday (P.H.)
   1.4. Victoria Day (P.H.)
   1.5. Canada Day (P.H.)
   1.6. Labour Day (P.H.)
   1.7. Thanksgiving Monday (P.H.)
   1.8. Christmas Day (P.H.)
   1.9. Boxing Day (P.H.)
2. The library, museum and gallery shall close for the following Board Designated holidays.
   2.1. New Year's Eve at 5:00pm (B.D.H.)
   2.2. Easter Sunday (B.D.H.)
   2.3. Easter Monday (B.D.H.)
   2.4. Civic Holiday (B.D.H.)
   2.5. Remembrance Day (B.D.H.)
   2.6. Christmas Eve at 2:00pm (B.D.H.)

# Finance Report

Board Meeting

**Report To:** The Blue Mountains Public Library Board
**Report Name:** FIN.26.05 2027 Draft Budget
**Prepared by**: Jennifer Murley, CEO

## A. Recommendations

That the Blue Mountains Public Library Board approves the 2027 Budget as presented.

## B. Background

The Blue Mountains Public Library (BMPL) Board operates under a Funding Agreement with the Town of The Blue Mountains. This agreement provides the Board with 6% of the previous year's municipal Tax Levy to support Gallery, Library, Archive, and Museum services (collectively, GLAM).

**Key Terms of the Agreement**

- **Surplus Management:**
  Any annual surplus is carried forward into a *Surplus Reserve Account*, maintained and controlled by the Board.

- **Deficit Management:**
  Deficits are funded either from the Surplus Reserve or, with 90 days' notice, through a loan provided by the Town.

- **Revenue Expectations:**
  Both parties acknowledge that, under the *Public Libraries Act (PLA)*, most library services must be provided free of charge. Accordingly, BMPL is not expected to generate significant own-source revenue to fund its operations. Revenue from sources such as fines, fees and room rentals is supplementary in nature and is not intended to replace or offset the municipal funding required to deliver library services.

- **Amendments and Termination:**
  Requests to amend the agreement must be submitted in writing within 30 days of its termination or expiry. Termination requires six months' advance notice.

The current agreement was renewed in 2025, making 2027 the final year of a three-year term. 2027 is also a new term of the Board and Council. The agreement is scheduled to be reviewed in Q1 with the new Board and Council, providing an important opportunity to review the existing funding formula and assess whether it remains appropriate for the Library's evolving operational and capital requirements. Consideration should be given to the financial

implications of the planned expansion of the L.E. Shore Memorial Library, future facility operating costs, inflationary pressures, and the Library's ability to maintain service levels.

The 2028–2030 projections currently use a minimum annual assessment growth assumption of 6%. While this provides a planning basis for future municipal contributions, these figures should be understood as projections rather than guaranteed funding commitments.
It will be important for BMPL to work closely with the Town during the renewal of the Funding Agreement to establish a sustainable funding framework that recognizes both the BMPL's existing responsibilities and its anticipated growth.

## C. 2027 Budget Overview

The proposed 2027 budget is balanced, with no projected overall deficit or surplus. The 2028–2030 projections also show no overall deficit or surplus because any portion of the Town's 6% contribution not required for operating costs is allocated to capital. In the projected years, this allocation is $183,085 in 2028, $231,382 in 2029 and $286,536 in 2030. It is applied first to the capital projects identified in the forecast, with the remaining amounts, approximately $42,322 in 2028, $152,768 in 2029 and $204,744 in 2030, transferred to the Surplus Reserve for future capital needs. These are forecast allocations based on the current assumptions, including 6% annual assessment growth; they are not additional funding requests or operating surpluses that BMPL intends to retain.

The 2027 draft budget includes no requests to increase the Town's funding or a broad expansion of BMPL's ongoing operating budget. The budget largely maintains existing services and reallocates available resources to accommodate identified priorities and specific one-time costs.

## D. Operating Budget

The proposed 2027 operating budget includes $1,291,841.25 for human resources and $133,967.40 for operating expenses.

**Key items include:**

- **Fundraising Specialist:** A part-time contract position is included in the Library operating budget for 2027 and 2028. The position is 21 hours per week, for a two-year contract, with a total estimated cost of $67,824.01, inclusive of salary and benefits. The position is intended to provide dedicated capacity to plan and coordinate BMPL's capital fundraising campaign for the L.E. Shore expansion.
    - Responsibilities will include identifying and pursuing grant opportunities, sponsorships and major gifts; developing relationships with local businesses, community organizations, foundations and individual donors; and coordinating donor engagement, stewardship and recognition. The Specialist will also coordinate fundraising campaigns, events and promotional materials in collaboration with the Communications and Engagement Specialist and maintain records and report on fundraising activities and progress.

  - The role is intended to bring a more coordinated and sustained approach to fundraising, allowing BMPL to actively pursue external funding and build community support for the expansion while complementing the work already undertaken by staff and the Board.
  - The position was researched in consultation with other libraries, reflecting the Board's previous direction on the importance of dedicated fundraising capacity. The Town evaluated the position through its pay equity process at Band 8, and salary and benefit estimates were provided by Town Finance.
- **One-time requests:** The draft 2027 budget includes $6,355 in one-time requests:
  - **Under the Advisory Council budget line:** $1,355 for renewal of the Gallery liquor license, which expires March 31, 2027.
  - **Under the Museum's Special Projects line:** $5,000 for the Three Sisters Reconciliation Garden. This consists of $4,000 in BMPL funding and a $1,000 designated donation received in 2026 and deferred to 2027 for this project.
  - **Under Minor Capital:** $3,500 to replace the L.E. Shore drop-box cart, which has required repeated caster repairs and is deteriorating; and $1,500 to replace the locking slides on the L.E. Shore gates, which have not been replaced in approximately ten years.

## E. Capital Budget

The proposed 2027 capital budget is $158,738**.**

The budget supports planned capital requirements and continued advancement of the L.E. Shore expansion project. It includes a $67,500 allocation toward the Request for Proposals (RFP) process. This amount forms part of the previously approved $750,000 funding arrangement for the project, with the remaining 91% funded through Development Charges. The RFP cost is funded through the projected 2027 operating surplus and a contribution from the Library Board Surplus Reserve.

The $67,500 is a planned capital commitment, not an ongoing operating expense. The funding arrangement was approved by Council before the Board adopted its current Reserve Policy.

The Capital budget also includes a $66,238 allocation from the annual 6% municipal grant for physical collections. This is part of the annual municipal grant already included in the budget summary and must not be counted as a second contribution.

## F. Efficiencies and Cost Management

BMPL continues to look for ways to manage costs while maintaining service levels.

**Efficiencies achieved in 2026 include:**

- Eliminating more than $1,800 in service agreement costs through charitable status and the use of existing technology resources.
- Saving $170 annually by discontinuing the Attractions Ontario membership due to limited use.

- Expanding revenue generation through improvements to the Museum Gift Shop and Library merchandise.

**In 2027, BMPL will continue to:**

- Explore grants, partnerships and alternative revenue opportunities.
- Continue discussions about long-term GLAM funding and the financial implications of facility expansion.
- Use reserves strategically where appropriate to manage budget pressures without compromising long-term financial stability.

## G. Reserves and Financial Position

BMPL has several reserve and investment accounts. These funds have different purposes and restrictions, so the full combined balance should not be viewed as money available for general operating expenses.

| Reserve & Investments | Balance as of November 13, 2026 |
|---|---|
| Library Board Surplus Reserve | $404,324.96 |
| L.E. Shore Expansion Fund | $323,776.30 |
| Development Charge Fund | $3,389,058.56 |
| General Reserve – Non-Growth Related | $59,569.28 |
| Craigleith Heritage Depot Fundraising Reserve | $15,790.80 |
| Library Legacy Reserve | $22,694.01 |
| Arts & Culture Council Reserve | $12,687.55 |
| **Total** | **$4,227,901.46** |

The Board's Reserve Policy, adopted in September 2026, sets three reference points for the Library Board Surplus Reserve: a minimum of 10%, a target of 15%, and a 20% level that triggers review. These percentages are measured against the prior year's operating expenditures; capital costs are excluded.

Using the 2026 approved budget, operating expenditures were $1,380,660 ($1,246,440 for human resources plus $134,220 for operating expenses). The corresponding reserve levels are:

- 10% minimum: $138,066
- 15% target: $207,099
- 20% review threshold: $276,132

The current Library Board Surplus Reserve is $404,324.96, which is above the 20% review threshold. The $67,500 expansion RFP commitment is funded in part through the projected 2027 operating surplus, with the remaining $6,879.87 drawn from the Library Board Surplus Reserve. After this contribution, the estimated reserve balance would be $397,445.09, still above the review threshold.

The proposed 2027 budget applies the projected operating surplus of $60,620.13 toward the $67,500 expansion RFP commitment. The remaining $6,879.87 is funded from the Library Board Surplus Reserve. This allocation brings the overall budget to balance. If the projected amounts are realized, the reserve balance after the RFP contribution would be approximately $397,445.09.

It should be noted that this is a planning estimate, not an audited year-end balance. It does not include other reserve commitments or movements.

## H. Budget Document

The 2027 BMPL Proposed Budget is attached.

Respectfully Submitted,

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

# 2027 Budget

**Presented November 19, 2026**

## Council Contribution

The Town's annual municipal operating grant is 6% of the previous year's tax levy. The $66,238 capital allocation is part of this grant, not additional funding.

| | Tax Levy | | Contribution | |
|---|---|---|---|---|
| 2021 | $ 17,396,763.00 | 2022 | $ 1,043,805.78 | Determined Mar 2021 |
| 2022 | $ 18,515,300.00 | 2023 | $ 1,110,918.00 | Determined Mar 2022 |
| 2023 | $ 19,605,000.00 | 2024 | $ 1,176,300.00 | Determined Mar 2023 |
| 2024 | $ 20,894,000.00 | 2025 | $ 1,253,640.00 | Determined April 2024 |
| 2025 | $ 23,091,910.00 | 2026 | $ 1,385,514.60 | Determined May 5, 2025 |
| 2026 | $ 24,609,613.00 | 2027 | $ 1,476,576.78 | Determined December 1, 2025 |

*Note: The Projected years are calculated on a minimal Assessment Growth of 6%*

| | | | |
|---|---|---|---|
| 2027 | $ 26,086,189.78 | 2028 | $ 1,565,171.39 |
| 2028 | $ 27,651,361.17 | 2029 | $ 1,659,081.67 |
| 2029 | $ 29,310,442.84 | 2030 | $ 1,758,626.57 |

## SUMMARY of PROPOSED BUDGET

| | 2025 Actuals | 2026 Approved | 2027 Draft | 2028 Projected | 2029 Projected | 2030 Projected |
|---|---|---|---|---|---|---|
| **BMPL Revenues** | $ 153,351.31 | **$ 70,190.00** | $ 76,090.00 | $ 75,090.00 | $ 75,845.00 | $ 76,105.10 |
| **Council Contribution** | $ 1,253,640.00 | **$ 1,385,514.60** | $ 1,476,576.78 | $ 1,565,171.39 | $ 1,659,081.67 | $ 1,758,626.57 |
| **Carry Forward** | $ - | **$ 60,000.00** | $ - | $ - | $ - | $ - |
| **Transfer from Reserves** | $ - | **$ 48,855.40** | $ 31,879.87 | $ - | $ - | $ - |
| | $ 1,406,991.31 | **$ 1,564,560.00** | $ 1,584,546.65 | $ 1,640,261.39 | $ 1,734,926.67 | $ 1,834,731.67 |
| **Human Resources** | $ 1,205,818.03 | **$ 1,246,440.00** | $ 1,291,841.25 | $ 1,340,224.40 | $ 1,385,115.15 | $ 1,426,668.60 |
| **Operational Expenses** | $ 127,915.68 | **$ 134,220.00** | $ 133,967.40 | $ 116,951.90 | $ 118,429.96 | $ 121,526.77 |
| **Capital** | $ 66,526.77 | **$ 183,900.00** | $ 158,738.00 | $ 183,085.09 | $ 231,381.56 | $ 286,536.30 |
| | $ 1,400,260.48 | **$ 1,564,560.00** | $ 1,584,546.65 | $ 1,640,261.39 | $ 1,734,926.67 | $ 1,834,731.67 |
| **Surplus (Shortfall)** | **$ 6,730.83** | $ - | $ - | $ - | $ - | $ - |

