



Agenda

Regular Meeting # 2021-07
Kingston Frontenac Public Library Board
Wednesday, September 15, 2021 – 4:30 PM
Virtual Meeting - Zoom

She:kon, Aanii, Boozhoo, Waychaya, Kwey Kwey, Tawnshi. Let us bring our good minds and hearts together, to honour and celebrate these traditional lands as a gathering place of the Original Peoples and their Ancestors who were entrusted to care for Mother Earth since time immemorial. It is with deep humility, that we acknowledge and offer our gratitude for their contributions to this community, having respect for all as we share this space now and walk side-by-side into the future.

1. Call to Order / Regrets
2. Adoption of the Agenda (motion)
3. Disclosure of Conflict of Interest

Consent Agenda

4. Adoption of Minutes
 - 4.1. Regular KFPL Board Meeting #2021-06 of June 16, 2021 (attached)
5. Information Items
 - 5.1. Correspondence/Information Received and Sent
 - 5.1.1. To the City of Kingston, the County of Frontenac, and to the four Townships, a letter dated August 6, 2021 asking them to proclaim the month of October 2021 as Canadian Library Month 2021 and the week of October 17-23, 2021 as Ontario Public Library Week.
 - 5.1.2. From the City Treasurer, a letter dated August 9, 2021 with 2022 budget information.
6. Monitoring Reports
 - 6.1. Communication and Counsel
 - 6.1.1. Chief Librarian's Report (attached)
 - 6.2. Financial Condition (2nd Quarter 2021) (attached)

- 6.3. Statistical Report (2nd Quarter 2021) (attached)
- 6.4. KFPL 2021 and Beyond – Status Report (January to June 2021) (attached)
- 6.5. Director / Manager Report – Community Engagement Activities (attached) (see 9.1)
- 7. Motion to accept consent agenda (motion)

Action Agenda

- 8. Business Arising from the Minutes
- 9. Items Removed from the Consent Agenda
 - 9.1. Presentation: K. Sutherland Mills, Director, Service Design and Delivery to discuss recent Community Engagement Activities **(added item)**
 - 9.2.
- 10. Action Items
 - 10.1. Ends Statement - updated (report attached) (motion)
 - 10.2. COVID-19 Vaccination Policy (report and policy attached) (motion) **(added item)**

Items for Discussion / Exploration

- 11. Governance Model

Other Business

- 12. Board Education – Gender Identity and Gender Expression (*deferred to October 2021*)
- 13. Meeting Formats
- 14. COVID-19 Operations Update
- 15. Strategic Planning Update
- 16. Board Self-Evaluation – report on results
- 17. Closed Meeting (motions)
 - 17.1. That the Board resolve itself into a Closed Meeting to discuss the following:
 - a. Personal matters about an identifiable individual.

Adjournment / Next Meeting

Committee of the Whole Meeting: 4:30 PM, Wednesday, October 6, 2021, location TBD

Regular Board Meeting: 4:30 PM, Wednesday, October 20, 2021, location TBD

The Kingston Frontenac Public Library exists to offer all people throughout our service area access to broadly based resources in support of personal enrichment, life long learning, and community interaction, in person or in virtual space. These services are provided by expending revenues in a fiscally responsible manner.



Minutes of Regular Meeting #2021-06 of the Kingston Frontenac Public Library Board

June 16, 2021 - 4:30 PM (unconfirmed)

Virtual Meeting – Zoom

Present: Laura Carter (Chief Librarian / Chief Executive Officer), Kate Betts-Wilmott, Dave Kerr, Mark Kerr, Kamryn Marsh, Louise Moody, Natalie Nossal (Vice-Chair), Holly Platz, Councillor Alan Revill, Jennifer Ross, Monica Stewart (Chair)

Staff Present: Nicole Charles (Director, Facilities and Technology), Liz Coates (Manager, Programming and Outreach), Kimberly Sutherland Mills (Director, Service Design and Delivery), Bill Purvis (Technical Support), Shelagh Quigley (Director, Human Resources), Amy Rundle (Recording Secretary),

Regrets: Councillor Robert Kiley

1. Call to Order

The meeting was called to order at 4:31 PM.

2. Adoption of the Agenda

2021-25 Revill – D. Kerr

That the agenda be adopted as distributed.

Carried

3. Disclosure of Conflict of Interest

There were no declarations of conflict of interest.

Consent Agenda

4. Adoption of Minutes

4.1. Regular KFPL Board Meeting #2021-05 of May 19, 2021

5. Information Items

5.1. Correspondence/Information Received and Sent

No correspondence to report on.

6. Monitoring Reports

6.1. Communication and Counsel

6.1.1. Chief Librarian's Report

6.2. Access to Facilities and Maintenance

6.3. Director / Manager Report – Branch Operations (*deferred to September 2021*)

7. Motion to accept consent agenda

2021-26 Nossal - Platz

To accept the Consent Agenda, thereby accepting the materials on the consent agenda.

Carried

Action Agenda

8. Business Arising from the Minutes

There was no business arising.

9. Items Removed from the Consent Agenda

There were no items removed from the Consent Agenda for discussion.

10. Action Items

10.1. Item Replacement Costs

L. Carter reported that actual item costs were recently imported into the Library's catalogue records making it possible to eliminate the flat-fee structure currently in place. Staff recommend that going forward patrons pay the actual list price for lost or damaged materials and that the processing fee also be eliminated to help minimize barriers and customer service conflicts.

Staff were asked about replacement costs for high-value items (Chromebooks and hotspots), and whether patrons are advised of the financial responsibility and risk associated with borrowing these items. N. Charles stated that replacement costs are clear in the borrowing agreement included with the items, and staff have been directed to tell patrons about the replacement responsibility when the items are borrowed. L. Carter noted that situations

involving loss/damage of high-value items are infrequent. Individualized payment solutions that balance the Library's responsibility to funders/taxpayers with continued access to Library services can be approved by senior staff.

2021-27 Marsh – Nossal

That the Board approve the use of the list price as the replacement cost charged for lost or damaged items and the elimination of the \$10 processing fee.

Carried

Items for Discussion / Exploration – no items this month

Other Business

11. Central Branch Renovations Update

D. Kerr reported that the Committee received an email update from the Project Manager on June 4th acknowledging that the final balancing report has been submitted for review. The Project Management Committee (PMC) is scheduled to meet on June 30th and will likely disband after final discussions. It is anticipated that the Board will be asked to dissolve the Central Branch Renovations Committee with a motion at the September meeting.

12. Strategic Planning Update

L. Carter provided an overview of the Governance Coach training sessions that Board members and senior staff recently attended. A sub-group of Board members will meet with L. Carter and the consultant on June 23rd at 5:30 p.m. to review and discuss the most recent draft of the Ends Statement. A final revision will then be presented to the entire Board for approval.

M. Stewart noted that under the Carver Governance Model, the Board is responsible for developing the Ends Statement and that development of the Strategic Plan is delegated to the CEO. Board members will be tasked with the role of liaison during the strategic planning process and provide feedback based on engagement with their communities.

The Strategic Planning Committee that was struck last year will assist senior staff in drafting the Request for Proposal, evaluating submissions and engaging a consultant to oversee the process.

13. COVID-19 Operations Update

L. Carter reported that libraries are allowed to open in with limited capacity in Step 2 of the Provincial guidelines. Senior staff are finalizing branch capacities and processes to track and manage numbers. Communication has taken place with Township staff regarding cleaning

requirements for rural branches. The Central, Calvin Park and Isabel Turner branches will also be designated cooling centres when a heat advisory is in place.

Summer programming will be a mix of virtual sessions (live and pre-recorded), and outdoor events such as StoryWalk, Stories in the Park and Stories in the Square. Staff are working to develop hybrid programming for the Fall session.

The Provincial legislation requiring libraries to quarantine or disinfect materials after use has been rescinded. Patrons will receive items faster and there will no longer be a delay in items being removed from patron accounts. This decision will also minimize delays associated with lending of technology and use of the Create Space (when allowed).

14. Board Self-Evaluation

N. Nossal reported that two separate evaluations have been added to the Board portal. The first evaluation is a private self-appraisal to consider personal participation in the meeting. The second evaluation is an electronic survey that encourages reflection on the Board's performance as a whole during a single meeting. Both evaluations should be viewed as a starting point and suggestions for improvement are welcome. N. Nossal asked Board members to complete the evaluations within the next few days. Responses will be reported on at the next meeting.

A suggestion was made to discuss the positive and negative aspects of the Carver Governance model at the September meeting, and consider other governance models. M. Stewart noted that a considerable investment has recently been made to better understand the Carver model and it might be prudent to see how improvements can be made to the existing system first.

Adjournment / Next Meeting

The next regular Board Meeting will be held at 4:30 PM, Wednesday, September 15, 2021, Meet 1, Central Branch.

There being no further business, it was moved by L. Moody to adjourn at 5:10 PM.

Signatures:

Monica Stewart, Chair

Amy Rundle, Recording Secretary

Monitoring Report to the Board

Executive Limitations L9: Communication and Counsel

With respect to providing information and counsel to the Board, the Chief Librarian may not permit the Board to be uninformed.

Accordingly, the Chief Librarian may not:

- 1. Neglect to submit monitoring data required by the Board (see policy on Monitoring Chief Librarian Performance) in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.**

According to the schedule for submission of monitoring data for Executive Limitations and Ends, the following report(s) are included:

- Financial Condition 2nd Quarter
- Statistical Report 2nd Quarter
- KFPL Vision 2020 – Status Report (January – June 2021)

- 2. Let the Board be unaware of relevant trends, significant changes in provincial or municipal policies, anticipated adverse media coverage, and/or public reaction, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.**

The Canadian Federation of Library Associations (CFLA) [issued a statement](#) regarding the Supreme Court of Canada's judgement in *York University v. Canadian Copyright Licensing Agency (Access Copyright)*. While the case and the decision very much focused on post-secondary institutions, there are implications for the public library sector as well. KFPL currently pays an annual fee to Access Copyright to obtain a [Public Library Photocopying license](#) for each photocopier in the system.

