



## Agenda

Regular Meeting # 2021-08  
Kingston Frontenac Public Library Board  
Wednesday, October 20, 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 #2021-07 of September 15, 2021 (attached)
  - 4.2. Committee of the Whole Meeting #2021-03 of October 6, 2021 (attached)
5. Information Items
  - 5.1. Correspondence/Information Received and Sent (**correspondence log separate**)
6. Monitoring Reports
  - 6.1. Communication and Counsel
    - 6.1.1. Chief Librarian's Report (attached)
  - 6.2. Financial Condition (3<sup>rd</sup> Quarter 2021) (attached)
  - 6.3. Financial Planning and Budgeting (attached)
  - 6.4. Staff Relations and Volunteers (attached)
7. Motion to accept consent agenda (motion)

## Action Agenda

### 8. Business Arising from the Minutes

#### 8.1. Governance Model – review of options (motion)

### 9. Items Removed from the Consent Agenda

#### 9.1.

### 10. Action Items

#### 10.1. Policy Approval

##### 10.1.1. Governance Policies (report attached)

###### 10.1.1.1. Governance Process (G1-G9) (policy attached) (motion) (*brought forward from February 2021*)

###### 10.1.1.2. Executive Limitations (L1-L10) (policy attached) (motion) (*brought forward from November 2020*)

###### 10.1.1.3. Board-Staff Relationship (B1-B5) (policy attached) (motion)

##### 10.1.2. Accessibility for Users with Disabilities (policy attached) (motion)

##### 10.1.3. Community Partnerships (policy attached) (motion)

##### 10.1.4. News Media (policy attached) (motion)

##### 10.1.5. Programming (policy attached) (motion)

##### 10.1.6. 3D Printing (policy attached) (motion)

#### 10.2. Extended Hours Project (report attached) (motion) **(added)**

#### 10.3. Budget Approval Consent (2022 Operating and Capital Budget reports attached) (motions)

## Items for Discussion / Exploration (none this month)

## Other Business

### 11. Board Education – Gender Identity and Gender Expression (*brought forward from September 2021*)

### 12. Facilities Master Plan / Strategic Planning Update

### 13. COVID-19 Operations Update

## Adjournment / Next Meeting

Regular Board Meeting: 4:30 PM, Wednesday, November 17, 2021, virtual with livestream

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.

## **Addendum to Agenda 2021-08**

### **Correspondence List**

#### **5.1. Correspondence/Information Received and Sent**

- 5.1.1. From H. Platz, a letter of resignation from her position on the Board dated October 1, 2021.

Sent/Received since distribution of the agenda

#### **Correspondence regarding the Extended Hours Project** *(copies of all distributed to all Board members)*

- 5.1.2. From the President, CUPE Local 2202 on behalf of all KFPL workers, a letter dated October 18, 2021, objecting to the Extended Hours Project.
- 5.1.3. From C. London, an email dated October 19, 2021
- 5.1.4. From B. Carey, an email dated October 19, 2021
- 5.1.5. From H. Kaufman, an email dated October 19, 2021
- 5.1.6. From Dr. M. Rogalsky, an email dated October 19, 2021
- 5.1.7. From M. Buckholtz, an email dated October 19, 2021
- 5.1.8. From Dr. Nesbitt, an email dated October 19, 2021
- 5.1.9. From D. Atlas, an email dated October 19, 2021
- 5.1.10. From S. Woodhouse, an email dated October 19, 2021
- 5.1.11. From S. Hunter, an email dated October 19, 2021
- 5.1.12. From C. Colwell, an email dated October 19, 2021
- 5.1.13. From N. Lees, an email dated October 19, 2021
- 5.1.14. From C. Lord, an email dated October 20, 2021
- 5.1.15. From H. Rose, an email dated October 20, 2021
- 5.1.16. From A. Johnson, an email dated October 20, 2021
- 5.1.17. From D. MacDonald, an email dated October 20, 2021
- 5.1.18. From C. Scala, an email dated October 20, 2021
- 5.1.19. From S. Thorpe, an email dated October 20, 2021
- 5.1.20. From M. Rudden, an email dated October 20, 2021
- 5.1.21. From J. Jardin, an email dated October 20, 2021
- 5.1.22. From M. Meyers, an email dated October 20, 2021
- 5.1.23. From G. Leonard, an email dated October 20, 2021
- 5.1.24. From G. Scala, an email dated October 20, 2021



**Minutes of Regular Meeting #2021-07 of the  
Kingston Frontenac Public Library Board  
September 15, 2021 - 4:30 PM (unconfirmed)  
Virtual Meeting – Zoom**