# CONSOLIDATED BUDGET

| | No. | Approved 2025 | Actuals 2025 | Approved 2026 | Draft 2027 | Projected 2028 | Projected 2029 | Projected 2030 |
|---|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | | |
| Federal Grants | 53005 | $ 7,980.00 | $ 16,259.03 | $ 7,980.00 | **$ 7,980.00** | $ 7,980.00 | $ 7,980.00 | $ 7,980.00 |
| Provincial Grants | 53010 | $ 23,371.00 | $ 30,408.46 | $ 21,060.00 | **$ 22,360.00** | $ 22,360.00 | $ 22,360.00 | $ 22,360.00 |
| Donations | 53020 | $ 6,850.00 | $ 23,396.80 | $ 9,000.00 | **$ 16,000.00** | $ 15,000.00 | $ 15,000.00 | $ 15,000.00 |
| Other Revenues | 55000 | $ 5,000.00 | $ - | $ 6,000.00 | **$ -** | $ - | $ - | $ - |
| Interest TD Bank Account | 55010 | $ 0.48 | $ 6,319.27 | $ 7,000.00 | **$ 7,000.00** | $ 7,140.00 | $ 7,282.80 | $ 7,428.46 |
| Investment Interest | 55015 | $ 1,000.00 | $ 710.51 | $ 500.00 | **$ 600.00** | $ 600.00 | $ 600.00 | $ 600.00 |
| Sales of Services | 55710 | $ - | $ 3,526.65 | $ 3,000.00 | **$ 3,150.00** | $ 3,100.00 | $ 3,100.00 | $ 3,100.00 |
| Commissions | 55720 | $ 3,000.00 | $ 9,240.65 | $ 5,000.00 | **$ 5,000.00** | $ 5,000.00 | $ 5,000.00 | $ 5,000.00 |
| Merchandise Sales | 55730 | $ 500.00 | $ 1,015.53 | $ 500.00 | **$ 2,500.00** | $ 2,500.00 | $ 2,500.00 | $ 2,500.00 |
| Special Events Revenue | 55810 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Fines | 57035 | $ - | $ 1,718.00 | $ 1,000.00 | **$ 1,000.00** | $ 1,020.00 | $ 1,040.40 | $ 1,061.21 |
| Facilities Rental | 57500 | $ - | $ 5,060.00 | $ 4,000.00 | **$ 4,500.00** | $ 4,590.00 | $ 4,681.80 | $ 4,775.44 |
| Showcase Rental | 57503 | $ - | $ 155.65 | $ - | **$ -** | $ - | $ - | $ - |
| Program Fees | 57570 | $ - | $ 6,122.40 | $ 5,000.00 | **$ 5,700.00** | $ 5,500.00 | $ 6,000.00 | $ 6,000.00 |
| Moved to Reserve | | $ - | $ 46,616.17 | $ - | $ - | | $ - | $ - |
| Designated Carry Forward | | $ | $ | $ - | $ - | $ - | $ | $ |
| **TOTAL OPERATING REVENUE** | | $ 1,303,341.48 | $ 1,406,991.31 | $ 1,455,704.60 | **$ 1,486,428.78** | $ 1,640,261.39 | $ 1,734,926.67 | $ 1,834,731.67 |
| Council Constribution | | $ 1,176,300.00 | $ 1,176,300.00 | $ 1,253,640.00 | **$ 1,385,514.60** | $ 1,565,171.39 | $ 1,659,081.67 | $ 1,659,081.67 |
| **TOTAL REVENUE** | | $ 2,479,641.48 | $ 2,583,291.31 | $ 2,709,344.60 | **$ 2,871,943.38** | $ 3,205,432.77 | $ 3,394,008.34 | $ 3,493,813.34 |
| **EXPENSES** | | | | | | | | |
| **STAFFING** | | | | | | | | |
| FT Wages | 60005 | $ 836,266.34 | $ 802,533.45 | $ 830,298.00 | **$ 856,384.01** | $ 884,585.63 | $ 913,827.91 | $ 941,242.75 |
| FT Benefits | 61005 | $ 271,364.00 | $ 246,707.50 | $ 278,714.00 | **$ 277,116.03** | $ 286,396.94 | $ 296,031.29 | $ 304,912.23 |
| PT Wages | 60010 | $ 53,690.03 | $ 96,670.38 | $ 93,732.00 | **$ 100,394.66** | $ 107,568.37 | $ 110,795.43 | $ 114,119.29 |
| PT Benefits | 61010 | $ 12,088.85 | $ 17,509.44 | $ 11,121.00 | **$ 20,655.35** | $ 22,131.27 | $ 22,795.20 | $ 23,479.06 |
| Student Wages | 60008 | $ 20,613.82 | $ 36,358.52 | $ 29,814.00 | **$ 31,402.79** | $ 33,297.84 | $ 35,085.55 | $ 36,138.12 |
| Student Benefits | 61008 | $ 4,641.41 | $ 6,038.74 | $ 2,761.00 | **$ 5,888.41** | $ 6,244.35 | $ 6,579.77 | $ 6,777.16 |
| **TOTAL STAFFING** | | $ 1,198,664.45 | $ 1,205,818.03 | $ 1,246,440.00 | **$ 1,291,841.25** | $ 1,340,224.40 | $ 1,385,115.15 | $ 1,426,668.60 |
| **ADMINISTRATIVE** | | | | | | | | |
| Office Supplies | 62005 | $ 3,100.00 | $ 3,635.16 | $ 5,150.00 | **$ 4,150.00** | $ 4,220.00 | $ 4,291.40 | $ 4,364.23 |
| Paper & Photocopier | 62010 | $ 2,250.00 | $ 816.73 | $ - | **$ -** | $ - | $ - | $ - |
| Promotional Expenses | 62017 | $ 200.00 | $ 272.99 | $ 550.00 | **$ 550.00** | $ 550.00 | $ 550.00 | $ 550.00 |
| Meeting Expenses | 62020 | $ 500.00 | $ 195.89 | $ 500.00 | **$ 500.00** | $ 500.00 | $ 500.00 | $ 600.00 |
| Library Board | 62021 | $ 2,500.00 | $ 115.12 | $ 2,500.00 | **$ 3,500.00** | $ 2,500.00 | $ 2,500.00 | $ 2,500.00 |
| Special Events | 62024 | $ 2,000.00 | $ 1,937.59 | $ - | **$ -** | $ - | $ - | $ - |
| Arts Advisory Council | 62031 | $ 6,000.00 | $ 5,478.15 | $ 6,120.00 | **$ 7,597.40** | $ 6,242.40 | $ 6,367.25 | $ 6,494.59 |
| **TOTAL ADMINISTRATIVE** | | $ 16,550.00 | $ 12,451.63 | $ 14,820.00 | **$ 16,297.40** | $ 14,012.40 | $ 14,208.65 | $ 14,508.82 |
| **GENERAL OPERATING** | | | | | | | | |
| Processing Materials | 62001 | $ 9,500.00 | $ 8,902.75 | $ 9,500.00 | **$ 9,000.00** | $ 9,000.00 | $ 9,000.00 | $ 9,000.00 |
| Artifacts & Materials | 62004 | $ - | $ 535.00 | $ - | **$ -** | $ - | $ - | $ - |
| Library Programming | 62027 | $ 11,250.00 | $ 11,377.81 | $ 12,000.00 | **$ 12,000.00** | $ 12,240.00 | $ 12,484.80 | $ 12,734.50 |
| Programming Materials: ILLO | 62029 | $ 1,300.00 | $ 1,035.63 | $ 1,300.00 | **$ 1,300.00** | $ 1,300.00 | $ 1,300.00 | $ 1,300.00 |
| Special Projects | 62032 | $ 7,000.00 | $ 2,544.00 | $ 5,000.00 | **$ 5,000.00** | $ - | $ - | $ - |
| Exhibitions | 62033 | $ 4,000.00 | $ 3,545.00 | $ 4,000.00 | **$ 4,000.00** | $ 2,000.00 | $ 2,000.00 | $ 2,000.00 |
| Conservation & Repairs | 62034 | $ 4,000.00 | $ 276.00 | $ 4,000.00 | **$ 4,500.00** | $ 4,000.00 | $ 4,000.00 | $ 4,000.00 |
| Museum Programs | 62035 | $ 4,000.00 | $ 11.00 | $ 2,000.00 | **$ 2,000.00** | $ 2,000.00 | $ 2,000.00 | $ 2,000.00 |
| Digitization | 62036 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Research | 62037 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Community Engagement | 62049 | $ 2,000.00 | $ 1,977.68 | $ - | **$ -** | $ - | $ - | $ - |
| Subscriptions | 62050 | $ 27,750.00 | $ 19,735.49 | $ 28,000.00 | **$ 25,000.00** | $ 25,500.00 | $ 26,010.00 | $ 26,530.20 |
| Merchandise Inventory -Other | 62080 | $ 1,250.00 | $ 200.00 | $ 3,000.00 | **$ 2,500.00** | $ 3,000.00 | $ 3,000.00 | $ 3,000.00 |
| **TOTAL GENERAL OPERATING** | | $ 72,050.00 | $ 50,140.36 | $ 68,800.00 | **$ 65,300.00** | $ 59,040.00 | $ 59,794.80 | $ 60,564.70 |
| **COMMUNICATIONS** | | | | | | | | |
| Telephone | 62105 | $ 2,000.00 | $ 724.43 | $ 2,050.00 | **$ -** | $ - | $ - | $ - |
| Internet | 62110 | $ 2,725.00 | $ 2,490.22 | $ 2,625.00 | **$ 2,650.00** | $ 2,679.00 | $ 2,708.58 | $ 2,738.75 |
| Postage | 62120 | $ 300.00 | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Advertisements | 62125 | $ 1,250.00 | $ 1,139.38 | $ 1,870.00 | **$ 1,470.00** | $ 1,470.00 | $ 1,470.00 | $ 1,470.00 |
| **TOTAL COMMUNICATIONS** | | $ 6,275.00 | $ 4,354.03 | $ 6,545.00 | **$ 4,120.00** | $ 4,149.00 | $ 4,178.58 | $ 4,208.75 |
| **TRAINING AND TRAVEL** | | | | | | | | |
| Membership | 62205 | $ 2,180.00 | $ 1,401.60 | $ 1,900.00 | **$ 1,650.00** | $ 1,676.00 | $ 1,702.52 | $ 1,729.57 |
| Meals | 62210 | $ - | $ 15.99 | $ 700.00 | **$ 350.00** | $ 357.00 | $ 364.14 | $ 371.42 |
| Accommodation | 62215 | $ - | $ 1,022.87 | $ 1,500.00 | **$ 1,500.00** | $ 1,530.00 | $ 1,560.60 | $ 1,591.81 |
| Training and Education Courses | 62220 | $ 5,500.00 | $ 5,889.73 | $ 6,500.00 | **$ 5,500.00** | $ 5,500.00 | $ 5,500.00 | $ 5,500.00 |
| Conference, Workshop, | 62225 | $ 3,500.00 | $ 1,881.32 | $ - | **$ -** | $ - | $ - | $ - |
| Travel/Mileage | 62230 | $ 1,700.00 | $ 1,309.05 | $ 1,700.00 | **$ 1,250.00** | $ 1,450.00 | $ 1,450.00 | $ 1,450.00 |
| **TOTAL TRAINING AND TRAVEL** | | $ 12,880.00 | $ 11,520.56 | $ 12,300.00 | **$ 10,250.00** | $ 10,513.00 | $ 10,577.26 | $ 10,642.81 |