As of September 22nd, proof of vaccination and proof of identity will be required to access certain businesses and settings in Ontario. An enhanced vaccine certificate, as well as a verification app to allow businesses to read the QR code, will be available beginning October 22. Public libraries are not covered by this mandate, but meeting and event spaces, which our room rentals would fall under, are covered. There could also be impacts for library programming as well. The Federation of Public Libraries is conducting a survey on mandatory vaccinations and will be discussing with Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) representatives. FAQs and more information are available on [Ontario.ca](#).

CFLA [issued a statement](#) on "Challenges to the book Irreversible Damage by Abigail Shrier" in July, supporting several libraries decisions to retain the item in their collections.

FOPL has released a report on the 2019 Ontario Public Library Operating data and will be hosting a webinar later in September to help libraries use the report and understand the data. The report is only available to FOPL members.

The [2020 data](#) has also been released from the MHSTCI. The data is collected annually by every public library in Ontario as a condition of Public Library Operating Grant (PLOG) funding. KFPL uses the third week in November as our “typical week” to collect the statistics for the Ministry.

- 3. Fail to advise the Board if, in the Chief Librarian's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Staff Relationship, particularly in the case of Board behaviour which is detrimental to the work relationship between the Board and the Chief Librarian.**

To my knowledge, the board is in compliance with its policies.

- 4. Fail to marshal for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.**

Staff and external points of view are provided as needed.

- 5. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types; monitoring, decision-preparation or other.**

Every effort is made to keep reports brief and to the point.

- 6. Fail to provide a mechanism for official Board, officer or committee communications.**

Mechanisms are provided for these purposes, including the board portal.

- 7. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.**

My dealings have either been with the Board as a whole or with the chair on matters within her jurisdiction.

- 8. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.**

Compliance is anticipated in all areas.

- 9. Fail to supply for the consent agenda all items delegated to the Chief Librarian, yet required by law or contract to be board-approved, along with the monitoring assurance pertaining thereto.**

All such items appear on this month's agenda.

I hereby present my monitoring report on Executive Limitations L-9: Communication and Counsel according to the schedule set out. I certify that the information contained in this report

is true and represents compliance with a reasonable interpretation of all aspects of the policy unless stated otherwise.

Signed: Original signed copy on file

Date: September 7, 2021

Laura Carter, CEO/Chief Librarian

Meetings, conferences and events attended by the CEO or delegate

Date	Meeting
June 15	S. Tepper and I. Kravitz, The Iva Agency/HDR
June 16	Community Check-In, Facilitated by Rob Wood (Zoom)
June 17	United Way Women United Webinar
June 23	Ends Development Sub-Committee Meeting
July 7	Friends of the Library Board Meeting
July 12-14	Annual Institute on Library as Place Conference
July 26	M. Stewart and N. Nossal
July 26	Community Check-In, Facilitated by Rob Wood (Zoom)
July 27	Librarians' Meeting
July 28	Community Check-In, Facilitated by Rob Wood (Zoom)
August 4	Friends of the Library Board Meeting
August 10	Strategic Planning Sub-Committee Meeting
August 11	S. Kanellos and D. Kennedy, City of Kingston
August 25	City of Kingston Facilities Management and Construction Services, Capital Budget Meeting
September 1	Community Check-In, Facilitated by Rob Wood (Zoom)
September 1	Friends of the Library Board Meeting

Incident Reports (September 2021 Board Agenda)

Incident #	Title	Branch	Date
2021-188	Alcohol & Drugs - bag of pot found	CP	Aug. 3, 2021
2021-143	Alcohol & Drugs - beer can	CP	Jun. 28, 2021
2021-214	Alcohol & Drugs - beer in the parking lot	IT	Aug. 26, 2021
2021-153	Alcohol & Drugs - drug activity around Turner	IT	Jul. 6, 2021

2021-131	Alcohol & Drugs - paramedics called for man outside	CP	Jun. 7, 2021
2021-179	Alcohol & Drugs - sharps disposal	CE	Jul. 26, 2021
2021-141	Alcohol & Drugs - syringe disposal	CE	Jun. 19, 2021
2021-134	Behaviour - AMHS called for patron	CE	Jun. 11, 2021
2021-193	Behaviour - angry maskless patron	CP	Aug. 9, 2021
2021-175	Behaviour - disruption in garage	CE	Jul. 20, 2021
2021-145	Behaviour - haircut at Central	CE	Jun. 30, 2021
2021-138	Behaviour - loitering in covered parking lot	CE	Jun. 14, 2021
2021-136	Behaviour - loitering in covered parking lot	CE	Jun. 11, 2021
2021-137	Behaviour - loitering outside staff entrance	CE	Jun. 11, 2021
2021-204	Behaviour - magazine Area in Disarray	CE	Aug. 21, 2021
2021-165	Behaviour – patron confronting other patrons	IT	Jul. 14, 2021
2021-174	Behaviour - patron escorted from Access/Family washroom	CE	Jul. 20, 2021
2021-200	Behaviour - patron escorted from family/access washroom	CE	Aug. 14, 2021
2021-183	Behaviour - patron ignoring social distancing guidelines	CP	Jul. 28, 2021
2021-133	Behaviour – patron in distress	CE	Jun. 8, 2021
2021-194	Behaviour – patron reluctant to leave	IT	Aug. 11, 2021
2021-150	Behaviour – patron requesting specific computer	CE	Jul. 2, 2021
2021-132	Behaviour - patron rude to staff	CE	Jun. 7, 2021
2021-166	Behaviour - patron sets off gates, would not stop	CE	Jul. 16, 2021
2021-195	Behaviour – patron upset	CP	Aug. 12, 2021
2021-139	Behaviour - person needs outreach assistance	CE	Jun. 15, 2021
2021-157	Behaviour - running teens	IT	Jul. 8, 2021
2021-156	Behaviour - teenagers with loud music	IT	Jul. 8, 2021
2021-158	Facilities - alarm not set	PL	Jul. 9, 2021

2021-144	Facilities - alarm not set	CL	Jun. 29, 2021
2021-140	Facilities - broken window	IT	Jun. 16, 2021
2021-202	Facilities – carbon monoxide detector fail	MG	Aug. 17, 2021
2021-215	Facilities - elevator malfunction on second floor	CE	Aug. 27, 2021
2021-164	Facilities - fire alarm	CP	Jul. 13, 2021
2021-154	Facilities - Mystery Pack shelf	IT	Jul. 6, 2021
2021-148	Facilities – parking lot gate not working	CE	Jul. 2, 2021
2021-173	Facilities - sliding doors not secured	CP	Jul. 19, 2021
2021-211	Facilities - stair 2 roof access door unlocked	CE	Aug. 26, 2021
2021-168	Facilities - tornado watch	PL	Jul. 15, 2021
2021-212	General - after hours outdoor fire and crab apple throwing at patrons	IT	Aug. 25, 2021
2021-198	General - anti-vaccine propaganda	SY	Aug. 13, 2021
2021-135	General – branch closed due to threat of shooter	RH	Jun. 5, 2021
2021-196	General - broken glass on City property (complaint)	IT	Aug. 13, 2021
2021-180	General - emergency exit door opened	RH	Jul. 26, 2021
2021-216	General - flying clock	WI	Aug. 28, 2021
2021-199	General - garbage cleanup	CE	Aug. 14, 2021
2021-191	General - garbage cleanup	CE	Aug. 7, 2021
2021-161	General - garbage strewn in parking lot	CE	Jul. 13, 2021
2021-171	General - items left on property	CP	Jul. 19, 2021
2021-178	General - junk on the ground	CP	Jul. 24, 2021
2021-207	General - lawn chairs	PI	Aug. 24, 2021
2021-146	General - loiterers in parking lot	CE	Jun. 30, 2021
2021-185	General - more garbage	CE	Jul. 30, 2021
2021-209	General - parking lot cleanup	CE	Aug. 26, 2021

2021-206	General – patron discloses medical condition	IT	Aug. 23, 2021
2021-159	General - patron enters branch during curbside	RH	Jul. 9, 2021
2021-155	General - patron on 3rd floor	CE	Jul. 8, 2021
2021-169	General - patron refuses to use mask / lectures staff member on mask usage	IT	Jul. 16, 2021
2021-163	General - person in parking garage	CE	Jul. 14, 2021
2021-184	General - skunk olfactory evidence	WI	Jul. 29, 2021
2021-187	General - skunk smell	PI	Aug. 3, 2021
2021-189	General - sleeper in CE garage	CE	Aug. 5, 2021
2021-201	General - sleeping person	CE	Aug. 16, 2021
2021-213	General - syringe at WI desk	WI	Aug. 26, 2021
2021-217	General - unpleasant odour	PI	Aug. 28, 2021
2021-208	General - unusual Chromebook Return	CE	Aug. 24, 2021
2021-210	General - wife asking about husbands ban	PI	Aug. 26, 2021
2021-149	Person in harm's way, CE parking lot	CE	Jul. 3, 2021
2021-182	Theft or Property Damage - attempted theft of bins	CE	Jul. 28, 2021
2021-190	Theft or Property Damage - damaged downspout straps	PI	Aug. 5, 2021
2021-205	Theft or Property Damage - fraudulent use of stolen KFPL card	CE	Aug. 21, 2021
2021-197	Theft or Property Damage - graffiti	RH	Aug. 13, 2021
2021-147	Theft or Property Damage - missing bike	RH	Jul. 2, 2021
2021-151	Theft or Property Damage - more wood slats removed	RH	Jul. 5, 2021
2021-167	Theft or Property Damage - report of car damage in parking lot	CE	Jul. 14, 2021
2021-177	Theft or Property Damage - stolen bike	CP	Jul. 21, 2021
2021-186	Theft or Property Damage - stolen card used at Central	CE	Jul. 30, 2021
2021-162	Theft or Property Damage - stolen library card presented at Central	CE	Jul. 13, 2021

2021-203	Theft or Property Damage - theft in CE front foyer	CE	Aug. 18, 2021
2021-176	Theft or Property Damage - vandalism	CE	Jul. 21, 2021
2021-172	Theft or Property Damage - vandalism	CE	Jul. 20, 2021
2021-170	Theft or Property Damage - vandalism	CE	Jul. 19, 2021
2021-152	Theft or Property Damage - vandalism	CE	Jul. 6, 2021
2021-181	Workplace Injury - phone had "exploded" and slight chemical burn	CE	Jul. 27, 2021



September 2021

Programming & Outreach

- ▶ We successfully applied for a grant-funded Heritage Intern to identify and create Indigenous-focused content in our local history collections. Danyka Perrault will be interviewing members of the Indigenous community to gather oral stories for our StoryMe collection.
- ▶ Funded by Frontenac Business Services, film-maker Suzy Lamont was contracted to create six virtual programs featuring makers. The [Meet Our Makers](#) YouTube series has earned 604 views since July 22.
- ▶ KFPL re-introduced in-person outdoor programming over the summer, offering Stories in the Park/Square and Baby & Me, following Public Health guidelines.
- ▶ We increased our Indigenous-focused programming and outreach with weekly visits to the Sovereignty Garden throughout the summer and a virtual Indigenous Canada course discussion.
- ▶ We are excited to be offering a mixture of indoor and outdoor in-person programming, virtual programming, and hybrid programming (in-person with live stream) this Fall including early years programs, Art Hive, and a Media Literacy-focused speakers series.