Present: Laura Carter (Chief Librarian / Chief Executive Officer), Kate Betts-Wilmott, Dave Kerr, Mark Kerr, Councillor Robert Kiley, 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) (left at 6:15 PM), Graeme Langdon (Manager, Branches and Collections) (left at 6:15 PM), Kimberly Sutherland Mills (Director, Service Design and Delivery) (left at 6:15 PM), Bill Purvis (Technical Support), Shelagh Quigley (Director, Human Resources), Chris Ridgley (Budget/HR Analyst) (left at 6:15 PM), Amy Rundle (Recording Secretary)

Regrets: Kamryn Marsh

**1. Call to Order**

The meeting was called to order at 4:33 PM.

**2. Adoption of the Agenda**

2021-28 Moody - Nossal

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 #2021-06 of June 16, 2021**

**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

**6.2. Financial Condition (2<sup>nd</sup> Quarter 2021)**

**6.3. Statistical Report (2<sup>nd</sup> Quarter 2021)**

**6.4. KFPL 2021 and Beyond – Status Report (January to June 2021)**

**6.5. Director / Manager Report – Community Engagement Activities (see 9.1)**

**7. Motion to accept consent agenda**

2021-29 Revill – D. Kerr

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**

**9.1. Presentation: K. Sutherland Mills, Director, Service Design and Delivery to discuss recent Community Engagement Activities**

K. Sutherland Mills highlighted recent community engagement efforts, including an overview of OrangeBoy's Savannah software being used for enhanced feedback and analytics.

## 10. Action Items

### 10.1. Ends Statement - updated

Board members who worked on the Ends statements outlined how ideas from initial discussions at the June 2<sup>nd</sup> session with the consultant, along with suggestions received after the meeting, were incorporated into the final draft. The revised statements look quite different from the draft circulated by the consultant on June 21<sup>st</sup>, and members explained that language and phrasing were changed in order to capture the Board's initial intent.

A Board member noted that decolonized library services has been changed to Indigenized library services and asked for clarification of the difference. Staff offered the following definitions in response:

*Decolonization* is about shifting the way Indigenous Peoples view themselves and the way non-Indigenous people view Indigenous Peoples. Indigenous Peoples are reclaiming the family, community, culture, language, history and traditions that were taken from them under the federal government policies designed for assimilation. It's about revealing, renewal and discovery.

- *Decolonization* restores the Indigenous world view.
- *Decolonization* restores culture and traditional ways.
- *Decolonization* replaces Western interpretations of history with Indigenous perspectives of history.

*Indigenization* requires non-Indigenous people to be aware of Indigenous worldviews and to respect that those worldviews are equal to other views. *Indigenization* is about incorporating Indigenous worldviews, knowledge and perspectives into the education system, right from primary grades to universities.

- *Indigenization* recognizes validity of Indigenous worldviews, knowledge and perspectives.
- *Indigenization* identifies opportunities for indigeneity to be expressed.
- *Indigenization* incorporates Indigenous ways of knowing and doing.

2021-30      Moody - Kiley

That the Board adopt the Ends statements as presented.

Carried

### 10.2. COVID-19 Vaccination Policy

Staff were asked to explain how the vaccine passport requirement for room rentals will impact regular library service. L. Carter reported that additional clarification on the requirement for meeting and event spaces in libraries was requested and senior staff have been advised that the regulation is specifically targeting high-risk settings where masks will be removed for eating and drinking and doesn't include libraries. S. Quigley reported that the current

interpretation also exempts outside groups that rent Library space from the regulation. Ms. Carter added that the vaccine passport requirements for recreational centres will not affect access to the Rideau Heights Branch and coordination with municipal staff is underway to minimize issues for Library staff and patrons.

S. Quigley reported that a meeting took place with Union representatives yesterday to review the COVID-19 Vaccination Policy. After discussion of an opt-out clause agreement was reached and the proposed policy has been endorsed by the Union. A weekly testing requirement is in place for staff who choose to opt-out, with the test taken within the 48 hour period prior to submission of proof. This testing timeline is based on the current Public Health recommendations. Anecdotally, senior staff feel there is a high rate of vaccination among KFPL staff and are optimistic that very few people will opt-out.

Staff were asked about the definition of fully vaccinated and how it could change going forward with regards to booster shots. S. Quigley stated that section 6.1.a. under General Directives addresses boosters and that further requirements will be deemed included in the policy.