# CONSOLIDATED BUDGET

| | No. | Approved 2025 | Actuals 2025 | Approved 2026 | Draft 2027 | Projected 2028 | Projected 2029 | Projected 2030 |
|---|---|---|---|---|---|---|---|---|
| **PERSONNEL** | | | | | | | | |
| Health and Safety | 62305 | $ 800.00 | $ 605.61 | $ 850.00 | **$ 400.00** | $ 400.00 | $ 400.00 | $ 400.00 |
| Uniforms | 62317 | $ 500.00 | $ - | $ 500.00 | **$ -** | $ 700.00 | $ - | $ 800.00 |
| Staff Recognition | 62320 | $ 600.00 | $ 370.83 | $ 600.00 | **$ 600.00** | $ 600.00 | $ 600.00 | $ 600.00 |
| Volunteer Honourarium | 62321 | $ 700.00 | $ 247.55 | $ 500.00 | **$ 150.00** | $ 150.00 | $ 200.00 | $ 200.00 |
| **TOTAL PERSONNEL** | | $ 2,600.00 | $ 1,223.99 | $ 2,450.00 | **$ 1,150.00** | $ 1,850.00 | $ 1,200.00 | $ 2,000.00 |
| **EQUIPMENT EXPENSES** | | | | | | | | |
| Service Agreements | 62520 | $ 15,918.00 | $ 14,108.65 | $ 17,000.00 | **$ 16,750.00** | $ 17,587.50 | $ 18,466.88 | $ 19,390.22 |
| **TOTAL EQUIPMENT EXPENSES** | | $ 15,918.00 | $ 14,108.65 | $ 17,000.00 | **$ 16,750.00** | $ 17,587.50 | $ 18,466.88 | $ 19,390.22 |
| **PURCHASED SERVICES** | | | | | | | | |
| Audit | 63110 | $ 4,550.00 | $ 6,500.00 | $ 6,500.00 | **$ 8,400.00** | $ 8,568.00 | $ 8,739.36 | $ 8,914.15 |
| Consulting | 63120 | $ - | $ 24,105.36 | $ 3,000.00 | **$ -** | $ - | $ - | $ - |
| Contract Services | 63125 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| **TOTAL PURCHASED SERVICES** | | $ 4,550.00 | $ 30,605.36 | $ 9,500.00 | **$ 8,400.00** | $ 8,568.00 | $ 8,739.36 | $ 8,914.15 |
| **FINANCIAL RELATED** | | | | | | | | |
| Insurance Premiums | 63020 | $ 1,560.00 | $ - | $ 1,560.00 | **$ -** | $ - | $ - | $ - |
| Bank Service Charges | 63205 | $ 1,245.00 | $ 979.41 | $ 1,245.00 | **$ 1,200.00** | $ 1,232.00 | $ 1,264.44 | $ 1,297.33 |
| **TOTAL FINANCIAL RELATED** | | $ 2,805.00 | $ 979.41 | $ 2,805.00 | **$ 1,200.00** | $ 1,232.00 | $ 1,264.44 | $ 1,297.33 |
| **MINOR CAPITAL** | | | | | | | | |
| Replacement Equipment | 64011 | $ 4,800.00 | $ 2,531.69 | $ - | **$ 10,500.00** | $ - | $ - | $ - |
| **TOTAL MINOR CAPITAL** | | $ 4,800.00 | $ 2,531.69 | $ - | **$ 10,500.00** | $ - | $ - | $ - |
| **TOTAL EXPENSES** | | $ 138,428.00 | $ 127,915.68 | $ 134,220.00 | **$ 133,967.40** | $ 116,951.90 | $ 118,429.96 | $ 121,526.77 |
| **TOTAL EXPENSES & STAFFING** | | $ 1,337,092.45 | $ 1,333,733.71 | $ 1,380,660.00 | **$ 1,425,808.65** | $ 1,457,176.30 | $ 1,503,545.11 | $ 1,548,195.37 |
| **OPERATING SURPLUS FOR CAPITAL ALLOCATION** | | $ (33,750.97) | $ 73,257.60 | $ 75,044.60 | **$ 60,620.13** | $ 183,085.09 | $ 231,381.56 | $ 286,536.30 |

# CAPITAL

| | No. | Approved 2025 | Actuals 2025 | Approved 2026 | Draft 2027 | Projected 2028 | Projected 2029 | Projected 2030 |
|---|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | | |
| Transfer from Reserve Funds | | $ 140,400.00 | $ 66,526.77 | $ 123,900.00 | $ 31,879.87 | $ - | $ - | $ - |
| Allocation of Unused 6% Council | | | | | $ 66,238.00 | $ 183,085.09 | $ 231,381.56 | $ 286,536.30 |
| Capital Carry Forward | | $ - | $ - | $ 60,000.00 | | | | |
| **TOTAL REVENUE** | | **$ 140,400.00** | **$ 66,526.77** | $ 183,900.00 | **$ 98,117.87** | **$ 183,085.09** | **$ 231,381.56** | **$ 286,536.30** |
| **EXPENSES** | | | | | | | | |
| **MATERIALS 6-650-6953** | | | | | | | | |
| Physical Collections | 62051 | $ 60,900.00 | $ 59,772.56 | $ 66,900.00 | **$ 66,238.00** | $ 67,562.76 | $ 68,914.02 | $ 70,292.30 |
| **TOTAL MATERIALS** | | $ 60,900.00 | $ 59,772.56 | $ 66,900.00 | **$ 66,238.00** | $ 67,562.76 | $ 68,914.02 | $ 70,292.30 |
| **FURNITURE 6-650-6955** | | | | | | | | |
| Furniture & Fixtures | 64015 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Replacement Furniture & Fixtures | 64016 | $ 60,000.00 | $ 621.71 | $ 100,000.00 | **$ 25,000.00** | $ 20,000.00 | $ 5,000.00 | $ 10,000.00 |
| **TOTAL FURNITURE** | | $ 60,000.00 | $ 621.71 | $ 100,000.00 | **$ 25,000.00** | $ 20,000.00 | $ 5,000.00 | $ 10,000.00 |
| **ARTIFACT SHELVING 6-650-6961** | | | | | | | | |
| Furniture & Fixtures | 64015 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| **TOTAL FURNITURE** | | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| **LIBRARY EXPANSION 6-650-6956** | | | | | | | | |
| Consulting | 63120 | $ - | $ - | $ - | **$ 67,500.00** | $ - | $ - | $ - |
| **TOTAL EXPANSION** | | $ - | $ - | $ - | **$ 67,500.00** | $ - | $ - | $ - |
| **EQUIPMENT 6-650-1002** | | | | | | | | |
| Software | 64004 | $ 2,500.00 | $ - | $ - | **$ -** | $ 4,200.00 | $ 2,000.00 | $ - |
| Replacement Equipment | 64011 | $ 15,000.00 | $ 1,756.82 | $ 15,000.00 | **$ -** | $ 20,000.00 | $ 2,700.00 | $ 1,500.00 |
| Contract Services | 63125 | $ 2,000.00 | $ 4,375.68 | $ 2,000.00 | **$ -** | $ 30,000.00 | $ - | $ - |
| **TOTAL EQUIPMENT** | | $ 19,500.00 | $ 6,132.50 | $ 17,000.00 | **$ -** | $ 54,200.00 | $ 4,700.00 | $ 1,500.00 |
| **Transfer to Capital Reserve –** | | | | | | $ 41,322.33 | $ 152,767.54 | $ 204,744.00 |
| **TOTAL EXPENSES** | | $ 140,400.00 | $ 66,526.77 | $ 183,900.00 | **$ 158,738.00** | $ 183,085.09 | $ 231,381.56 | $ 286,536.30 |
| **SURPLUS / (DEFICIT)** | | $ - | $ - | $ - | **$ (60,620.13)** | $ - | $ - | $ - |