Services and Collections

- ▶ Our membership procedures were updated to collect patron year of birth to allow better data analysis, and to include patrons' preferred names as well as legal names so that service is offered in a more welcoming and inclusive manner.
- ▶ Jake and Alice worked with our vendor LSC to update all Indigenous-focused subject headings, replacing outdated, offensive language with appropriate terminology.
- ▶ Reminiscing Kits are now available at every branch. Developed in partnership with the Alzheimer's Society of Kingston, Frontenac, Lennox & Addington, the kits contain books, puzzles and games that can be used by caregivers to engage community members living with dementia. Kits were funded by the United Way's Community Investment Fund.

Digital

- ▶ Orangeboy's Savannah *Event Tracker* tool was implemented in June. Patrons check in to events, and the tool allows us to analyze program participation using a variety of anonymized metrics. The *Net Promoter Score* tool was implemented at the end of July. Randomly selected patrons are
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asked whether they are likely to recommend the library with a 0-10 rating, providing us with an average score that can be reviewed by location and market cluster.

Staff News

- ▶ Graeme Langdon joined the management team as our Manager, Branches and Collections. We will be filling the vacant Teen and New Adult Librarian position as quickly as possible.
 - ▶ Kimberly completed iap2 training in Planning and Techniques for Effective Public Participation with Delaney and Associates.
 - ▶ Kimberly, Laura and Nicole attended the Ontario Library's Association's Annual Institute on Library as Place virtual conference. Laura also sat on the planning committee.
 - ▶ Chris Girdler has joined the KFPL team as the new Maintenance Supervisor.
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Facilities

- ▶ A new sit-stand desk was ordered for the Calvin Park workroom. This allows better ergonomics for staff as they can adjust the height of the desk to their needs.
 - ▶ A Request for Proposals has gone out for restoration work on the heritage door at the Pittsburgh Branch.
 - ▶ Following a public procurement process conducted jointly with the City of Kingston, KFPL's security services are now being provided by G4S Security Services.
 - ▶ An acoustic assessment was completed on the rooftop HVAC units at Central and they were found to be slightly noisier than regulations allow. Settings were adjusted, and the units are now within the prescribed levels.
 - ▶ Library staff are working closely with City of Kingston staff on roof, masonry and window work required for the Bishop's House. The first phase of the project will see the roof and 4th storey windows replaced and will begin in September.
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Monitoring Report to the Board

Executive Limitations Policy L-5: Financial Condition: Second Quarter 2021

With respect to the actual, ongoing condition of the library's financial health, the Chief Librarian may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies and under the *Public Libraries Act*, RSO 1990, c. P. 44.

Accordingly, he or she may not:

- 1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (in # 2 below) is met.**

CEO interpretation: I interpret "shall not expend more funds than have been received" to mean that at no point in the year do expenses exceed revenues.

Compliance will be demonstrated when revenues are equal or greater than expenses at all times, except for debt consistent with # 2.

Evidence: The budget variance report to June 30, 2021 shows that operating expenses were at 48% and revenues were at 48%. Both variances are below budget and the Provincial Subsidy has not been received.

Self-generated revenues continue to be lower than forecasted this quarter because of pandemic-related reductions in service. Staffing expenses are also lower than normal because of vacant positions and pandemic-related reductions in service.

- 2. Indebt the library in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 60 days.**

CEO interpretation: I interpret "certain revenues" to be income that will definitely be received within 60 days, and "otherwise unencumbered revenues" to be income that is not required or committed for payment of other expenses.

Compliance will be demonstrated when there are no debts, or it can be shown that any debts are equal to or less than revenues that will definitely be available within 60 days and are not required or committed for other expenses.

Evidence: The budget variance report to June 30, 2021 shows that operating expenses were at 48% and revenues were at 48%. Both variances are below budget and the Provincial Subsidy has not been received.

- 3. Use any specifically designated Long Term Reserves, except for their designated purposes.**

CEO interpretation: I interpret 'long term reserves' to mean a fund designated for a specific purpose and identified as such. The reserves have been approved by the Board and municipal councils.

Compliance will be demonstrated when:

- a) the reserves are used for the purposes designated by the Board and municipal councils, and
- b) bequests and other gifts held in long term reserves are used for the purposes designated by the donor.

Evidence: The Board's reserve accounts are held and monitored by the City of Kingston. The funds have been used for specific purposes designated by the Library Board and municipal councils.

The Verna Steele bequest has been used to purchase accessible library materials as per the terms of the bequest.

The parking reserve is funded through parking fees at the Central Branch (covered parking lot) and is used for repairs and upgrades to the lot. It is held in a reserve account with the City of Kingston and is administered by the Library.

4. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.

CEO interpretation: The City of Kingston administers the payroll and accounts payable functions. There is no inter-fund shifting by Kingston Frontenac Public Library staff.

5. Allow cash to drop below the amount needed to settle payroll and debts in a timely manner, except where unavoidable due to Municipal funding flow.

CEO interpretation: The City of Kingston administers the payroll and accounts payable functions. Cash flow is monitored by the City of Kingston and by the Library's Budget/HR Analyst.

6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

CEO interpretation: I interpret "tax payments" to mean source deductions for employee income taxes. "Other government ordered payments or reports" include employee source deductions for pensions, workers' compensation, employment insurance and associated monthly and annual reports related to these payments. "Government reports" also include the Ministry of Culture, Tourism and Sport annual survey and grant application and the Registered Charity Information return.

"Overdue" is interpreted to mean paid or filed after the due date. "Incorrectly filed" is interpreted to mean deliberately falsified, or containing errors other than minor calculation errors.

Compliance will be demonstrated when:

- a) statements of accounts from the City of Kingston/government agency verify on-time receipts of payments and reports,
- b) no penalties have been assessed for late payments, and
- c) the auditor reports that no falsified information is uncovered by a random sampling of filing.

Evidence:

- a) The City of Kingston administers the payroll and accounts payable functions and submits source deductions and tax instalments on behalf of the Kingston Frontenac Public Library employees.
- b) The Library's charitable return was completed by the auditor, KPMG, and submitted by mail on May 31, 2021. It was received and signed for by the Canada Revenue Agency on June 4, 2021. Receipt of the return was received on July 26, 2021.

7. Make a single purchase or commitment of greater than the amount allowed in the Purchasing Procedure.

CEO interpretation: I interpret 'single purchase' to mean a one-time discrete purchase of a good or service. 'Commitment' means a promise to purchase or lease a good or service either as a one-time discrete purchase or as a multi-year contract or lease.

Compliance will be demonstrated when the CEO has not made purchases or commitments of greater than the amount allowed in the Purchasing Procedure.

Evidence: No purchases or commitments of greater than the amount allowed in the Purchasing Procedure were made during the period covered by this report.

8. Acquire, encumber or dispose of real property.

CEO interpretation: I interpret "real property" to mean land and building as per s.19(1) of the *Public Libraries Act*, R.S.O. 1990, c. P44. "Acquire" and "encumber" mean by purchase, lease, expropriation or otherwise erect, add or alter buildings (PLA, s.19(1)(b)(c)). "Dispose" means sell, lease or otherwise dispose of any land or structure that is no longer required for the Board's purpose (PLA, s. 19 (d)).

Evidence: The Library Board receives operating funding for the operation and maintenance of the buildings housing the branches in the City of Kingston. Large scale renovations and maintenance projects are funded through the capital funds which are designated for this purpose. Funding for maintenance and operation are funded in the operating and capital budgets which are approved by the Library Board and City Council.

The buildings housing County of Frontenac branches are owned, operated and maintained by the Frontenac Townships.

9. Fail to provide quarterly accurate and detailed financial statements showing budgeted and year-to-date figures.

CEO interpretation: I interpret “accurate” to mean that the financial statements are free from material misstatements, either due to fraud or error. I interpret “detailed” to mean that financial statements show budgeted and year-to-date figures as well as year over year comparisons.

Compliance will be demonstrated when quarterly financial statements are presented to the Library Board.

Evidence: The budget variance report to June 30, 2021 has been provided to the Library Board at the September 15, 2021 meeting.

I report compliance.

I hereby present my monitoring report on Executive Limitation Policy L-5, Financial Condition: 2nd Quarter 2021. I certify that the information contained in this report is true.