Staff were asked if additional safety protocols will be required for unvaccinated staff covered by medical or religious exemptions. S. Quigley stated that these situations will be handled on an individualized basis as part of the KFPL Accommodation Policy. Accommodation plans are developed in consultation with the employee and the Union and are designed to maximize the safety of the individual and other staff.

Staff were asked about an educational requirement for employees who choose to opt-out. S. Quigley reported that an educational requirement wasn't built into the policy. Staff will be encouraged to review Public Health resources and to consult with their personal health care provider.

2021-31      Nossal - Kiley

That the Board approve the COVID-19 Vaccination Policy as presented.

Carried

## **Items for Discussion / Exploration**

### **11. Governance Model**

A Board member proposed that the effectiveness of the Carver Model and the merits of alternate governance models be discussed at a future meeting.

Several members expressed an interest in discussing alternate governance models, but it was felt that a review should be comprehensive and informative with specific examples. It was also noted that changing governance models is considerably more work than continuing with the current model.

It was agreed that a comprehensive and informative discussion of alternate governance models will take place at a future meeting.

## **Other Business**

### **12. Board Education – Gender Identity and Gender Expression**

This item was deferred to the October meeting.

### **13. Meeting Formats**

L. Carter reported that City of Kingston council members voted to continue virtual meetings at this time and asked for input from Board members on how they would like meetings to take place in the near-term. It was agreed that Board meetings will continue to take place virtually at this time and will be re-evaluated as Public Health recommendations change.

### **14. COVID-19 Operations Update**

L. Carter reported that all branches are now open to the public. Urban branches continue to operate on reduced COVID-19 hours, while rural branches are back to regular operating hours. Sunday hours will begin mid-October at the Central and Isabel Turner Branches. Evening hours at the Isabel Turner Branch and Wednesday hours at the Rideau Heights Branch will also be added at the beginning of November.

In preparation for a return to full operating hours, senior staff are reviewing branch hours for the first time in approximately 10 years. Using pre-COVID usage statistics, current circulation/visitor trends, staff input and community feedback, staff will consider adjustments to better serve our communities. A well-marketed patron survey is due to be released in October to help inform staff decisions.

Programming and events took place outdoors throughout the summer session and outdoor programming will also take place into the fall. Hybrid programs (in-person with a live virtual stream) are also being introduced in the fall session. These programs have limited in-person capacity to ensure physical distancing while continuing to include users who aren't yet comfortable coming to the Library.

### **15. Strategic Planning Update**

The Strategic Planning Committee met in August and discussed the concurrent need for an updated Facilities Master Plan in addition to a new strategic plan. The last Facilities Master Plan was done in 2010 and senior staff urgently require new data to plan upcoming major capital investments at the Pittsburgh and Isabel Turner branches.

The committee agreed that hiring two separate consultants to run large community engagement efforts at the same time would be counter-productive. As the Facilities Master Plan is more urgent it was felt that this plan should be completed first with specialized



community engagement that could also be used to inform the Strategic Planning process. The committee will report back to the Board at the October meeting with an update on the Request for Proposal process and the committee's Terms of Reference.

#### **16. Board Self-Evaluation – report on results**

N. Nossal reported on the results of the self-evaluation surveys that were completed after the last meeting.

#### **17. Closed Meeting**

- 17.1. That the Board resolve itself into a Closed Meeting to discuss the following:**
- a. Personal matters about an identifiable individual.**

2021-32      Ross – M. Kerr

That the Board resolve itself into a Closed Meeting to discuss the following:

- a. Personal matters about an identifiable individual.

Carried

B. Purvis stopped the live stream. Board members, S. Quigley, L. Carter, and N. Charles remained in attendance. All others left the meeting at this time. (6:15 PM)

2021-33      Revill – Nossal

That the Board rise from the Closed Meeting without reporting.

Carried

B. Purvis and A. Rundle returned to the meeting and the live stream was restarted at this time. (6:33 PM)

#### **Adjournment / Next Meeting**

The next Committee of the Whole Meeting will be held at 4:30 PM, Wednesday, October 6, 2021, virtual meeting via Zoom with livestream.

The next regular Board Meeting will be held at 4:30 PM, Wednesday, October 20, 2021, virtual meeting via Zoom with livestream.

There being no further business, it was moved by L. Moody to adjourn at 6:35 PM.