## OPERATIONAL: Library & Gallery

| | No. | Approved 2025 | Actuals 2025 | Approved 2026 | Draft Budget 2027 | Projected 2028 | Projected 2029 | Projected 2030 |
|---|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | | |
| Federal Grants | 53005 | $ 7,980.00 | $ 5,563.00 | $ 7,980.00 | **$ 7,980.00** | $ 7,980.00 | $ 7,980.00 | $ 7,980.00 |
| Provincial Grants | 53010 | $ 23,371.00 | $ 30,408.46 | $ 21,060.00 | **$ 22,360.00** | $ 22,360.00 | $ 22,360.00 | $ 22,360.00 |
| Donations | 53020 | $ 6,650.00 | $ 19,968.95 | $ 7,000.00 | **$ 13,000.00** | $ 13,000.00 | $ 13,000.00 | $ 13,000.00 |
| Other Revenues | 55000 | $ 5,000.00 | $ - | $ 6,000.00 | | $ - | $ - | $ - |
| Interest TD Bank Account | 55010 | $ 0.48 | $ 6,319.27 | $ 7,000.00 | **$ 7,000.00** | $ 7,140.00 | $ 7,282.80 | $ 7,428.46 |
| Investment Interest | 55015 | $ 1,000.00 | $ 710.51 | $ 500.00 | **$ 600.00** | $ 600.00 | $ 600.00 | $ 600.00 |
| Sales of Services | 55710 | | $ 3,526.65 | $ 3,000.00 | **$ 3,100.00** | $ 3,100.00 | $ 3,100.00 | $ 3,100.00 |
| Commissions | 55720 | $ 3,000.00 | $ 9,240.65 | $ 5,000.00 | **$ 5,000.00** | $ 5,000.00 | $ 5,000.00 | $ 5,000.00 |
| Book Sales | 55725 | $ - | $ 74.06 | $ | **$ 300.00** | $ 300.00 | $ 300.00 | $ 300.00 |
| Merchandise Sales | 55730 | $ - | $ 50.00 | $ - | **$ 2,000.00** | $ 2,000.00 | $ 2,000.00 | $ 2,000.00 |
| Fundraising Revenue | 55800 | $ 500.00 | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Special Events Revenue | 55810 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| FOI Requests Fees | 57012 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Fines | 57035 | $ - | $ 1,688.00 | $ 1,000.00 | **$ 1,000.00** | $ 1,020.00 | $ 1,040.40 | $ 1,061.21 |
| Fees | 57057 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Facilities Rental | 57500 | $ - | $ 5,060.00 | $ 4,000.00 | **$ 4,500.00** | $ 4,590.00 | $ 4,681.80 | $ 4,775.44 |
| Showcase Rental | 57503 | $ - | $ 155.65 | | **$ -** | $ - | $ - | $ - |
| Program Fees | 57570 | $ - | $ 6,017.40 | $ 5,000.00 | **$ 5,500.00** | $ 5,500.00 | $ 6,000.00 | $ 6,000.00 |
| Misc Revenue | 59950 | $ - | $ 170.59 | $ - | **$ -** | $ - | $ - | $ - |
| Reserve / Carry Forward | | | | $ - | **$ 67,824.01** | $ 67,824.01 | $ - | $ - |
| **TOTAL REVENUE** | | $ 50,001.48 | $ 88,953.19 | $ 67,540.00 | **$ 140,164.01** | $ 140,414.01 | $ 73,345.00 | $ 73,605.10 |
| **EXPENSES** | | | | | | | | |
| **STAFFING** | | | | | | | | |
| FT Wages | 60005 | $ 646,025.45 | $ 575,517.66 | $ 605,420.00 | **$ 623,216.84** | $ 644,423.44 | $ 666,460.86 | $ 686,454.69 |
| FT Benefits | 61005 | $ 213,758.42 | $ 185,236.07 | $ 202,989.00 | **$ 207,098.12** | $ 214,278.49 | $ 221,749.29 | $ 228,401.77 |
| PT Wages | 60010 | $ 22,587.81 | $ 52,744.24 | $ 49,859.00 | **$ 53,404.12** | $ 57,223.15 | $ 58,939.85 | $ 60,708.05 |
| PT Benefits | 61010 | $ 5,085.87 | $ 8,167.12 | $ 10,455.00 | **$ 11,014.05** | $ 11,801.67 | $ 12,155.72 | $ 12,520.39 |
| Student Wages | 60008 | $ 20,613.82 | $ 16,879.68 | $ 29,814.00 | **$ 31,402.79** | $ 33,297.84 | $ 35,085.55 | $ 36,138.12 |
| Student Benefits | 61008 | $ 4,641.41 | $ 1,908.15 | $ 5,459.00 | **$ 5,888.41** | $ 6,244.35 | $ 6,579.77 | $ 6,777.16 |
| **TOTAL STAFFING** | | $ 912,712.78 | $ 840,452.92 | $ 903,996.00 | **$ 932,024.33** | $ 967,268.94 | $ 1,000,971.04 | $ 1,031,000.17 |
| **ADMINISTRATIVE** | | | | | | | | |
| Office Supplies | 62005 | $ 2,600.00 | $ 2,925.73 | $ 4,500.00 | **$ 3,500.00** | $ 3,570.00 | $ 3,641.40 | $ 3,714.23 |
| Paper & Photocopier | 62010 | $ 2,000.00 | $ 659.37 | $ - | **$ -** | $ - | $ - | $ - |
| Promotional Expenses | 62017 | $ - | $ 101.98 | $ 350.00 | **$ 350.00** | $ 350.00 | $ 350.00 | $ 350.00 |
| Meeting Expenses | 62020 | $ 400.00 | $ 109.75 | $ 400.00 | **$ 400.00** | $ 400.00 | $ 400.00 | $ 500.00 |
| Library Board | 62021 | $ 2,500.00 | $ 115.12 | $ 2,500.00 | **$ 3,500.00** | $ 2,500.00 | $ 2,500.00 | $ 2,500.00 |
| Special Events | 62024 | $ 2,000.00 | $ 1,937.59 | $ - | **$ -** | $ - | $ - | $ - |
| Advisory Council | 62031 | $ 6,000.00 | $ 5,478.15 | $ 6,120.00 | **$ 7,597.40** | $ 6,242.40 | $ 6,367.25 | $ 6,494.59 |
| **TOTAL ADMINISTRATIVE** | | $ 15,500.00 | $ 11,327.69 | $ 13,870.00 | **$ 15,347.40** | $ 13,062.40 | $ 13,258.65 | $ 13,558.82 |
| **GENERAL OPERATING** | | | | | | | | |
| Processing Materials | 62001 | $ 9,500.00 | $ 8,902.75 | $ 9,500.00 | **$ 9,000.00** | $ 9,000.00 | $ 9,000.00 | $ 9,000.00 |
| Library Programming | 62027 | $ 10,500.00 | $ 11,377.81 | $ 12,000.00 | **$ 12,000.00** | $ 12,240.00 | $ 12,484.80 | $ 12,734.50 |
| ILLO | 62029 | $ 1,300.00 | $ 1,035.63 | $ 1,300.00 | **$ 1,300.00** | $ 1,300.00 | $ 1,300.00 | $ 1,300.00 |
| Special Projects | 62032 | $ - | $ 2,544.00 | $ - | **$ -** | $ - | $ - | $ - |
| Subscriptions | 62050 | $ 24,000.00 | $ 19,735.49 | $ 24,500.00 | **$ 22,000.00** | $ 22,440.00 | $ 22,888.80 | $ 23,346.58 |
| Adult Non Fiction | 62051 | $ - | $ 1,058.11 | $ - | **$ -** | $ - | $ - | $ - |
| Merchandise Inventory -Other | 62080 | $ 500.00 | $ - | $ 1,500.00 | **$ 1,500.00** | $ 1,500.00 | $ 1,500.00 | $ 1,500.00 |
| **TOTAL GENERAL OPERATING** | | $ 47,800.00 | $ 44,653.79 | $ 48,800.00 | **$ 45,800.00** | $ 46,480.00 | $ 47,173.60 | $ 47,881.07 |
| **COMMUNICATIONS** | | | | | | | | |
| Telephone | 62105 | $ 1,500.00 | $ 267.57 | $ 1,400.00 | **$ -** | $ - | $ - | $ - |
| Internet | 62110 | $ 1,500.00 | $ 1,438.18 | $ 1,400.00 | **$ 1,450.00** | $ 1,479.00 | $ 1,508.58 | $ 1,538.75 |
| Postage | 62120 | $ 250.00 | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Advertisements | 62125 | $ 750.00 | $ 887.25 | $ 750.00 | **$ 350.00** | $ 350.00 | $ 350.00 | $ 350.00 |
| **TOTAL COMMUNICATIONS** | | $ 4,000.00 | $ 2,593.00 | $ 3,550.00 | **$ 1,800.00** | $ 1,829.00 | $ 1,858.58 | $ 1,888.75 |
| **TRAINING AND TRAVEL** | | | | | | | | |
| Membership | 62205 | $ 1,400.00 | $ 1,248.96 | $ 1,400.00 | **$ 1,300.00** | $ 1,326.00 | $ 1,352.52 | $ 1,379.57 |
| Meals | 62210 | $ - | $ 15.99 | $ 500.00 | **$ 350.00** | $ 357.00 | $ 364.14 | $ 371.42 |
| Accommodation | 62215 | $ - | $ 1,022.87 | $ 1,500.00 | **$ 1,500.00** | $ 1,530.00 | $ 1,560.60 | $ 1,591.81 |
| Conference, Workshop, Convention | 62225 | $ 1,500.00 | $ 76.32 | $ - | **$ -** | $ - | $ - | $ - |
| Training and Education Courses | 62220 | $ 5,000.00 | $ 5,496.01 | $ 5,000.00 | **$ 5,000.00** | $ 5,000.00 | $ 5,000.00 | $ 5,000.00 |
| Travel/Mileage | 62230 | $ 1,200.00 | $ 784.68 | $ 1,200.00 | **$ 1,000.00** | $ 1,200.00 | $ 1,200.00 | $ 1,200.00 |
| **TOTAL TRAINING AND TRAVEL** | | $ 9,100.00 | $ 8,644.83 | $ 9,600.00 | **$ 9,150.00** | $ 9,413.00 | $ 9,477.26 | $ 9,542.81 |
| **PERSONNEL** | | | | | | | | |
| Health and Safety | 62305 | $ 500.00 | $ 515.77 | $ 750.00 | **$ 300.00** | $ 300.00 | $ 300.00 | $ 300.00 |
| Uniforms | 62317 | $ 500.00 | $ - | $ 500.00 | **$ -** | $ 700.00 | $ - | $ 800.00 |
| Staff Recognition | 62320 | $ 600.00 | $ 370.83 | $ 600.00 | **$ 600.00** | $ 600.00 | $ 600.00 | $ 600.00 |
| Volunteer Honourarium | 62321 | $ 500.00 | $ 247.55 | $ 500.00 | **$ 150.00** | $ 150.00 | $ 200.00 | $ 200.00 |
| **TOTAL PERSONNEL** | | $ 2,100.00 | $ 1,134.15 | $ 2,350.00 | **$ 1,050.00** | $ 1,750.00 | $ 1,100.00 | $ 1,900.00 |
| **EQUIPMENT** | | | | | | | | |
| Service Agreements | 62520 | $ 15,918.00 | $ 14,108.65 | $ 17,000.00 | **$ 16,750.00** | $ 17,587.50 | $ 18,466.88 | $ 19,390.22 |
| **TOTAL EQUIPMENT** | | $ 15,918.00 | $ 14,108.65 | $ 17,000.00 | **$ 16,750.00** | $ 17,587.50 | $ 18,466.88 | $ 19,390.22 |
| **PURCHASED SERVICES** | | | | | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Legal | 63105 | $ - | $ 2,976.57 | $ 3,000.00 | $ - | $ - | $ - | $ - | $ - |
| Audit | 63110 | $ 4,550.00 | $ 6,500.00 | $ 6,500.00 | **$ 8,400.00** | $ 8,568.00 | $ 8,739.36 | $ 8,914.15 | |
| Consulting | 63120 | $ - | $ 24,105.36 | $ 3,000.00 | **$ -** | $ - | $ - | $ - | |
| Contract Services | 63125 | $ - | $ - | | **$ -** | $ - | $ - | $ - | |
| **TOTAL PURCHASED SERVICES** | | $ 4,550.00 | $ 33,581.93 | $ 9,500.00 | **$ 8,400.00** | $ 8,568.00 | $ 8,739.36 | $ 8,914.15 | |
| | | | | | | | | | |
| **FINANCIAL RELATED** | | | | | | | | | |
| Insurance Premiums | 63020 | $ 1,300.00 | $ - | $ 1,300.00 | **$ -** | $ - | $ - | $ - | |
| Financial Expenses | 63200 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | |
| Bank Service Charges | 63205 | $ 1,125.00 | $ 903.53 | $ 1,125.00 | **$ 1,100.00** | $ 1,122.00 | $ 1,144.44 | $ 1,167.33 | |
| **TOTAL FINANCIAL RELATED EXPENSES** | | $ 2,425.00 | $ 1,009.00 | $ 2,425.00 | **$ 1,100.00** | $ 1,122.00 | $ 1,144.44 | $ 1,167.33 | |
| | | | | | | | | | |
| **MINOR CAPITAL** | | | | | | | | | |
| Replacement Equipment | 64011 | $ 2,400.00 | $ 2,097.69 | $ - | **$ 10,500.00** | $ - | $ - | $ - | |
| **TOTAL MINOR CAPITAL** | | $ 2,400.00 | $ 2,097.69 | $ - | **$ 10,500.00** | $ - | $ - | $ - | |
| | | | | | | | | | |
| **TOTAL EXPENSES** | | $ 103,793.00 | $ 117,487.04 | $ 107,095.00 | **$ 99,397.40** | $ 99,811.90 | $ 101,218.76 | $ 104,243.14 | |
| | | | | | | | | | |
| **TOTAL EXPENSES & STAFFING** | | $ 1,016,505.78 | $ 957,939.96 | $ 1,011,091.00 | **$ 1,031,421.73** | $ 1,067,080.84 | $ 1,102,189.80 | $ 1,135,243.32 | |