Signed: Original signed copy on file

Laura Carter, CEO/Chief Librarian

Date: September 7, 2021

<div>  <div> <div>Kingston Frontenac Public Library</div> <div>Budget Variance Report</div> <div>June 30, 2021</div> </div> <div>2020 Comparison</div> </div>						
Description	Actuals	Annual Budget	Variance \$	Actuals to Budget %	Actuals June 2020	Actuals to Budget %
	Year to Date					
EXPENSES						
Salaries and wages	1,489,504	3,133,868	-1,644,365	48%	1,370,187	44%
Part-Time Wages	478,997	1,126,490	-647,493	43%	430,702	40%
Pages Part-Time Wages	116,297	306,260	-189,963	38%	90,690	30%
Overtime	3,641	31,432	-27,791	12%	8,569	28%
Payroll benefits	650,669	1,397,729	-747,060	47%	564,846	40%
Retirees benefits	33,898	67,861	-33,963	50%	32,403	64%
WSIB	0	300	-300	0%	-	0%
Total Staff Costs	2,773,006	6,063,941	-3,290,935	46%	2,497,398	42%
Adult popular mat'ls	216,934	415,630	-198,696	52%	160,059	38%
Child/youth pop mat'ls	96,529	170,200	-73,671	57%	57,855	33%
Electronic resources	55,875	147,500	-91,625	38%	68,728	50%
Serials	22,428	42,000	-19,572	53%	40,706	99%
Collection databases	99,643	127,365	-27,722	78%	98,554	82%
Total Material	491,410	902,695	-411,285	54%	425,902	48%
Office Supplies	17,905	60,000	-42,095	30%	26,211	44%
Computer Supplies	3,437	5,000	-1,563	69%	4,128	83%
Vehicle repairs & maintenance	2,247	5,000	-2,753	45%	748	15%
Vehicle fuels and lubricants	3,577	9,400	-5,823	38%	1,902	20%
Computer Equipment	31,082	70,000	-38,918	44%	6,384	9%
Software	5,350	9,000	-3,650	59%	10,126	113%
Furniture and fixtures	3,768	14,250	-10,482	26%	8,673	61%
Advertising	3,606	9,000	-5,394	40%	5,654	63%
Telephones/Cell Phones	13,182	34,889	-21,707	38%	11,009	32%
Internet Connectivity	24,149	37,000	-12,851	65%	15,307	34%
Fees, subscription, membership	8,961	10,850	-1,889	83%	9,551	91%
Mileage	2,634	11,600	-8,966	23%	870	7%
Education and training	12,487	40,600	-28,113	31%	15,569	38%
Misc Expense	5,683	7,000	-1,317	81%	4,601	48%
Delivery, postage & shipping	1,768	10,000	-8,232	18%	1,162	12%
Cash over (short)	-0	0	0	0%	60	0%
Professional services	0	26,500	-26,500	0%	4,965	19%
Contracted services - system wide	217,853	302,569	-84,717	72%	172,167	62%
Programs	21,318	24,500	-3,182	87%	9,495	40%
Equipment rentals	3,950	12,700	-8,750	31%	3,874	29%
Interest & Service Charges	806	2,500	-1,695	32%	699	28%
Allocated Insurance	12,234	20,000	-7,767	61%	10,175	51%
Total System-Wide	395,997	722,359	-326,362	55%	323,330	46%
Facilities						
Protective Clothing	1,261	2,025	-764	62%	1,204	60%
Cleaning supplies	7,105	28,700	-21,595	25%	7,424	35%
Tools & Equipment	642	3,200	-2,558	20%	1,827	42%
Furniture and equipment	1,093	7,550	-6,457	14%	-	0%
Repairs & maintenance	4,506	6,500	-1,994	69%	1,714	13%
Water and Sewer	5,029	12,575	-7,546	40%	4,318	30%
Natural Gas	30,795	55,438	-24,643	56%	28,527	49%
Electricity	76,194	207,984	-131,790	37%	80,923	38%
Contracted Services	100,234	164,250	-64,016	61%	61,649	39%
Total Facilities	226,858	488,222	-261,364	46%	187,587	38%
Total Expenditures	3,887,270	8,177,217	-4,289,947	48%	3,434,216	43%
REVENUES						
Provincial Subsidy	0	-297,138	297,138	0%	-	0%
Project Grants	-31,874	-30,000	-1,874	106%	- 9,758	33%
Printer/Photocopier Revenue	-1,962	-23,465	21,503	8%	- 5,112	17%
Fines/Damages	-1,365	-14,000	12,635	10%	- 14,739	16%
Non-Resident Fees	-1,833	-9,289	7,456	20%	- 2,144	23%
Facility Rentals	-625	-45,000	44,375	1%	- 8,507	15%
Donations	-16,489	-10,000	-6,489	165%	- 54,525	779%
Expenditure Recovery	-23,825	-40,000	16,175	60%	- 13,726	34%
Miscellaneous Revenue	-977	-10,000	9,023	10%	- 7,945	59%
County of Frontenac	-443,252	-886,505	443,253	50%	- 431,744	50%
City of Kingston	-3,405,910	-6,811,820	3,405,910	50%	- 3,315,791	50%
Total Revenue	-3,928,113	-8,177,217	4,249,104	48%	- 3,863,990	48%
Net Deficit (Surplus)	-40,842	0	-40,842		- 429,774	

Report to the Board
Communication and Counsel

From: Laura Carter, Chief Librarian/CEO
Meeting Date: September 7, 2021
Subject: Monitoring Report: Performance Report 2021 - Second Quarter

The second quarter of 2021 performance report provides data on the following measures:

- Circulation (direct and renewals) of all materials
- Patron queries (reference, reader's advisory, technology)
- Internet use (computer sessions and wireless access)
- E-services (website visits, patron queries, online database use and cloudLibrary (e-books/e-audiobooks)
- Social media activity (Facebook, Twitter, Instagram, YouTube)
- Programs (in-house and outreach) and attendance
- Meeting room bookings
- Total uses

Factors Influencing Year-Over-Year Comparisons:

COVID-19 Service Interruptions:

- All branches of the Library were closed as of March 16, 2020 to help prevent the spread of COVID-19.
- Reopening began with curbside pickup of reservations during the week of June 1, 2020 at all 16 branches. Branches were operating on reduced hours, offering a mix of open to the public and curbside hours, or were offering curbside only hours as follows, until December 26, 2020 when Provincial regulations mandated the return to curbside service only:
 - a. Central resumed offering access to public computers on July 6
 - b. Isabel Turner, Calvin Park and Central reopened with reduced hours during the last week of July
 - c. Sydenham reopened for all regular hours on August 4
 - d. Pittsburgh reopened on Tuesdays, Wednesdays and Thursdays on August 18
 - e. Rideau Heights reopened on Mondays and Fridays on September 11
 - f. Wolfe Island opened on Tuesdays starting September 15, other hours remain curbside
 - g. Storrington opened on Thursdays starting September 29, other hours remain curbside
 - h. Arden opened on Thursdays starting October 1, other hours remain curbside
 - i. Cloyne, Plevna, Mountain Grove, Parham and Hartington remain curbside only.

- Rideau Heights opened for Saturday service from 10-2 beginning March 13, 2021.
- Library Branches re-opened during the hours outlined above on February 11, 2021 until April 3, when all public libraries in Ontario were mandated to return to curbside service for the remainder of the second quarter.

Other Closures and Service Changes or Interruptions:

- The Arden Branch was closed October 9 – 29, 2019 for installation of flooring and shelving and to be painted.
- The Central Branch closed on November 26, 2016 for renovations and re-opened on March 23, 2019. The temporary Wellington Branch opened on November 23, 2016 and closed on December 14, 2018.
- The mobile library was in operation as of July 17, 2015 at Kingston Community Health Centre, and was moved to the Memorial Centre in November 2017. It was moved to its current location at the INVISTA Centre in mid-September 2019. The mobile library has been out of service since March 17, 2020 due to COVID-related closures.
- The Pop up library provided service after the closure of the Kingscourt Branch and before the opening of the Rideau Heights Branch and operated from September 18, 2017 to February 28, 2018. This category is also where books checked out at outreach events are reported. The Rideau Heights Branch opened on April 21, 2018.
- Hoopla borrows were lowered from 6 to 4 per month in May 2019.
- Digital magazines were provided by RBDigital until December 2020. The company was sold and the service discontinued, forcing a change in vendors. Our new digital magazine service, Flipster, launched February 1, 2021. There are fewer titles available through Flipster.

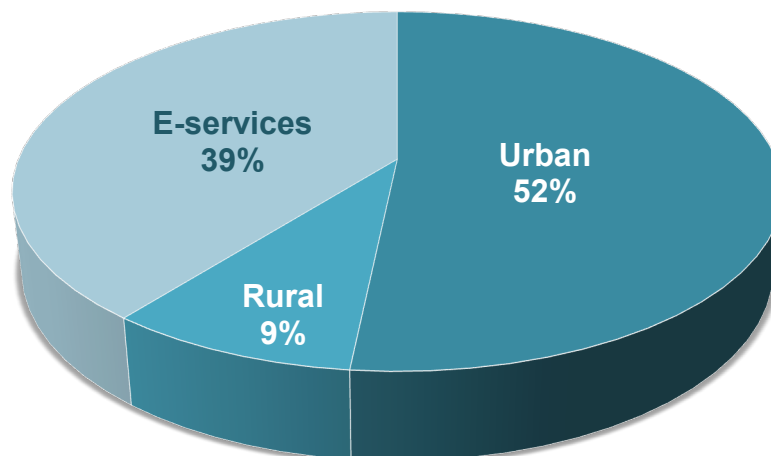
Circulation

Circulation includes direct circulation as well as renewals. The circulation figures are generated by KFPL's integrated library system (ILS) on a monthly basis.