Signatures:



## **Minutes of Committee of the Whole Meeting 2021-03 of the Kingston Frontenac Public Library Board**

**October 6, 2021 - 4:30 PM (unconfirmed)**

**Virtual Meeting - Zoom**

Present: Laura Carter (Chief Librarian/Chief Executive Officer), Kate Betts-Wilmott (joined at 4:40 PM), Dave Kerr, Mark Kerr, Councillor Robert Kiley (left at 6:00 PM), Louise Moody, Natalie Nossal (Vice-Chair), Jennifer Ross, Monica Stewart (Board Chair)

Staff Present: Nicole Charles (Director, Branch Experience), Graeme Langdon (Manager, Branches and Collections) (left at 6:15 PM), Kimberly Sutherland Mills (Manager, Programming and Outreach), Shelagh Quigley (Director, Human Resources), Amy Rundle (Recording Secretary)

Regrets: Kamryn Marsh, Councillor Alan Revill

### **1. Call to Order**

The meeting was called to order at 4:34 PM.

### **2. Adoption of the Agenda**

The agenda was adopted as distributed.

### **3. Policy Review**

#### **3.1. Governance Process (G1-G9)**

A general discussion about the Carver model of governance preceded the policy review.

A Board member noted that the Carver model discourages committees and limits the Board's ability to do the work. The Board Chair acknowledged that while standing committees (e.g. personnel, finance, executive) are discouraged under the Carver model because they involve operational decisions that are delegated to the CEO, ad-hoc committees are allowed and can be struck to assist the Board for a specific purpose and

then dissolved. Other Board members felt that the lack of standing committees helps to empower the CEO and staff when implementing the Board's direction.

K. Betts-Wilmott joined at this time. (4:40 PM)

A Board member noted that the Carver model frames limitations in the negative and asked L. Carter to explain the benefit of this method. Ms. Carter stated that it's briefer and easier to specify what is not acceptable rather than list everything that is acceptable. This method allows the CEO to provide evidence on how decisions and actions have stayed within the acceptable range set by the Board.

Several Board members expressed their support for the Carver model and suggested that the Board learn how to address current concerns within the existing framework. Further discussion about governance models will take place at a future meeting.

Discussion specific to the Governance Process policies took place at this time. In general, Board members felt that the policies should be updated with plainer language and connect back to the Ends Statements and other policies. The Governance Process policies will be revised as follows:

G-1 Governance Commitment

- replace statements 1) and 2) with "stays within the accepted Executive Limitations."

G-2 Governance Style

- delete item 8

G-3 Board Job Description

- consider combining items 1 and 4, discuss in more detail at a future meeting

G-9 Ownership Linkages

- consider moving the definitions in this policy to G-1, combine the first two sentences, discuss in more detail at a future meeting

**3.2. Executive Limitations (L1-L10)**

The Executive Limitations policies will be revised as follows:

L-6 Emergency Executive Succession

- change to "the Chief Librarian may not have fewer than two other executives familiar with Board and Chief Librarian issues and processes."

L-8 Compensation and Benefits

- change policy title to "Employment, Compensation and Benefits"

L-9 Communication and Counsel to the Board

- update with gender-neutral pronouns

R. Kiley left the meeting at this time. (6:00 PM)

#### L-10 Access to Facilities and Maintenance

- consider if this is needed as a separate policy or if it can be combined with Treatment of Public, discuss further at a future meeting.

### **3.3. Board-Staff Relationship (B1-B5)**

The Board-Staff Relationship policies will be revised as follows:

#### B-5 Monitoring Chief Librarian Performance

- add policy numbers to the monitoring report schedule
- remove Staff Relations: direct inspection from the list of reports

G. Langdon left the meeting at this time. (6:15 PM)

### **3.4. Accessibility for Users with Disabilities**

No changes were recommended.

### **3.5. Community Partnerships**

K. Sutherland Mills reported that minor changes to the policy were made for clarity.

### **3.6. News Media**

A Board member asked about the changes to the Guiding Principles section. L. Carter reported that this section was updated for succinctness and items can be added back in if desired. Board members were in favour of keeping at least some of the original wording of this section. A revised version of the policy will be brought forward to the next meeting.

### **3.7. Programming**

K. Sutherland Mills reported that many changes were made to the policy to improve clarity and conciseness. Additional language was also added to reference KFPL's mission/values, use of analytical software and membership requirements. A suggestion was made to reference the updated Ends statements in the policy as well. A revised version of the policy will be brought forward to the next meeting.

### **3.8. 3D Printing**

K. Sutherland Mills reported that minor changes have been made to the wording to reflect the Library's mission/values and to ensure consistency with other policies. Use of the Create Space has been limited in 2021 due to COVID-19 restrictions and there is insufficient data available to report on the effectiveness of the sliding payment scale model.

## **4. Other Business**

There was no other business.

## **4. Adjournment**

There being no further business, it was moved by M. Kerr to adjourn at 6:30 PM.