# OPERATIONAL: Museum & Archives

| | No. | Approved 2025 | Actuals 2025 | Approved 2026 | Draft 2027 | Projected 2028 | Projected 2029 | Projected 2030 |
|---|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | | |
| Federal Grants | 53005 | | $ 10,696.03 | $ - | **$ -** | $ - | $ - | $ - |
| Provincial Grants | 53010 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Municipal Grants | 53015 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Donations | 53020 | $ 200.00 | $ 3,427.85 | $ 2,000.00 | **$ 3,000.00** | $ 2,000.00 | $ 2,000.00 | $ 2,000.00 |
| Other Revenues | 55000 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Returned Cheque Fees - NSF | 55006 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Interest TD Bank Account | 55010 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Sales of Services | 55710 | $ - | | $ - | **$ 50.00** | $ - | $ - | $ - |
| Commissions | 55720 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Book Sales | 55725 | $ - | $ 30.74 | $ - | **$ -** | $ - | $ - | $ - |
| Merchandise Sales | 55730 | $ 500.00 | $ 965.53 | $ 500.00 | **$ 500.00** | $ 500.00 | $ 500.00 | $ 500.00 |
| Sale of Materials | 55735 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Sale of Assets | 55741 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Fundraising Revenue | 55800 | $ - | $ 2,526.80 | $ 150.00 | **$** | $ - | $ - | $ - |
| Special Events Revenue | 55810 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Sponsors and Partnerships | 57017 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Fines | 57035 | $ - | $ 30.00 | $ - | **$ -** | $ - | $ - | $ - |
| Fees | 57057 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Facilities Rental | 57500 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Program Fees | 57570 | $ - | $ 105.00 | $ - | **$ 200.00** | $ - | $ - | $ - |
| Misc Revenue | 59950 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Reserve / Carry Forward | | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| **TOTAL REVENUE** | | $ 700.00 | $ 17,781.95 | $ 2,650.00 | **$ 3,750.00** | $ 2,500.00 | $ 2,500.00 | $ 2,500.00 |
| **EXPENSES** | | | | | | | | |
| **STAFFING** | | | | | | | | |
| FT Wages | 60005 | $ 190,240.89 | $ 227,015.79 | $ 224,878.00 | **$ 233,167.17** | $ 240,162.19 | $ 247,367.05 | $ 254,788.06 |
| FT Benefits | 61005 | $ 57,605.58 | $ 61,471.43 | $ 72,979.00 | **$ 70,017.91** | $ 72,118.45 | $ 74,282.00 | $ 76,510.46 |
| PT Wages | 60010 | $ 31,102.22 | $ 43,926.14 | $ 43,873.00 | **$ 46,990.54** | $ 50,345.22 | $ 51,855.58 | $ 53,411.25 |
| PT Benefits | 61010 | $ 7,002.98 | $ 9,342.32 | $ 5,179.00 | **$ 9,641.30** | $ 10,329.60 | $ 10,639.48 | $ 10,958.66 |
| Student Wages | 60008 | | $ 19,478.84 | $ - | | $ - | $ - | $ - |
| Student Benefits | 61008 | $ - | $ 4,130.59 | $ - | | $ - | $ - | $ - |
| **TOTAL STAFFING** | | $ 285,951.67 | $ 365,365.11 | $ 346,909.00 | **$ 359,816.92** | $ 372,955.46 | $ 384,144.11 | $ 395,668.43 |
| **ADMINISTRATIVE** | | | | | | | | |
| Office Supplies | 62005 | $ 500.00 | $ 709.43 | $ 650.00 | **$ 650.00** | $ 650.00 | $ 650.00 | $ 650.00 |
| Computer Supplies | 62006 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Office Equipment | 62007 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Paper & Photocopier | 62010 | $ 250.00 | $ 157.36 | $ - | **$ -** | $ - | $ - | $ - |
| Publications | 62015 | $ - | | $ - | **$ -** | $ - | $ - | $ - |
| Promotional Expenses | 62017 | $ 200.00 | $ 171.01 | $ 200.00 | **$ 200.00** | $ 200.00 | $ 200.00 | $ 200.00 |
| Meeting Expenses | 62020 | $ 100.00 | $ 86.14 | $ 100.00 | **$ 100.00** | $ 100.00 | $ 100.00 | $ 100.00 |
| **TOTAL ADMINISTRATIVE** | | $ 1,050.00 | $ 1,123.94 | $ 950.00 | **$ 950.00** | $ 950.00 | $ 950.00 | $ 950.00 |
| **GENERAL OPERATING** | | | | | | | | |
| Library Programming | 62027 | $ 750.00 | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Programming Materials: ILLO | 62029 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Special Projects | 62032 | $ 7,000.00 | | $ 5,000.00 | **$ 5,000.00** | $ - | $ - | $ - |
| Exhibitions | 62033 | $ 4,000.00 | | $ 4,000.00 | **$ 4,000.00** | $ 2,000.00 | $ 2,000.00 | $ 2,000.00 |
| Conservation & Repairs | 62034 | $ 4,000.00 | | $ 4,000.00 | **$ 4,500.00** | $ 4,000.00 | $ 4,000.00 | $ 4,000.00 |
| Museum Programs | 62035 | $ 4,000.00 | | $ 2,000.00 | **$ 2,000.00** | $ 2,000.00 | $ 2,000.00 | $ 2,000.00 |
| Digitization | 62036 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Research | 62037 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Community Engagement | 62049 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - |
| Subscriptions | 62050 | $ 3,750.00 | | $ 3,500.00 | **$ 3,000.00** | $ 3,060.00 | $ 3,121.20 | $ 3,183.62 |
| Merchandise Inventory -Other | 62080 | $ 750.00 | $ 200.00 | $ 1,500.00 | **$ 1,000.00** | $ 1,500.00 | $ 1,500.00 | $ 1,500.00 |
| **TOTAL GENERAL OPERATING** | | $ 24,250.00 | $ 200.00 | $ 20,000.00 | **$ 19,500.00** | $ 12,560.00 | $ 12,621.20 | $ 12,683.62 |
| **COMMUNICATIONS** | | | | | | | | |
| Telephone | 62105 | $ 500.00 | $ 456.86 | $ 650.00 | **$ -** | $ - | $ - | $ - |
| Internet | 62110 | $ 1,225.00 | $ 1,052.04 | $ 1,225.00 | **$ 1,200.00** | $ 1,200.00 | $ 1,200.00 | $ 1,200.00 |
| Postage | 62120 | $ 50.00 | | $ - | **$ -** | $ - | $ - | $ - |
| Advertisements | 62125 | $ 500.00 | $ 252.13 | $ 1,120.00 | **$ 1,120.00** | $ 1,120.00 | $ 1,120.00 | $ 1,120.00 |
| **TOTAL COMMUNICATIONS** | | $ 2,275.00 | $ 1,508.90 | $ 2,995.00 | **$ 2,320.00** | $ 2,320.00 | $ 2,320.00 | $ 2,320.00 |
| **TRAINING AND TRAVEL** | | | | | | | | |
| Membership | 62205 | $ 780.00 | $ 152.64 | **$ 500.00** | **$ 350.00** | $ 350.00 | $ 350.00 | $ 350.00 |
| Meals | 62210 | $ - | $ - | **$ 200.00** | **$ -** | $ - | $ - | $ - |
| Accommodation | 62215 | $ - | $ - | **$ -** | **$ -** | $ - | $ - | $ - |
| Training and Education Courses | 62220 | $ 500.00 | $ 393.72 | **$ 1,500.00** | **$ 500.00** | $ 500.00 | $ 500.00 | $ 500.00 |
| Conference, Workshop, | 62225 | $ 500.00 | | **$ -** | **$ -** | $ - | $ - | $ - |
| Travel/Mileage | 62230 | $ 500.00 | $ 524.37 | **$ 500.00** | **$ 250.00** | $ 250.00 | $ 250.00 | $ 250.00 |
| **TOTAL TRAINING AND TRAVEL** | | $ 2,280.00 | $ 1,070.73 | $ 2,700.00 | **$ 1,100.00** | $ 1,100.00 | $ 1,100.00 | $ 1,100.00 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **PERSONNEL** | | | | | | | | | | | |
| Health and Safety | 62305 | $ 300.00 | $ 89.84 | $ 100.00 | **$ 100.00** | $ 100.00 | $ 100.00 | $ 100.00 | | | |
| Volunteer Honourarium | 62321 | $ 200.00 | $ - | $ - | **$ -** | $ - | $ - | $ - | | | |
| **TOTAL PERSONNEL** | | $ 500.00 | $ 89.84 | $ 100.00 | **$ 100.00** | $ 100.00 | $ 100.00 | $ 100.00 | | | |
| | | | | | | | | | | | |
| **EQUIPMENT EXPENSES** | | | | | | | | | | | |
| Service Agreements | 62520 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | | | |
| **TOTAL EQUIPMENT EXPENSES** | | $ - | | $ - | **$ -** | $ - | $ - | $ - | | | |
| | | | | | | | | | | | |
| **PURCHASED SERVICES** | | | | | | | | | | | |
| Consulting | 63120 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | | | |
| Contract Services | 63125 | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | | | |
| **TOTAL PURCHASED SERVICES** | | $ - | $ - | $ - | **$ -** | $ - | $ - | $ - | | | |
| | | | | | | | | | | | |
| **FINANCIAL RELATED** | | | | | | | | | | | |
| Insurance Premiums | 63020 | $ 260.00 | $ - | $ 260.00 | **$ -** | $ - | $ - | $ - | | | |
| Bank Service Charges | 63205 | $ 120.00 | $ 75.88 | $ 120.00 | **$ 100.00** | $ 110.00 | $ 120.00 | $ 130.00 | | | |
| **TOTAL FINANCIAL RELATED** | | $ 380.00 | $ 75.88 | $ 380.00 | **$ 100.00** | $ 110.00 | $ 120.00 | $ 130.00 | | | |
| | | | | | | | | | | | |
| **TOTAL EXPENSES** | | $ 30,735.00 | $ 4,069.29 | $ 27,125.00 | **$ 24,070.00** | $ 17,140.00 | $ 17,211.20 | $ 17,283.62 | | | |
| | | | | | | | | | | | |
| **TOTAL EXPENSES & STAFFING** | | $ 316,686.67 | $ 369,434.40 | $ 374,034.00 | **$ 383,886.92** | $ 390,095.46 | $ 401,355.31 | $ 412,952.06 | | | |

# Governance Report

The Blue Mountains Public Library

**Report To:** The Blue Mountains Public Library Board
**Report Name:** GOV.26.08 Q1 2027 Action Plan
**Prepared by**: Jennifer Murley, CEO

## A. Recommendation

THAT the Blue Mountains Public Library Board approves the *Q1 2027 Action Plan* as presented.

## B. Background

In accordance with the Board's Agenda and Multi-Year Agenda bylaw POL-BLG.2018.99 and the Board-approved Terms of Reference for the Strategic Planning Steering Committee, a Q1 2027 Action Plan has been developed to support the transition of the incoming Board, establish early priorities, and provide a clear framework for advancing the organization's strategic objectives.

## C. Executive Summary

The draft 2027 Q1 Action Plan identifies key initiatives, assigned leads, collaborative partners, intended outcomes, and target timelines across the four strategic pillars.

Key priorities for the first quarter include:

- **Welcoming Spaces:** Advance the L.E. Shore Memorial Library & Gallery expansion through design procurement and develop a capital fundraising plan and campaign approach, including engaging an Expansion Project Lead.
- **Inspiring Discovery:** Officially launch the 2027–2037 Strategic Plan and translate its strategic objectives into annual governance and organizational priorities.
- **Celebrating Culture:** Complete and share an updated Social Return on Investment (SROI) assessment to demonstrate the cultural, social, and economic value of BMPL's integrated Gallery, Library, Archive and Museum (GLAM) model.
- **Building Tomorrow:** Deliver onboarding and orientation for the incoming Board, support orientation for the new Council, and strengthen working relationships with Town staff and incoming municipal leadership.

The Action Plan recognizes the broader operating environment, including municipal financial pressures, funding uncertainty, changing community needs, and the importance of maintaining continuity across governance and municipal relationships. It also identifies ongoing planning considerations for Craigleith and the potential Multi-Use Recreation Centre (MURF).

The initiatives are intended to provide a focused framework for the first quarter while establishing a foundation for implementation of the broader 10-year Strategic Plan.

## D. Attachments

Please find the draft Q1 2027 Action Plan is attached.

On Behalf of the Strategic Planning Steering Committee,

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

# 2027–2037 Strategic Plan

## STRATEGIC FRAMEWORK | FOUR PILLARS, ONE SHARED DIRECTION

### WELCOMING SPACES

**Create spaces where everyone belongs.**

- 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 BMPL as an essential part of community life.

### INSPIRING DISCOVERY

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

- 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 arts, culture, archives, history, and diverse voices that define our community.**

- 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 Blue Mountains.

### BUILDING TOMORROW

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

- 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.

The Q1 Action Plan translates these strategic goals into near-term organizational priorities and initiatives.

# 2027 Q1 Action Plan

## ANNUAL PLANNING CONTEXT

### 2027 CONTEXT & SUCCESS INDICATORS

2027 is a year of transition and forward momentum. A new Board and Council will need focused orientation to maintain continuity on key projects. BMPL will maintain strong relationships with Town staff and municipal partners, monitor the MOU and Funding Agreement, and build Council's understanding of BMPL's integrated Library, Gallery, Museum and Archive (GLAM) model.

BMPL will launch its 2027–2037 Strategic Plan, organized around Welcoming Spaces, Inspiring Discovery, Celebrating Culture, and Building Tomorrow. The L.E. Shore Memorial Library & Gallery expansion project will advance through a design RFP, while planning continues for medium-term expansion in Craigleith in consultation with the Town and community. Progress on a potential Multi-Use Recreation Centre will inform longer-term facility planning.

Municipal financial pressures may affect operating funding and capital projects. BMPL will pursue opportunities enabled by its new charitable status to help support financial stability and capital priorities, including expansion.

### THIS YEAR'S COMPLICATIONS

- Facility growth and capital planning amid funding uncertainty
- New Board and Council; continuity across municipal relationships and agreements
- Fundraising and external funding amid municipal budget pressures
- Changing community needs across access, information, arts, culture, and learning

### 2027 GOVERNANCE SUCCESS INDICATORS

- New Board and Council oriented on projects and agreements; finance governance determined
- New Strategic Plan launched and translated into annual action plan
- L.E. Shore design RFP advanced; capital fundraising strategy initiated
- Craigleith planning and MURF monitoring continued

# 2027 Q1 Action Plan

## WELCOMING SPACES

**OBJECTIVE** Create places where everyone belongs.

**RATIONALE** Advance facility planning to support future growth and changing community needs.

**KEY RESULT** L.E. Shore design RFP launched or advanced; Craigleith options progressed in consultation with the Town and community.

| KEY INITIATIVE | LEAD | IN COLLABORATION WITH | GOAL / INTENDED OUTCOME | TARGET |
|---|---|---|---|---|
| **Complete design procurement and advance L.E. Shore expansion plans** | CEO | Board; Town staff and municipal partners | Advance the project's design phase and establish the next steps. | Q1 |
| **Develop a capital fundraising plan and campaign approach** | CEO | Board | Engage an Expansion Project Lead to support CEO in all aspects of the project to ensure service continuity. | Q1 |

# 2027 Q1 Action Plan

## INSPIRING DISCOVERY

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

**RATIONALE** **Build shared understanding and commitment to the approved Strategic Plan across the organization and community.**

**KEY RESULT** **The Plan is publicly launched, with Q1 priorities aligned to its goals.**

| KEY INITIATIVE | LEAD | IN COLLABORATION WITH | GOAL / INTENDED OUTCOME | TARGET |
|---|---|---|---|---|
| **Launch the BMPL 2027–2037 Strategic Plan** | CEO | Board; BMPL staff | Communicate the Plan's priorities to staff, the Board, Council, and the community. | Q1 |
| **Translate the Strategic Plan into annual governance and organizational priorities** | CEO | Board; BMPL managers | Align Board oversight and Q1 work with the new strategic pillars and intended outcomes. | Q1 |

# 2027 Q1 Action Plan

## CELEBRATING CULTURE

**OBJECTIVE** Share, grow, and preserve the arts, culture, history, and diverse voices that shape our community.

**RATIONALE** Communicate the value and shared community impact of BMPL's integrated GLAM model.

**KEY RESULT** Council and community messaging reflects BMPL's four services and their shared community impact.

| KEY INITIATIVE | LEAD | IN COLLABORATION WITH | GOAL / INTENDED OUTCOME | TARGET |
|---|---|---|---|---|
| **Launch an updated Social Return on Investment (SROI) assessment and share the findings with the community** | CEO | Board; BMPL managers | Demonstrate the cultural, social, and economic value of BMPL's integrated Gallery, Library, Archive and Museum (GLAM). | Q1 |

# 2027 Q1 Action Plan

## BUILDING TOMORROW

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

**RATIONALE** **Support governance transition, maintain continuity, and strengthen municipal partnerships.**

**KEY RESULT** **New Board oriented; new Council briefed; key decisions, projects, and responsibilities carried forward.**

| KEY INITIATIVE | LEAD | IN COLLABORATION WITH | GOAL / INTENDED OUTCOME | TARGET |
|---|---|---|---|---|
| **Deliver onboarding and orientation for the new Board and support orientation for new Council** | CEO | Board; CAO and Clerks Department | Ensure members understand governance responsibilities, contractual agreements, current priorities, key decisions, and ongoing projects including Craigleith and MURF considerations. | Q1 |
| **Build strong working relationships with Town staff and incoming senior leaders** | CEO | Board; Town staff | Maintain collaboration and continuity on current projects, agreements, and facility planning. | Ongoing |

# Governance Report

The Blue Mountains Public Library

**Report To:** The Blue Mountains Public Library Board
**Report Name:** GOV.26.09 2026 Library Board Evaluation Results
**Prepared by**: Jennifer Murley, CEO

## A. Recommendation

THAT the Blue Mountains Public Library Board receive as information the Report GOV.26.09 entitled *"2026 Library Board Evaluation Results*".