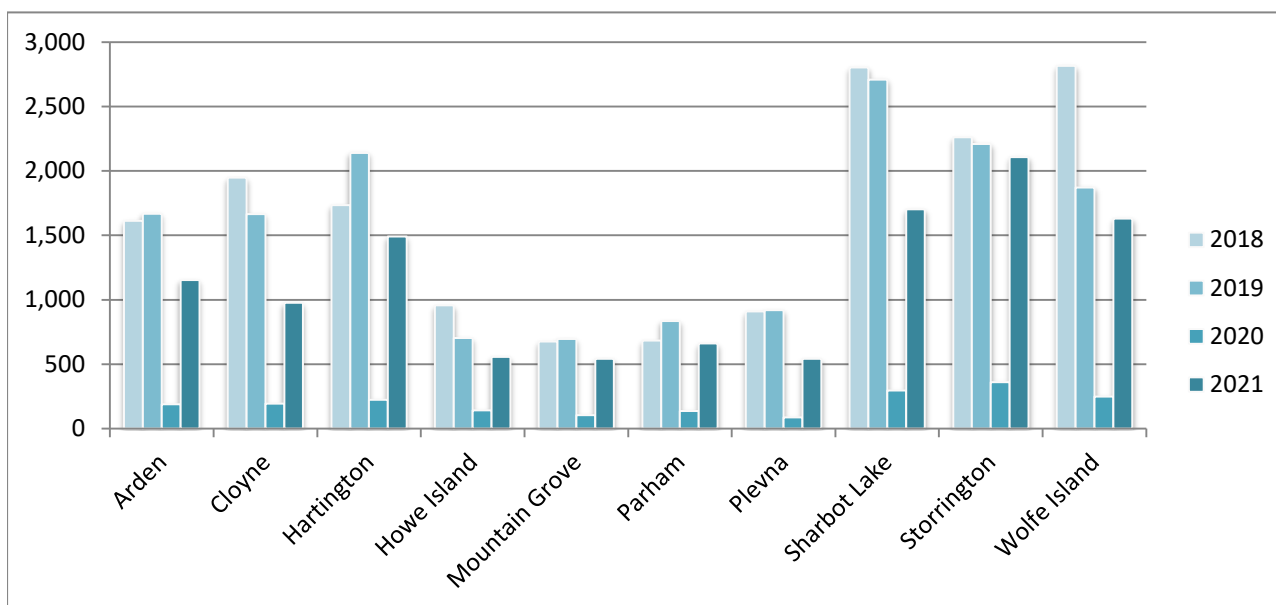
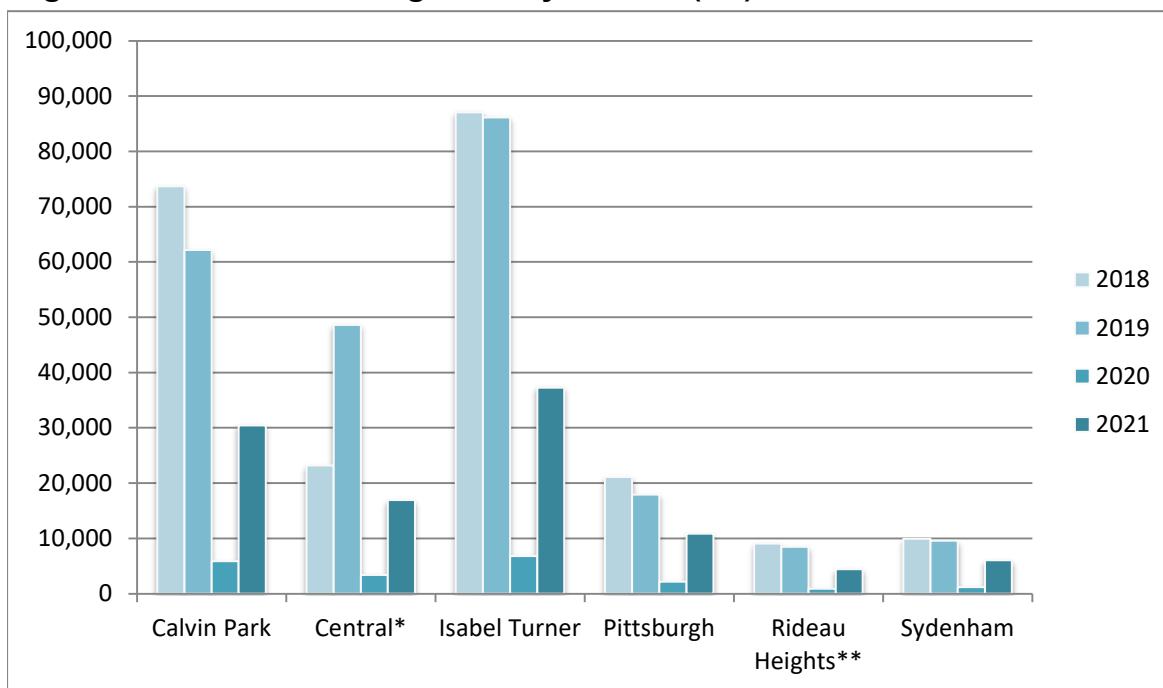
Figure 1: Circulation (Q2)

Branch	2018	2019	2020	2021	19 vs 21
Arden	1,613	1,667	188	1,154	-31%
Calvin Park	73,682	62,179	5,901	30,444	-51%
Central*	23,216	48,640	3,398	16,927	-65%
Cloyne	1,947	1,666	193	976	-41%
Hartington	1,735	2,139	224	1,492	-30%
Howe Island	956	704	141	558	-21%
Isabel Turner	87,082	86,138	6,822	37,277	-57%
Mountain Grove	677	696	105	542	-22%
Parham	684	836	138	661	-21%
Pittsburgh	21,095	17,927	2,177	10,831	-40%
Plevna	909	920	87	541	-41%
Rideau Heights**	9,078	8,499	883	4,453	-48%
Sharbot Lake	2,802	2,707	295	1,701	-37%
Storrington	2,260	2,208	360	2,106	-5%
Sydenham	9,944	9,562	1,203	6,034	-37%
Wolfe Island	2,814	1,872	250	1,631	-13%
Mobile	122	151	0	0	n/a
Telephone (renewals)	670	707	29	204	-71%
Virtual (renewals)	66,688	69,762	2,810	49,221	-29%
TOTAL	307,974	318,980	25,204	166,753	-48%

Figure 2: Circulation percentages overview (Q2)



*Central includes WE, StR for 2018 and POP for 2019 **Rideau Heights includes POP for 2018

Figure 3: Circulation - Rural Branches (Q2)**Figure 4: Circulation - Kingston / Sydenham (Q2)****Figure 5: Circulation per capita (Q2)**

Region		Population (2016)	Circulation	Circulation per capita
City of Kingston		123,798	99,932	0.81
Township of South Frontenac		18,646	9,632	0.52
Township of Central Frontenac		4,373	4,058	0.93
Township of North Frontenac		1,898	1,517	0.80
Township of Frontenac Islands		1,760	2,189	1.24

*Central includes WE, StR for 2018 and POP for 2019 **Rideau Heights includes POP for 2018

Patron Queries

Patron queries include reference, reader's advisory and technology. Patron queries are reported by staff members using definitions from the Ministry of Heritage, Sport, Tourism and Culture Industries. Virtual questions include all patron queries (account, reference, reader's advisory, and technology).

Figure 6: Patron queries by branch (Q2)

Branch	2018	2019	2020	2021
Arden	463	355	n/a	228
Calvin Park	4,571	2,624	n/a	4,374
Central*	2,317	8,065	n/a	4,593
Cloyne	469	427	n/a	186
Hartington	448	536	n/a	127
Howe Island	75	286	n/a	0
Isabel Turner	5,944	7,382	n/a	3,619
Mountain Grove	142	125	n/a	161
Parham	258	617	n/a	495
Pittsburgh	2,350	1,445	n/a	2,964
Plevna	325	272	n/a	56
Rideau Heights**	1,398	1,913	n/a	793
Sharbot Lake	499	634	n/a	414
Storrington	168	58	n/a	164
Sydenham	912	703	n/a	662
Wolfe Island	330	1,102	n/a	379
Virtual	1,527	1,559	3,504	2,266
TOTAL	22,196	28,103	3,504	21,481

*Central includes WE for 2018 ** Rideau Heights includes POP for 2018

Internet and WiFi Use

Internet use statistics are the number of sessions initiated on KFPL's public access computers and express stations (use of the online public access catalogues (OPAC) and research stations are not included).

Figure 7: Computer Bookings and WiFi

Branch	Category	2018	2019	2020	2021
Arden	Computer	70	71	n/a	0
	WiFi	353	204	181	158
Calvin Park	Computer	6,351	5,379	n/a	36
	WiFi	4,129	3,488	585	612
Central*	Computer	1,338	3,548	n/a	1,030
	WiFi	1,547	8,004	492	1,510
Cloyne	Computer	101	58	n/a	0
	WiFi	520	538	263	618
Hartington	Computer	68	25	n/a	0
	WiFi	75	111	74	76
Howe Island	Computer	0	9	n/a	0
	WiFi	49	41	24	14
Isabel Turner	Computer	6,873	6,207	n/a	43
	WiFi	8,579	6,448	215	975
Mountain Grove	Computer	70	35	n/a	0
	WiFi	26	126	27	38
Parham	Computer	20	15	n/a	0
	WiFi	22	14	25	8
Pittsburgh	Computer	625	410	n/a	1
	WiFi	386	373	17	70
Plevna	Computer	74	41	n/a	0
	WiFi	239	260	264	474
Rideau Heights	Computer	538	883	n/a	9
	WiFi	590	394	195	0**
Sharbot Lake	Computer	130	193	n/a	0
	WiFi	405	389	243	245
Storrington	Computer	15	6	n/a	0
	WiFi	88	86	19	17
Sydenham	Computer	499	353	n/a	5
	WiFi	520	402	62	142
Wolfe Island	Computer	190	143	n/a	0
	WiFi	216	182	157	50
TOTALS	Computer	16,962	17,376	n/a	1,124
	WiFi	17,744	21,060	2,843	5,007

*Central includes WE, StR for 2018 **Due to a hardware issue at Rideau Heights, patrons were unable to connect to Wi-Fi.

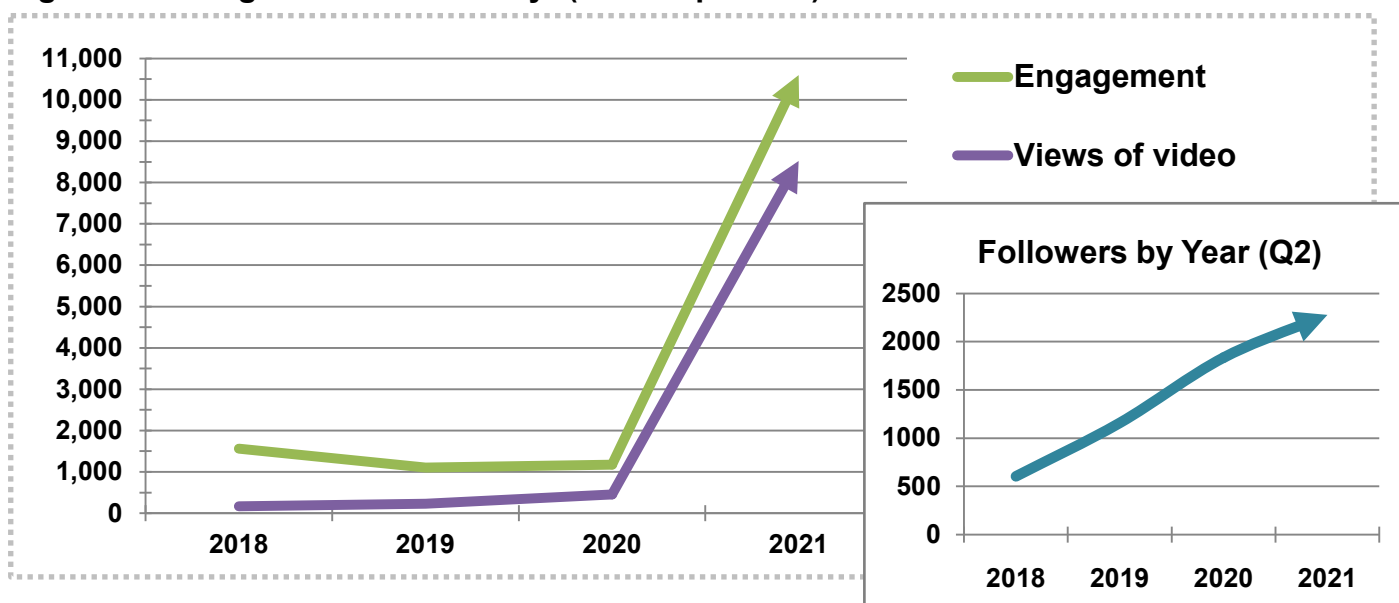
Social Media

Social media statistics are used to measure the effectiveness of KFPL's digital marketing and engagement efforts, and to inform decisions around service design and delivery.