## B. Background

Annually, the Board conducts a self-evaluation to assess its overall performance, individual contributions, and opportunities for ongoing development. In 2024, the Board implemented a new evaluation template, adapted from the Canadian Mental Health Association's questionnaire for evaluating Board effectiveness. The same template was used in 2025 and 2026.

The questionnaire is organized into five sections:

1. **Section One: Governance:** Includes questions aimed at helping Board members evaluate the Board's overall governance performance and its ability to fulfill its responsibilities.
2. **Section Two: Board Operations:** Assesses the Board's effectiveness in addressing important issues, making informed decisions, maintaining appropriate governance practices, and accessing the information and resources needed to fulfill its responsibilities.
3. **Section Three: Board Culture:** Evaluates how well members collaborate, maintain respectful interactions, communicate openly, address conflict, and work together as a unified Board.
4. **Section Four: Self-Evaluation:** Allows members to assess their individual contributions, including attendance, preparation, participation, and their understanding of their roles and responsibilities.
5. **Section Five: General:** Includes questions about the Board's overall effectiveness, strengths, potential obstacles, and opportunities for future planning and development.

This report summarizes the results of the 2026 evaluation. The anonymous survey results are included as an appendix.

## C. Summary of Results

Six Board members completed the 2026 evaluation. Overall, the results reflect a highly positive assessment of the Board's performance, with strong ratings across governance, Board operations, culture, and individual contributions.

Notably, all six respondents rated the Board's overall effectiveness in contributing to the BMPL's mandate at the highest available rating of 4 out of 4. All six respondents also indicated that there are no obstacles interfering with the Board's performance.

The results demonstrate a Board that is engaged, collaborative, and committed to the organization, while also identifying opportunities to strengthen financial oversight, governance knowledge, and professional development.

## D. Section One: Governance

Respondents expressed strong confidence in the Board's governance performance. All six rated the Board's ability to establish strategic directions, develop and maintain effective governance policies, ensure appropriate organizational policies are in place, prioritize the interests of BMPL over individual interests, and present a positive profile of the organization in the community as Very Good.

Other areas also received strong ratings. Five respondents rated the Board's monitoring of the CEO's performance as Very Good, while one rated it Good. Risk management and financial oversight each received four Very Good ratings and two Good ratings.

Board and CEO succession planning received the comparatively lowest ratings in this section, with three respondents selecting Very Good and three selecting Good. This may provide an opportunity to continue strengthening succession planning practices as part of the Board's ongoing governance responsibilities.

No respondents selected Not So Good or Poor for any of the governance-related questions, and no additional comments were submitted.

Overall, the results indicate that members have a high level of confidence in the Board's ability to fulfill its core governance responsibilities.

## E. Section Two: Board Operations

The Board's operational effectiveness was also rated very positively. All six respondents strongly agreed that the Board:

- Deals with important issues.
- Keeps abreast of relevant trends, events, and emerging issues affecting the organization.

- Provides members with the necessary resources and support to fulfill their responsibilities.
- Maintains a clear distinction between Board and CEO roles.
- Functions objectively and independently, without undue influence.

Five respondents strongly agreed, and one somewhat agreed, that decisions are based on accurate and timely information, that the Board's skill mix is adequate, that constructive questions are asked, and that new Board members receive adequate orientation.

Four respondents strongly agreed, and two somewhat agreed that sufficient professional development opportunities are available and that the Board has adequate information to monitor organizational performance.

The question concerning the variety of perspectives represented on the Board received the most varied responses in this section, with two respondents strongly agreeing and four somewhat agreeing.

No additional comments were submitted in response to the follow-up question regarding Board operations.

While the results demonstrate confidence in the Board's overall operations, there are opportunities to further strengthen professional development and ensure members continue to receive meaningful information to support effective oversight and decision-making.

## F. Section Three: Board Culture

Board culture emerged as a significant strength in the 2026 evaluation.

All six respondents strongly agreed that Board members work well together, are committed and loyal to the organization, feel their comments are respected, are comfortable speaking their minds, communicate openly and transparently, demonstrate good team spirit, and speak with one voice once consensus has been reached.

Five respondents strongly agreed and one somewhat agreed that flexibility, adaptability, and forward thinking are valued.

The questions relating to constructive dissent and the acknowledgement and addressing of conflict received four Strongly Agree responses and two Somewhat Agree responses each.

One respondent provided the following comment:

*“I haven’t seen any examples of disagreement between board members.”*

This observation may reflect the Board's positive working relationships and collaborative approach. However, constructive disagreement is also an important component of effective

governance. Board members should feel comfortable raising different perspectives, challenging assumptions, and respectfully questioning proposals before decisions are made.

Maintaining an environment that encourages open discussion and constructive dissent, while continuing to support consensus and a unified voice once decisions are reached, will help ensure the Board remains effective and forward-thinking.

## G. Section Four: Self Evaluation

Respondents assessed their individual contributions positively, with all areas receiving predominantly Very Good or Good ratings.

Attendance, preparation, participation, understanding of Board roles and obligations, and understanding of the BMPL's mission, vision, values, and goals were rated particularly well. All six respondents rated their understanding of the organization's mission, vision, values, and goals as Very Good.

Areas with comparatively more opportunity for development included:

- Understanding relevant legislation and regulations.
- Awareness of relevant trends, events, and emerging issues.
- Ability to provide financial oversight.

Understanding of legislation and regulations, and awareness of emerging trends and issues, each received three Very Good ratings and three Good ratings.

Financial oversight received three Very Good ratings, two Good ratings, and one Not So Good rating. This was the only individual self-assessment question to receive a Not So Good response.

In assessing their individual approach to Board participation, all respondents strongly agreed that they are committed and loyal to the organization, approach issues objectively, and listen to and respect the opinions of other Board members.

Four respondents strongly agreed and two somewhat agreed that they communicate clearly and openly, ask relevant and constructive questions, and make a positive contribution to the Board. Representing the organization to members and the community received two Strongly Agree responses and four Somewhat Agree responses.

**Professional Development Priorities**

Four respondents identified professional development priorities for the coming year. Suggestions included:

- Developing a stronger understanding of legislation and regulations affecting public libraries.
- Learning more about emerging technology, trends, and challenges facing libraries.

- Improving knowledge of Robert's Rules of Order.
- Strengthening financial oversight knowledge, particularly in relation to long-term fundraising and the building project.
- Understanding technological advances and their integration with the community.

One respondent indicated they were unsure of their professional development priorities.

The responses suggest that continued Board education would be beneficial, particularly as BMPL advances its strategic priorities, fundraising initiatives, and long-term facility planning.

## H. Section Five: General Reflections

All six respondents rated the Board's overall effectiveness in contributing to the BMPL's mandate at 4 out of 4, the highest available rating.

All six also indicated that there are no obstacles interfering with Board performance.

When asked to identify the Board's greatest strength, respondents highlighted:

- Dedication to prioritizing the Gallery, Library, and Museum in the community.
- Strong teamwork and mutual respect.
- A shared commitment to intellectual freedom.
- Engaged and enthusiastic Board members.
- Positive relationships with Town Council, individual Councillors, and senior Town staff.

One respondent also provided the following additional comment:

*"I believe we are a well functioning Board where members respect each other and work well together. Many put great effort into achieving goals."*

These comments reinforce the positive results throughout the evaluation and demonstrate a shared commitment to BMPL's mandate and its role within the community.

## I. Opportunities for Board Development

The 2026 evaluation reflects a highly effective Board with no significant performance concerns identified by respondents. Rather than indicating a need for corrective action, the results provide an opportunity to build on existing strengths and support continued development.

The following areas could inform Board orientation and professional development initiatives in 2027:

**1. Governance Knowledge and Responsibilities**

Provide opportunities for members to strengthen their understanding of legislation and regulations affecting public libraries, governance responsibilities, and parliamentary procedures, including Robert's Rules of Order.

**2. Financial Oversight**

Continue developing Board members' financial literacy, particularly in relation to municipal budgeting, financial reporting, long-term fundraising, reserves, and the planned facility expansion.

**3. Organizational Performance and Oversight**

Continue refining the information and key performance measures presented to the Board to support effective monitoring of organizational performance and progress against strategic priorities.

**4. Emerging Trends and Issues**

Provide opportunities for Board members to learn about emerging technologies, developments in the library sector, and challenges and opportunities affecting public libraries.

**5. Constructive Dialogue and Board Culture**

Continue fostering an environment where members feel comfortable expressing differing perspectives, respectfully challenging ideas, and engaging in constructive discussion while maintaining a unified voice once decisions have been reached.

## J. Conclusion

The 2026 Board evaluation demonstrates that the BMPL Board is functioning effectively and benefits from a strong foundation of shared commitment, mutual respect, collaboration, and confidence in its governance responsibilities.

The unanimous highest rating for overall Board effectiveness, combined with the absence of identified obstacles to Board performance, is particularly encouraging.

The evaluation also provides a useful foundation for ongoing Board development. Strengthening financial oversight, legislative knowledge, professional development, and constructive governance dialogue will help ensure the Board remains well-positioned to provide effective leadership and oversight as BMPL advances its strategic priorities and long-term organizational goals.

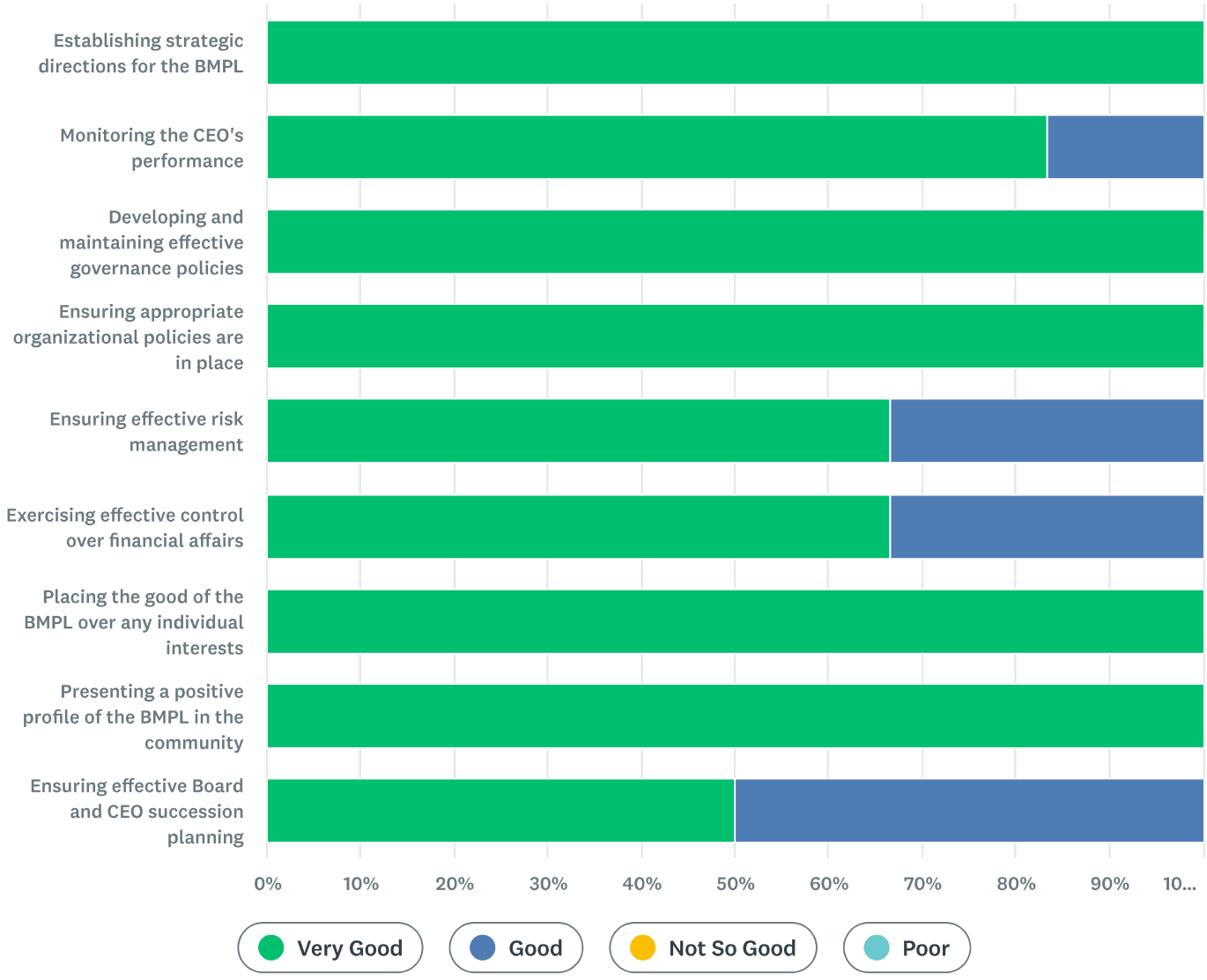
The anonymous survey results are attached.

Respectfully submitted,

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

Q1 6 responses

## Please rate the following aspects of the Board's governance performance:



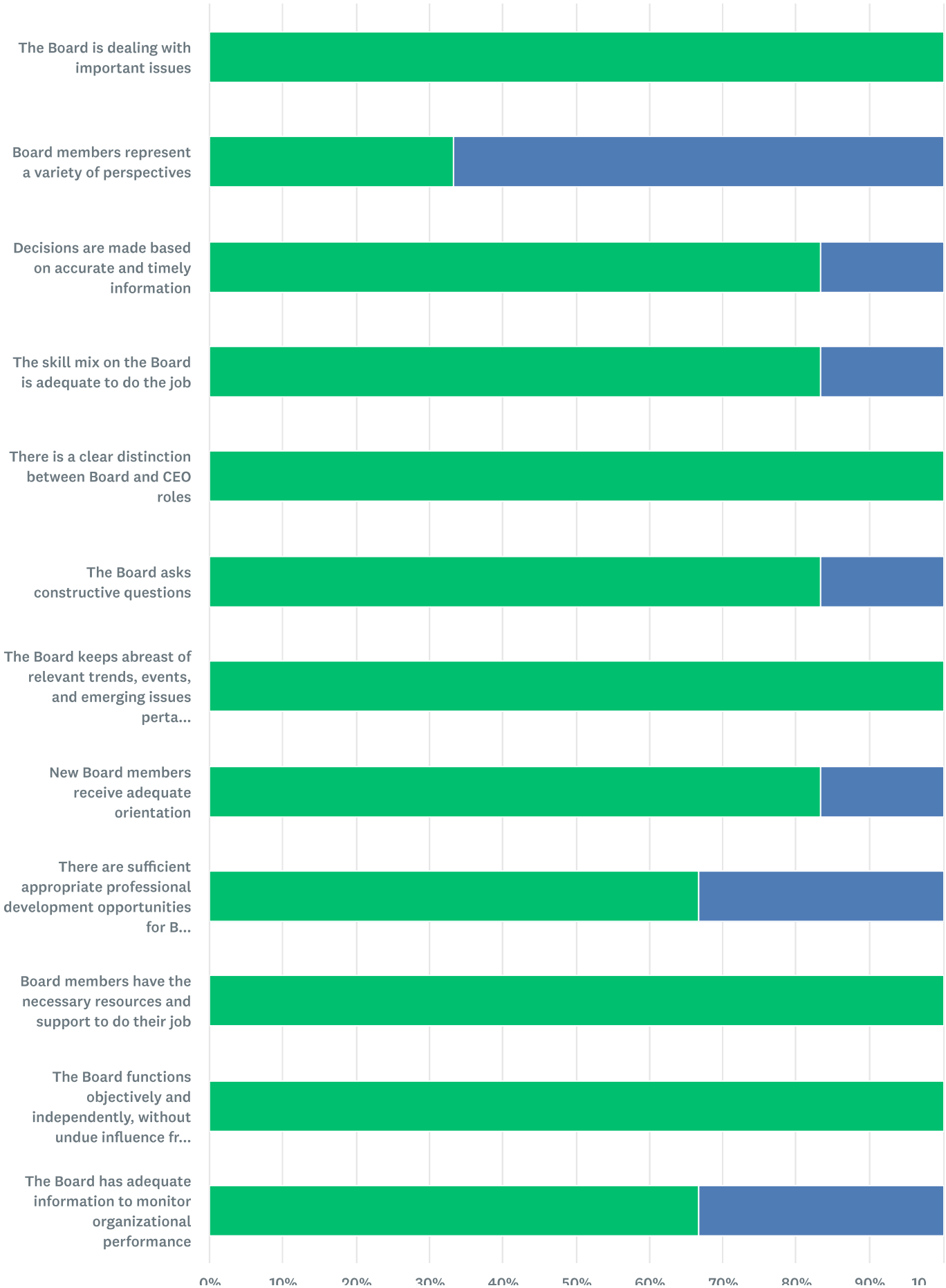
# Q2 If you provided a negative response (i.e. not satisfactory or poor) for any of the governance-related items, please specify the area and provide details and/or suggestions for improvement.

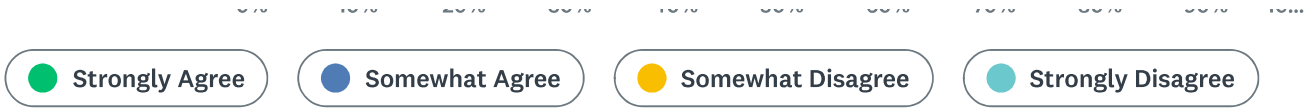
Answered: 0 Skipped: 6

| # | RESPONSES | DATE |
|---|---|---|
| | There are no responses. | |

Q3 6 responses

## Please rate your level of agreement or disagreement with each of the statements below.


The Board is dealing with important issues
Board members represent a variety of perspectives
Decisions are made based on accurate and timely information
The skill mix on the Board is adequate to do the job
There is a clear distinction between Board and CEO roles
The Board asks constructive questions
The Board keeps abreast of relevant trends, events, and emerging issues perta...
New Board members receive adequate orientation
There are sufficient appropriate professional development opportunities for B...
Board members have the necessary resources and support to do their job
The Board functions objectively and independently, without undue influence fr...
The Board has adequate information to monitor organizational performance
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
10


Strongly Agree
Somewhat Agree
Somewhat Disagree
Strongly Disagree

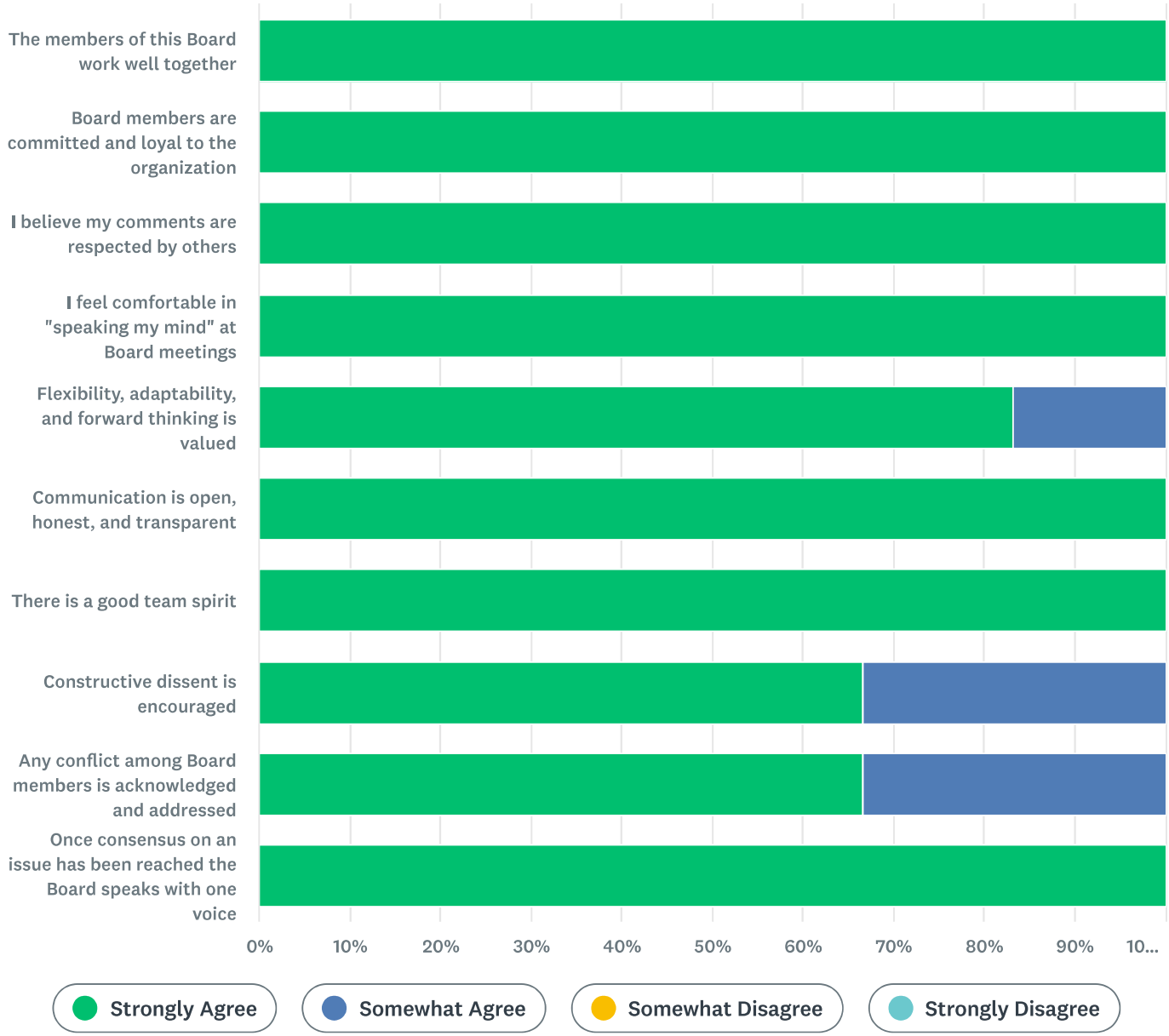
# Q4 If you provided a negative response to any of the items concerning Board operations, please provide further details and/or suggestions for improvement.