Figure 8: Social Media

Platform	2018	2019	2020	2021
Facebook				
Engagement	3,206	4,463	8,589	3,581
Likes	2,981	3,357	3,946	4,435
Posts	65	82	133	251
Instagram				
Engagement	1,558	1,105	1,178	10,598
Followers	604	1,158	1,835	2,278
Posts	73	39	46	102
Views of video	170	226	455	8,521
Twitter				
Engagement	440	537	1,012	1,678
Followers	3,403	3,594	3,680	3,946
Mentions	372	653	276	305
Tweets	173	162	261	485
YouTube				
Posts (public-facing)	1	3	109	59
Subscribers	n/a	n/a	231	823
Views	171	320	9,914	6,326

Figure 9: Instagram Success Story* (Q2 comparison)



*KFPL's success on Instagram in the 2nd quarter of 2021 is a direct result of a part-time, term, Marketing Assistant position that started work in March 2021.

E-services

The Kingston Frontenac Public Library offers a variety of online resources, including Hoopla (music, film, television); Kanopy (film); Lynda.com (online courses); cloudLibrary (e-books, e-audiobooks) and Flipster (magazines). Online databases include Ancestry (library edition), Mango Language Learning, Press Reader (newspapers and magazines), Novelist (reader advisory) and other products.

Figure 10: E-services

Resource		2018	2019	2020	2021
cloudLibrary	E-audiobooks	6,516	8,580	12,542	19,808
	E-books	21,729	25,324	31,533	51,354
Hoopla	Uses	3,099	3,852	5,197	4,384
Kanopy	Uses	n/a	n/a	n/a	1,848
Lynda.com	Certificates completed	119	73	101	137
	Users	248	380	291	385
Online Databases	Uses	49,143	37,048	31,411	68,877
RB Digital/Flipster	Uses	2,425	5,469	7,851	622
Website	Visits	276,747	281,711	179,881	194,082
TOTAL		360,026	362,437	268,807	341,497

Programming

Programming is an integral part of the Kingston Frontenac Public Library's service to the public. The events and programs offered are responsive to the interests and needs of the communities served by our branches and support the Library's mission, vision and strategic plan. All programs are designed with measurable outcomes and evaluated regularly. The Library also reviews suggestions for events and programs and uses various mechanisms to gather community input to assist in setting programming priorities and plans.

Figure 11: Session/Events and Attendance

User Group	Category	2018	2019	2020	2021
Adult	Sessions/Events	167	105	11	72
	Attendance	604	0	188	627
Children and Family	Sessions/Events	227	275	41	97
	Attendance	6,609	0	102	959
Mixed/All Ages	Sessions/Events	5	216	0	0
	Attendance	1,027	0	1,939	0
Outreach	Sessions/Events	43	42	0	0
	Attendance	2,101	0	0	0
Teen	Sessions/Events	31	30	4	10
	Attendance	317	0	3	98
TOTALS	Sessions/Events	473	668	56	179
	Attendance	10,658	12,664	2,232	1,684

Meeting Room Bookings

There were no room bookings to external groups in Q2 due to COVID-19 restrictions.

Total Uses

Figure 15: Total Uses

Branch	Internet	Wireless	Program Attendance	E-services	Patron queries	Circulation	TOTAL
Arden	0	158			228	1,154	1,540
Calvin Park	36	612			4,374	30,444	35,466
Central	1,030	1,510			4,593	16,927	24,060
Cloyne	0	618			186	976	1,780
Hartington	0	76			127	1,492	1,695
Howe Island	0	14			0	558	572
Isabel Turner	43	975			3,619	37,277	41,914
Mountain Grove	0	38			161	542	741
Parham	0	8			495	661	1,164
Pittsburgh	1	70			2,964	10,831	13,866
Plevna	0	474			56	541	1,071
Rideau Heights	9	245			793	4,453	5,500
Sharbot Lake	0	17			414	1,701	2,132
Storrington	0	142			164	2,106	2,412
Sydenham	5	50			662	6,034	6,751
Wolfe Island	0	52			379	1,631	2,062
System-wide	n/a	n/a	1,684	342,159	2,266	49,425	395,534
TOTAL	1,124	5,059	1,684	342,159	21,481	166,753	538,260



Kingston Frontenac Public Library
KFPL Vision 2020
Status Report – January to June 2021

Strategic Direction: A. Unique Impactful Services

Our services are our hallmark. While the library provides a vast array of electronic data, e-books, books, movies, music and local history, it is our services that transform these resources into facts, solutions, ideas and reading enjoyment for the people of Kingston Frontenac. We will design and deliver unique services to enable the people of our community to manage this digital environment effectively.

A.1 Review and adjust our portfolio of services and programs.

Orangeboy Savannah's Event Tracker tool was implemented in June. Patrons check-in to events, and the tool allows us to analyze program participation using a variety of anonymized metrics. This tool also provides contact tracing information should that be required.

We continued to adjust services in response to the pandemic, surveying the community in February and March. Feedback informed the delivery of curbside and in-person library service as well as program planning. Mystery Packs were developed to mimic the experience of serendipitous browsing. All survey reports have been posted to the Engage KFPL webpage.

Kanopy was launched for improved digital access to film content. Our digital magazine vendor changed from RBDigital to Flipster on February 1 as a result of the sale of RBDigital to OverDrive and an increase in the cost of that service.

KFPL reintroduced in-person outdoor programming during Summer 2021. In Fall 2021, we will be offering a mixture of in-person indoor and outdoor programming, virtual programs, and some hybrid programming (in-person with livestream).

In 2021, KFPL increased the number of Indigenous-focused programs, offering high-profile speakers and providing an opportunity for settlers to learn about Indigenous history through an Indigenous Canada discussion course.

A.2 Segment the market for our services.

Improved, targeted newsletters were launched in February, segmenting our communication to children and families, adults, and patrons interested in creative/maker pursuits.

A temporary Publicity Assistant position was created in March; goals were established to evaluate the impact of the position on our marketing and promotion.

A.3 Review how and when services are offered, exploring and most importantly, piloting different hours, alternative delivery modes and non-traditional spaces.

All branches of KFPL are currently open to the public. Urban branches continue to operate on reduced hours due to the ongoing COVID-19 pandemic. Rural branches fully re-opened to the public after the last lockdown ended. Capacity limits, physical distancing and mask wearing continue to be enforced.

In 2020 and 2021, KFPL adapted service delivery models to offer virtual programs in response to the pandemic restrictions. This has provided a unique opportunity for the Library to explore different program delivery modes and we will be continuing with some virtual programming. As restrictions are lifted, we have adapted to offer programs in outdoor spaces or in the community. For example, our Pittsburgh Branch has a small program room that does not allow for physical distancing so we have moved our East-end programs to parks and the EarlyON Centre.

KFPL adapted to pandemic restrictions, offering curbside pickup when we were required to be closed to the public, and reopening as soon as possible when restrictions were lifted.

A.4 Complete a Collections Audit, specifically examining the collections in terms of balance of format, content relevance, overuse/underuse and budget allocation.

Collection use and budgets are being monitored closely. The pandemic has greatly impacted the publishing industry, and we are actively working with our vendors to clear the backlog of materials that have been ordered but not yet received by the Library.

A.5 Investigate and implement a new service delivery model in cooperation with our funding partners and communities.

KFPL formally eliminated overdue fines in January 2021. The impact of this decision will be evaluated at the end of Q4.

KFPL is working with the City of Kingston to migrate most of our servers onto their sites. We anticipate this partnership will offer cost savings to KFPL as we won't be required to maintain as many servers on-site.

Strategic Direction: B. Difference-Making Spaces

The book-bound hushed library has long passed. It has, rightfully, been replaced with spaces that bring information alive to spark ideas, deepen understandings, and engage people in community-specific discussions. Our spaces must make a difference for the people of Kingston Frontenac at all ages and stages. Our spaces must blend the paper and digital worlds with service options ranging from self-serve to staff-intensive consultations. Using technologies and innovative approaches we will push our walls ever further out, extending our resources and personalized problem-solving services to where residents are. We will configure virtual and physical spaces that are accessible, inviting and purposeful for residents to explore, discover, create, study and read.

B.1 Explore a new facility model for both physical and virtual spaces that most effectively complements our service delivery model.

See A.3

B.2 Redefine the role of the Central Library to better reflect its unique position in downtown Kingston and the potential for stronger partnerships with other organizations and a greater contribution to municipal objectives for the downtown, cultural and heritage resources, tourism and economic development.

Self-serve 3D printing was made available in the Create Space in March, with adjustments made to pricing to improve access. Training was moved online to support new users in exploring the technology during pandemic restrictions. The Glowforge will be available for Art Hive participants when that program resumes in September 2021.

KFPL partnered with local businesses and community groups to offer a virtual King Con in June 2021.

B.3 Consistent with the identified facility model, improve and strengthen branches/buildings by a) participating in the City, County and Township asset management plans and b) creating flexible, welcoming, accessible branches.

The Howe Island branch was painted and had new flooring installed to give it a fresh new look.

We continue to work closely with the City of Kingston on major projects and procurement processes for the City branches.