Answered: 0 Skipped: 6

| # | RESPONSES | DATE |
|---|---|---|
| | There are no responses. | |

Q5 6 responses

## Please indicate your level of agreement or disagreement with each of the following statements related to the attitudes, values, and group dynamics of the Board:



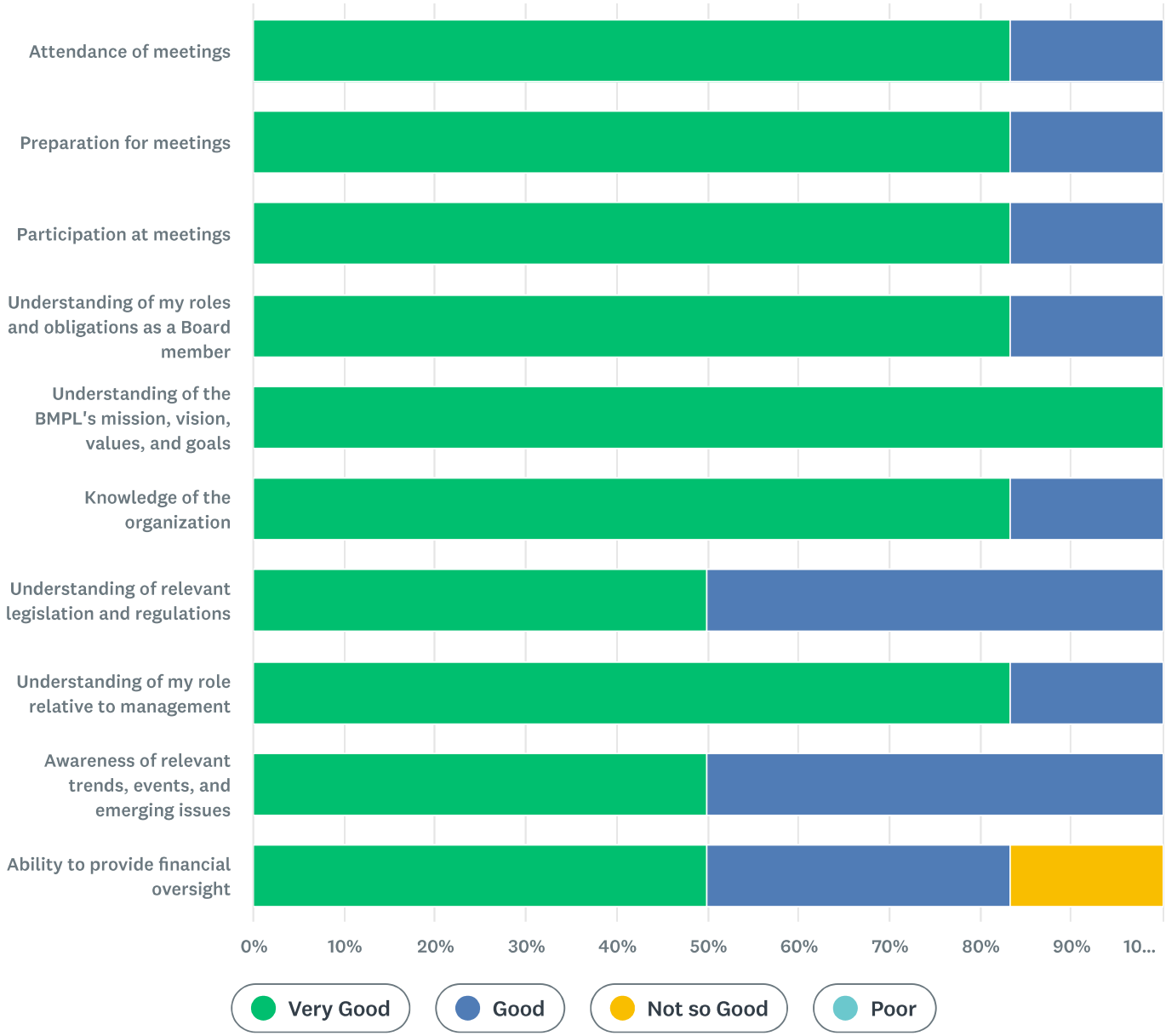
# Q6 If you provided a negative response to any of the items related to Board culture, please provide more details and/or suggestions for improvement.

Answered: 1 Skipped: 5

| # | RESPONSES | DATE |
|---|---|---|
| 1 | I haven’t seen any examples of disagreement between board members. | 10/31/2026 12:06 AM |

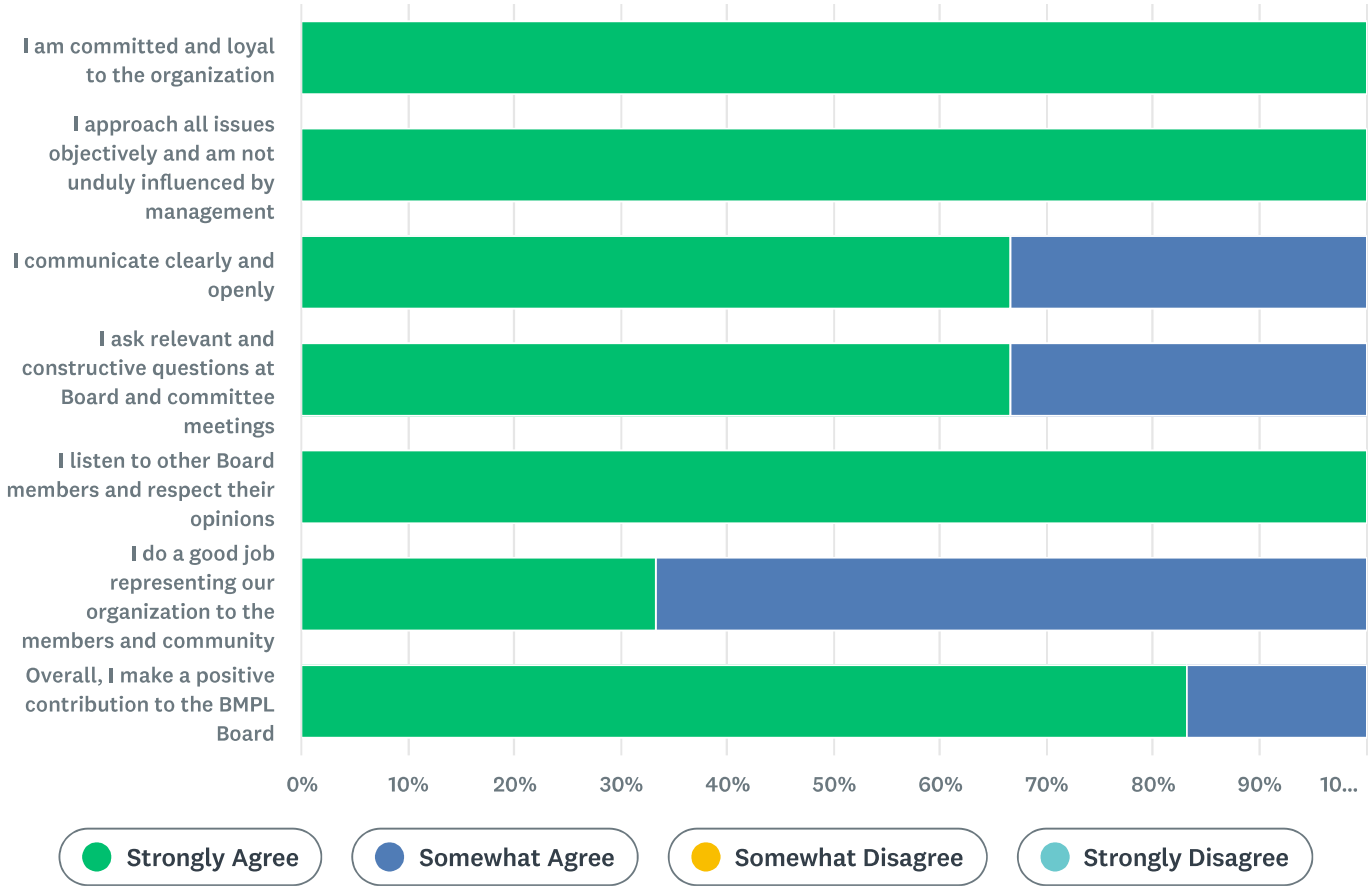
Q7 6 responses

## Please rate the following aspects of your own performance as a member of the Board over the past year.



Q8 6 responses

## Still thinking of your own involvement with the Board, please indicate your level of agreement or disagreement with each of the following statements:



# Q9 What is the greatest single strength that you bring to the Board?

Answered: 4 Skipped: 2

| # | RESPONSES | DATE |
|---|---|---|
| 1 | commitment and loyalty | 10/30/2026 9:46 AM |
| 2 | Leadership and strategic planning | 10/29/2026 10:40 PM |
| 3 | My ability to combine strategic vision with sound judgment and a strong sense of accountability. | 10/29/2026 11:43 AM |
| 4 | critical thinking related to future needs or risks | 10/27/2026 2:49 PM |

# Q10 What are your professional development priorities as a Board member next year?

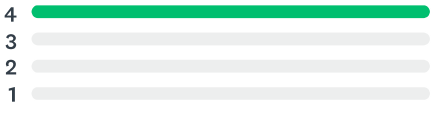
Answered: 4 Skipped: 2

| # | RESPONSES | DATE |
|---|---|---|
| 1 | not sure | 10/30/2026 9:46 AM |
| 2 | To learn more about the legislation and regulations that impact the library. To learn about emerging technology, trends, and challenges for libraries. | 10/29/2026 10:40 PM |
| 3 | Robert's Rules! I would also like to better understand the legislation that supports and protects public libraries. | 10/29/2026 11:43 AM |
| 4 | Financial oversight for long term fundraising and building project. Adapting to technological advances and integration with community | 10/27/2026 2:49 PM |

Q11 6 responses

## Keeping your answers to all the previous questions in mind, how would you rate the overall effectiveness of the Board in contributing to the mandate of the BMPL?

4.00/4
Average Rating



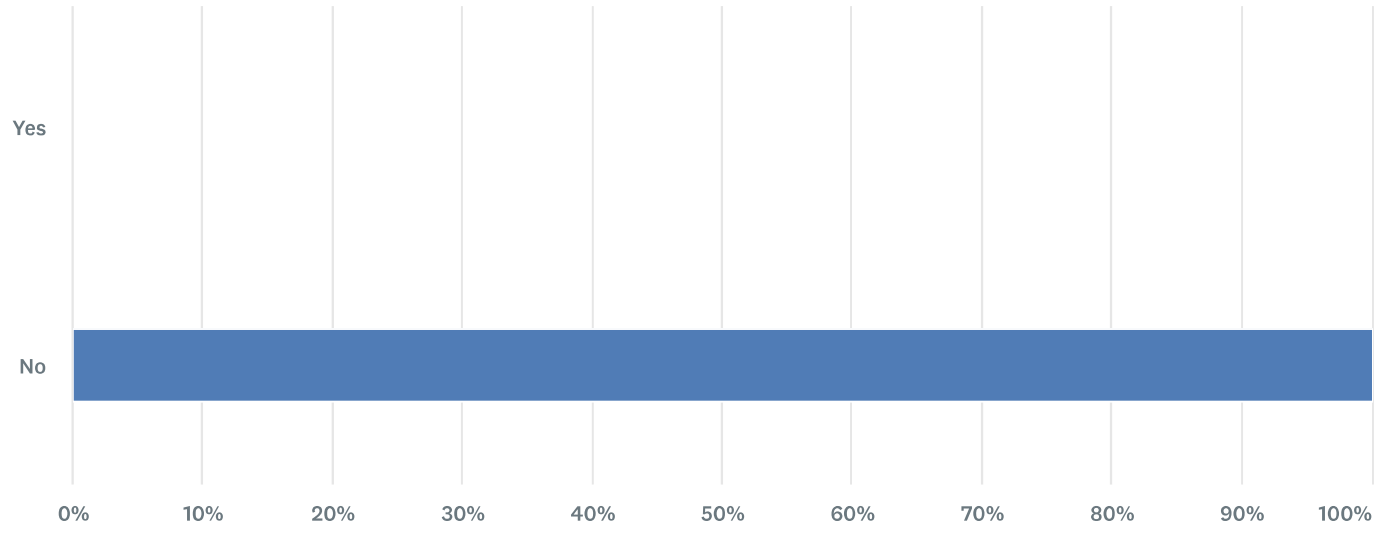
# Q12 What do you believe is the single most important strength of this Board?

Answered: 6 Skipped: 0

| # | RESPONSES | DATE |
|---|---|---|
| 1 | Their dedication to prioritize the Gallery, Library, & Museum in our community. | 10/31/2026 1:21 AM |
| 2 | team work | 10/30/2026 9:52 AM |
| 3 | We work very well as a team and respect each other. | 10/29/2026 10:40 PM |
| 4 | Our belief in intellectual freedom. | 10/29/2026 11:44 AM |
| 5 | Engaged & enthusastic board members. | 10/27/2026 2:50 PM |
| 6 | Good connection with TBM -- Council and individual councillors for the Board and senior staff for the CEO. | 10/24/2026 10:13 AM |

Q13 6 responses

## Are there any obsctacles interfering with Board performance?



# Q14 If you answered yes, please specify the obstacles that are interfering with the Board.

Answered: 0 Skipped: 6

| # | RESPONSES | DATE |
|---|---|---|
| | There are no responses. | |

# Q15 Please feel free to make any other comments or suggestions to assist in future Board planning and development initiatives.

Answered: 1 Skipped: 5

| # | RESPONSES | DATE |
|---|---|---|
| 1 | I believe we are a well functioning Board where members respect each other and work well together. Many put great effort into achieving goals. | 10/30/2026 9:52 AM |