Strategic Direction: C. Community-Focused Relationships

In today's world no organization is an island, nor should it be. We have always partnered with community organizations and suppliers to extend our service possibilities and maintain operational efficiencies. During this planning period we will intensify our collaborations with

other organizations, focusing always on how – together – we will best enable the people of Kingston Frontenac to participate in the digital information-intensive world. We'll collaboratively deliver specialized programs that will provide the information and knowledge which people in all phases of their lives need to pursue their aspirations.

C.1 Intensify our partnerships and collaborative relationships with a few organizations to design and deliver unique, highly needed services that no one organization can do alone.

KFPL staff are active on the Adverse Childhood Experiences (ACEs) Team, a community resiliency roundtable coordinated by the Community Foundation for Kingston & Area. Several staff have taken Trauma Informed Certification Training through this initiative.

C.2 Develop mechanisms to share information and expertise with community leaders and organizations, specifically the Mayors, CAO's, Councils and City and County Staff.

Library Board minutes are distributed to the City of Kingston and County of Frontenac Councils. COVID-19 operational updates have been shared with municipal leaders.

Strategic Direction: D. 21st Century Capabilities

Though our services are our hallmark, it is our staff, technologies and approaches that are our heart, our mind and our engine. We will grow our organizational capabilities, including our training, technologies, processes and practices to provide staff with the experiences, approaches and learning events to thrive, with the community, in the 21st century information world. We will monitor new developments and research on the effects of technology on information access and use. We will develop creative new mechanisms to improve communication between residents as a whole and library users to understand better their library services needs and to monitor our effectiveness in repositioning the library as top-of-mind.

D.1 Review our Organizational Design ensuring we are aligned with this strategic plan.

With a Director's retirement, KFPL took a look at the organizational design and made some changes to director and manager portfolios. The Director, Service Design and Delivery position brought the programming and branch operations functions together. The Director, Facilities and Technology was also created, bringing those two portfolios together. The Manager, Branches Operations position was changed to Manager, Branches and Collection to reflect the addition of collections responsibilities to the portfolio.

D.2 Identify roles and competencies required to deliver and manage our service portfolio.

KFPL staff created monthly Training Challenges to reinforce the unique knowledge and perspective of libraries in the community. Examples of Training Challenges include intellectual freedom, 5 C's of Customer Service, Indigenous training, and the benefits of children in Summer Reading Club.

All KFPL staff have been assigned mandatory training on gender expression and gender identity.

Selected members of the management and librarian teams participated in *Community Resiliency Initiative* Trauma Informed training offered through the KCHC and the Community Foundation for Kingston & Area; training will be expanded in Q3 and Q4.

The Director, Service Design and Deliver and Director, Facilities and Technology completed International Association for Public Participation (iap2) Planning and Techniques for Effective Public Participation training.

D.3 Develop and Implement a learning development plan, specifically focusing on technologies and our service portfolio.

In partnership with the City of Kingston, we are working on implementing a Learning Management System (LMS). With the LMS, we are able to create structured learning plans for our staff and keep track of their progress. Implementation is scheduled for Q4 2021.

Internal staff-focused newsletters were launched in January to share key information about new programs and services, community feedback, policy or procedural changes, and training opportunities to ensure staff are better able to serve the public.

D. 4 Audit our technologies, identifying gaps that must be addressed.

Wi-Fi hotspots and Chromebooks were purchased with grant money from the Cameron & Laurie Thompson Fund with the Community Foundation for Kingston & Area. Patrons can borrow these items to use at home.

C-Pen readers were made available for to support patrons who have difficulty reading for reasons such as dyslexia or second language learning.

KFPL staff have initiated an audit of rural internet service. A Request for Information (RFI) has been submitted to gather information about pricing for phone and internet in an effort to improve service to our rural branches.

KFPL has been selected by the Ontario Library Service (OLS) to participate in the Connecting Public Libraries Initiative. OLS is working with the Province of Ontario to invest \$4.85M to provide upgrades for over fifty rural, remote, and First Nation Public Library branches that have been identified as having inadequate connectivity. KFPL staff submitted a virtual site assessment to OLS at the end of August.

D. 5 Review and adjust our policies, practices and procedures that are no longer in keeping with our strategies and service portfolio.

KFPL staff reviewed the procedures for the fees associated with lost items. The review found that the average price of items caused confusion among patrons who were paying those fees, especially when the average cost was higher than the retail price. Staff added the retail price to the catalogue records so that fees associated with lost items now reflect the actual retail price. KFPL also eliminated the processing fee. This was a nominal fee charged for the staff time required to put a new item into the collection. This fee often caused confusion from our patrons. KFPL receives discounts from its vendor and felt by charging the retail price on an item this would cover the cost of the processing fee. The processing fee had been in place to cover costs such as RFID tags, barcode, book covers and staff time involved in ordering and processing replacement items.

D. 6 Develop performance measures and improved approaches to planning and evaluating our services to ensure that we are all well positioned to identify and respond to community needs, either alone or collaborating with other organizations; to make the best use of available resources; and to communicate effectively our contribution to the community.

Orangeboy's Savannah was connected with the analytics reporting features on our ILS, virtual services, event management tools, Wi-Fi services, and computer booking system. The system can cross-reference demographic data with patron borrowing patterns, program attendance and in-branch service usage to help us better understand our patrons' needs and measure our market penetration.

KFPL Report to the Board

Subject: Community Engagement Activities

Date: September 7, 2021

Prepared by: K. Sutherland Mills, Director, Service Design and Delivery

Background:

KFPL's [Community Engagement Policy](#) guides staff in integrating engagement into decision-making and planning, with engagement scaled to reflect the complexity, community interest and impact of individual decisions and projects. Supporting this work, L. Carter, N. Charles and K. Sutherland Mills have completed Planning and Techniques for Effective Community Engagement through Delaney and Associates. Delaney and Associates are licensed trainers through the International Association for Public Participation.

For larger projects, such as strategic planning or a branch build/renovation, the community engagement policy and toolkit will guide the development of an engagement plan that incorporates a variety of tools at different decision points. When using the toolkit for new programs, services and policies there is often no or low requirement for engagement, and staff will use a variety of data and feedback gathered over time to inform their decision-making.

The same key principles are applied across the board, whether the engagement is formal or informal, structured or unstructured: inclusion, respect, transparency, clarity, effectiveness and accountability.

Reporting back may be as simple as responding to a tweet or following up on a Comments and Suggestions form, or as complex as a formal report at each step of a project-related engagement process. Our [Service Feedback Standards](#) guide our response time, ensuring that informal and unstructured feedback is acknowledged and receives a timely response.

Staff use a variety of formal and informal feedback tools year-round, both structured and unstructured, to engage the community in conversation around programs, services and collections.

Analysis:

Formal Feedback – Structured

Surveys

Surveys gather large-scale community feedback to guide new services and initiatives; for larger projects surveys may be one piece of a larger engagement plan.

Recent surveys have focused on the Library's response to COVID-19, the new Kingston Secondary School service point, and our proposed Calvin Park Courtyard and Greenspace Rejuvenation. Survey results are summarized in a report that includes staff explanation of how the feedback was implemented, along with responses to concerns and questions. Reports are shared with survey participants and posted to our community engagement page.

KFPL uses Orangeboy's Savannah, a cloud-based community engagement and analytics platform, to create our surveys. This allows us to cross-reference survey results with anonymized customer data such as market cluster¹ and home branch.

Net Promoter Score

Launched July 27, this mini-survey in Savannah is sent weekly to randomly selected patrons who have used the library within the past 14 days. Patrons never receive the survey more than once in a calendar year. They are asked how likely they are to recommend the library to others using a scale of 1 to 10. Patrons who respond positively are asked to connect with us about their great experience on social media, while those who respond negatively are invited to share more specific feedback with staff so that we can address their concerns. As of August 30, our score is 88/100. No patrons have requested follow-up.

Community Advisory Groups

Our Teen and New Adult Librarian coordinates the Teen Advisory Group (TAG), New Adult Advisory Board (NAAB), Kingston Youth Climate Council (KYCC), and Teen Review Board (TRB). Comprised of community volunteers in the target age groups – high school students on the TAG and KYCC, and post-secondary students and younger adults on NAAB – the advisory groups meet monthly to advise on collection development decisions and support staff in the development of programs and services for their peers. The KYCC works with the library and partner facilitator Sisters of Providence to help conceive ways in which each organization will engage Kingston and Frontenac youth in the process of climate education, connection, and empowerment. Programs developed and delivered with these advisory groups typically involve engagement and partnership

¹ Clusters are behavior-based customer segments that allow a library to group its customers based on their library activities. Each cluster is built using real-time library interactions, like circulation of children's materials or eBook downloads, with additional insights added from a cardholder assessment, market analysis, and surveys. Cluster segmentation divides your customer base into groups of individuals that share similar library usage behavior. Each cluster is based on an individual's primary use (or dominate use) of the library.

with community organizations. Teen Review Board (TRB) volunteers contribute reviews of teen and teen library materials to the KFPL website and suggest purchases for our collection.

Indigenous Advisory Council members meet once per season to provide feedback and guide our development of Indigenous collections, programming, resources and spaces.

Community Partnerships

Our Programming and Outreach Librarians develop partnerships that align with KFPL's strategic goals. As part of this work they may sit on committees or attend community meetings for networking and information gathering, and they maintain relationships and communication over time using feedback to recommend and develop new programs and services. Recent examples include the development of the Reminiscing Kits which came out of staff participation on the Age Friendly Kingston and Compassionate Kingston committees; supporting Queen's University's Office of Indigenous Initiatives in the development of the 2019 and 2020 Indigenous Knowledge Symposiums as part of ongoing relationship building with the Indigenous community; programming staff support for KEYS' family-focused programs for newcomers which built on a long-standing partnership and staff participation in community meetings during the Syrian refugee crisis; participation in the Community Response to Neighbourhood Concerns coalition in Rideau Heights; and varied partnerships launched during teen and new adult programming, such as the Constellations event featuring Eternity Martis that we co-hosted with Kingston's Black Luck Collective and Queen's Studies in National and International Development Department.

Program and Service Evaluations

Program evaluations focus on the intended outcomes of a program (e.g.: parents engaging their child in early literacy activities more often), and seek patron feedback on what they enjoyed most and how we can improve. For program series such as our early childhood programs, patrons are surveyed twice per year and for one-of-a-kind programs such as guest speakers, surveys are distributed at the end of each event. We are currently reevaluating our outcomes and process for evaluation.

We also survey patrons for feedback on services, such wireless internet hotspot and Chromebook lending, to measure our impact.

Formal Feedback – Unstructured

Suggest a Purchase

Patrons recommend books, DVDs, music and video games for our physical collections using an online form. Requests are reviewed by KFPL librarians to confirm that requests meet the criteria set out in our Collection Development Policy. Patrons can also request

specific e-books and e-audiobooks within cloudLibrary.

Suggest a Program

Community members and prospective presenters can share program and event suggestions using an online form. Suggestions are forwarded to the appropriate member of the Programming and Outreach team for consideration.

Requests for Reconsideration of Library Materials

Community members may raise concerns about the inclusion of any item in the library's collection and request a review. The process is guided by our Collection Development Policy.

Informal Feedback

Comments and Suggestions

We collect paper comment and suggestion forms at all of our branches, and record feedback that is shared verbally. Patrons are asked to indicate whether they would like staff to follow up with a phone call or email to discuss their concerns and or ideas.

Patrons have the option of submitting anonymously. Every comment is added to our Comments and Suggestions database for review by the management team at their bi-weekly meetings, allowing us to identify trends and ensure that patrons have received a timely response.

Social Media

Patrons often spontaneously share both positive and negative comments about library programs and services on social media. Our publicity assistant responds, seeking advice from management if needed. All social media comments are added to our Comments and Suggestions database for review.

Ask a Librarian

In addition to questions and requests for support in using library services, patrons reach out through our Ask a Librarian service to share both praise and concerns about library services. Front-line staff answer most queries, directing anything beyond day-to-day requests for support to the appropriate librarian or member of the management team.

Recommendation:

This report is for information only.

KFPL Report to the Board

Subject: Ends Statements
Date: September 7, 2021
Prepared by: L. Carter, Chief Librarian / CEO

Background:

The KFPL Board has been using Carver's Policy Governance model since the municipal amalgamation in 1998. Ends statements, developed by the Board, set the framework to guide the decisions made during strategic planning. Ends statements set the broadest directions in terms of what is to be accomplished and defining any methods or conditions which are not allowed. The CEO is then charged with creating the Strategic Plan to define how the organization will achieve the Ends, and the CEO is held accountable for the results.

Analysis:

KFPL engaged Rose Mercier from the Governance Coach to educate and lead the Board through the process of updating the Ends policies. Ends designate the results for which the organization exists, the recipients or beneficiaries of those results, and the worth of the results or the results for certain recipient groups.

The Board met online on May 5 and 8, 2021 for brainstorming and the development of an initial draft; they met again June 2, 2021 to review a second draft and recommendations prepared by Rose Mercier in consultation with colleagues. Using feedback from that meeting, a smaller group of Board members met on June 23 to make final revisions to the Ends statements. The sub-group recommends these Ends statements to the Board:

Kingston Frontenac Public Library exists so that both urban and rural residents have access to resources, services, and programming that support personal enrichment, digital equity, information literacy, and meaningful societal participation through effective stewardship of public resources.

1. *Residents and visitors find welcoming, inclusive public spaces where they can build a shared sense of community and belonging.*
 - 1.1. *People engage in inter-cultural experiences and expand their awareness of social issues.*
2. *Library spaces, collections and services are responsive to people's needs and lived experiences including those persons facing systemic barriers.*

- 2.1. Library resources and services are accessible and culturally relevant.*
- 2.2. Indigenous members in the service area experience decolonized and Indigenized library services.*
- 3. Community members find opportunities that spark imagination and ignite creativity.*

Recommendation:

That the Board adopt the Ends statements as presented.

KFPL Report to the Board

Subject: COVID-19 Vaccination Policy
Date: September 14, 2021
Prepared by: S. Quigley, Director, Human Resources

Background:

The Kingston Frontenac Public Library (KFPL) is committed to workplace safety and to protecting our employees, volunteers, contractors and our patrons from the hazards of COVID-19. Vaccination is one of the critical protective measures against the hazard of COVID-19.

On September 1, 2021, the Ontario provincial government announced its plan to introduce a vaccine passport system in the province. Beginning September 22, 2021, individuals will be required to show proof of their full vaccination status to enter certain businesses and settings in the province. The government plans to replace this with a digital vaccination certificate by October 22. Ontario Regulation 645/21 was filed today and it articulates the vaccination requirements for a range of businesses including meeting venues, which would cover KFPL facility rentals. The Regulation does not apply to employees of public libraries, however increasingly municipal employers and private sector businesses are introducing mandatory vaccination policies in workplaces. Vaccination policies have been introduced in the education sector, healthcare and private businesses. Locally, Queen's University and Kingston Pride organizers have introduced mandatory vaccination policies. Both organizations are partners in KFPL events. The City of Toronto, Hamilton, London and Ottawa have adopted mandatory vaccination policies and the public libraries in those municipalities have adopted their policies as well. The policy does not apply to patrons.

Analysis:

In discussion with the Union today both at our Joint Health & Safety Committee and Labour Management Committee meetings, we addressed concerns about a proposed draft policy which did not allow for an "opting out" where the individual submitted negative COVID-19 test results. We amended the policy to accommodate this concern. Our belief from anecdotal information is that KFPL has a high rate of vaccination in our employee population. The Union has endorsed the policy as amended.

Recommendation:

That the Library Board approve the policy as presented.

KFPL Statement of Policy

COVID-19 Vaccination

1. Purpose

The purpose of this policy is to mandate that all employees, volunteers, KFPL Board members, Friends of the Library volunteers, contractors and students completing placements at the Library must be fully vaccinated against COVID-19.

2. Scope

This policy applies to all existing and future KFPL employees, volunteers, KFPL Board members, Friends of the Library volunteers, contractors and students completing placements.

3. Definitions

Fully vaccinated means that it has been at least 14 days since receiving:

- A second dose of an accepted two-dose COVID-19 vaccine or a combination of accepted vaccines (Moderna, Pfizer BioNTech or AstraZeneca/COVISHIELD); OR,
- The only dose of the single dose COVID-19 vaccine of Janssen (Johnson & Johnson); OR,
- A complete COVID-19 vaccine series that is listed for emergency use by the World Health Organization.

Proof of vaccination is documentation verifying receipt of a vaccination series approved by Health Canada or the World Health Organization including Ontario Ministry of Health, other province or territory or international equivalent indicating individual immunization status against the COVID-19 virus.

4. Guiding Principles

The Kingston Frontenac Public Library (KFPL) is committed to workplace safety and to protecting our employees, volunteers, contractors and our patrons from the hazards of COVID-19. Vaccination is one of the critical protective measures against the hazard of COVID-19. This policy is a temporary measure to reduce the risks of the hazards of COVID-19 and may be amended as new public health directives and/or provincial or federal government legislation, regulations and/or orders are formalized. Any such directives, legislation, regulations or orders shall take precedence until such time as this policy may be amended to conform to the new requirements.

5. Application

Providing proof of full vaccination against COVID-19, as per this policy, is a condition of employment with KFPL for all future hires, for future volunteers, contractors and student placements.

6. Policy

KFPL requires all employees, volunteers, KFPL Board members, Friends of the Library volunteers, contractors and students completing placements to be fully vaccinated against the hazard of COVID-19 to support the health and safety of our workplace and our community.

6.1. General Directives

- a. All current KFPL employees, volunteers, KFPL Board members, Friends of the Library volunteers, and contractors are required to be fully vaccinated with a Health Canada or World Health Organization recognized COVID-19 vaccine by November 30, 2021. Those not yet fully vaccinated must receive one dose of COVID-19 vaccine by September 30, 2021 and the second dose of COVID-19 vaccine by November 30, 2021 to ensure compliance with this policy. Further requirements for booster vaccinations will be deemed to be included under this policy, subject to timing requirements.
- b. Proof of full vaccination against COVID-19 must be provided to the Director, Human Resources. The list of accepted vaccines may expand in the future.
- c. Employees, volunteers, KFPL Board members, Friends of the Library volunteers, and contractors who are unable to be vaccinated must provide written proof of a medical reason from a physician or nurse practitioner that sets out the medical reason for not being fully vaccinated against COVID-19 and the effective time-period for the medical exemption. An employee requiring an accommodation will be subject to the KFPL Accommodation Policy, including employees requesting accommodation pursuant to Ontario *Human Rights Code* grounds not related to a medical exemption. Any required accommodation for a volunteer or contractor will be discussed with the appropriate contact (e.g. contractor employer representative).
- d. Employees, volunteers, KFPL Board members, Friends of the Library volunteers, and contractors without an approved accommodation and not fully vaccinated against the hazard of COVID-19, in accordance with the implementation requirements of this policy, shall submit to the Director, Human Resources, proof of a negative result from an antigen point of care test weekly (or other such period as determined with the respective contractor or volunteer). The test must have been taken within the 48 hour period prior to the submission of proof. It is the responsibility of the employee to arrange for unpaid time off and to pay for their test.

6.2. Continued Compliance with Health and Safety Controls

All employees must continue to follow health and safety protocols to prevent the spread of COVID-19, including but not limited to completing workplace self-screening, using and maintaining personal protective equipment, wearing appropriate masks and maintaining physical distancing as required.

6.3. Information and Reporting

Persons covered by this policy must disclose their vaccination proof to the Director, Human Resources in accordance with the above noted timelines.

Vaccination status information will only be used and disclosed for the purpose of implementing reasonable controls to ensure the health and safety of all individuals in the workplace through appropriate health and safety planning or for the accommodation of an individual employee.

Employees who do not comply with this policy may be subject to discipline, up to and including termination.

7. Related Policies

KFPL Accommodation Policy.

8. Appendices

9. Authorities

Accessibility for Ontarians with Disabilities Act, 2005

Occupational Health and Safety Act

Ontario Human Rights Code

Ontario Ministry of Health and Ontario Ministry of Long-Term Care Directive #6

https://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/Antigen_Screening_Guidance_2021-03-5.pdf

10. Document Control

Original policy date: 2021 September

Last Reviewed:

Changes made:

Next Review: as required