## **5. Next Meeting**

The next regular Board Meeting will be held on Wednesday, October 20, 2021 at 4:30 PM, virtual via Zoom.

## 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 3<sup>rd</sup> Quarter
- Financial Planning and Budgeting
- Staff Relations and Volunteers

- 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.**

Clarification has been received from the Ministry of Heritage, Sport, Tourism and Culture Industries through the Ontario Library Service regarding requirements for libraries to verify proof of vaccination for meeting room rentals and indoor library programs. The communication, received October 7<sup>th</sup> and [posted on the OLS website](#), stated that “while public libraries are not a prescribed setting requiring proof of vaccination under O.Reg 364/20, it should be noted that the use of indoor meeting and event spaces within public libraries will require proof of vaccination for all patrons attending the meeting or event, with a limited set of exceptions.” Library programs were moved online, outdoors or cancelled while we waited for this clarification. Procedures will now be developed for managing these requirements.

The United Way of KFL&A and KFL&A Public Health have formed a committee to take a comprehensive and systemic look at homelessness and to come up with long-term solutions. The Committee’s terms of reference state that it is “to design, develop and adapt a system of care to address homelessness in Kingston (and area) with a people-centric and solution-focused approach, securing insight from service-providers and people with living and lived experience.” The Library has been invited to sit on the committee, which will meet monthly, and I attended the first meeting on October 8.

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: October 12, 2021

Laura Carter, CEO/Chief Librarian

### Meetings, conferences and events attended by the CEO or delegate

Date	Meeting
September 9	S. Kanellos, C. Hannaford, D. Korneluk, City of Kingston Facilities Management and Construction Services (FMCS)
September 14	Joint Health and Safety Committee
September 14	Union Management Committee
September 20	United Way Women United
September 20	Bishop's House Project
September 21	E. Riddell, SZA
September 21	Librarians' Meeting
September 23	FMCS staff
September 27	D. Kennedy, City Treasurer
October 5	Bishop's House Project
October 6	Community Check-in, Facilitated by Rob Wood
October 8	Homelessness Collective Impact Committee

### Incident Reports (October 2021 Board Agenda)

Incident #	Title	Branch	Date
2021-237	Alcohol & Drugs - Beer can	WI	Sep. 14, 2021
2021-259	Alcohol & Drugs - Beer can	CE	Oct. 2, 2021
2021-262	Alcohol & Drugs - Beer can	CP	Oct. 4, 2021
2021-273	Alcohol & Drugs - Beer can	CE	Oct. 6, 2021
2021-227	Alcohol & Drugs - Boxed vodka water	CE	Sep. 8, 2021
2021-249	Alcohol & Drugs - Drug paraphernalia found outside the branch	IT	Sep. 25, 2021
2021-247	Alcohol & Drugs - Empty alcohol bottle	CP	Sep. 20, 2021
2021-233	Behaviour – Patron, concerning behaviour	IT	Sep. 10, 2021
2021-248	Behaviour - Climbing up to the roof	IT	Sep. 23, 2021
2021-263	Behaviour - Long stay in access washroom, veiled threat	CE	Oct. 4, 2021
2021-266	Behaviour - Loss prevention	CE	Oct. 4, 2021



<b>Incident #</b>	<b>Title</b>	<b>Branch</b>	<b>Date</b>
2021-250	Behaviour - Patron swearing at security	CE	Sep. 24, 2021
2021-268	Behaviour - Patron yelling outside	CE	Oct. 5, 2021
2021-264	Behaviour - Patrons in parking garage	CE	Oct. 4, 2021
2021-236	Behaviour - Sleeping patron	CE	Sep. 10, 2021
2021-230	Behaviour - Swearing patron	CP	Sep. 9, 2021
2021-244	Behaviour - Swearing, angry patron	CP	Sep. 17, 2021
2021-234	Behaviour - Teens leave a mess	IT	Sep. 11, 2021
2021-256	Behaviour - Teens not keeping distance and disruptive	IT	Oct. 2, 2021
2021-246	Behaviour - Three young patrons	RH	Sep. 18, 2021
2021-235	Behaviour - Unknown patron asked to remove shopping cart - upset	CE	Sep. 10, 2021
2021-265	Behaviour - Upset customer	CE	Oct. 4, 2021
2021-274	Behaviour - Verbally abusive patron returns - verbal ban of 1 month	CE	Oct. 8, 2021
2021-221	Facilities - Alarm not set	PL	Sep. 3, 2021
2021-242	Facilities - Alarm not set	PL	Sep. 17, 2021
2021-254	Facilities - Alarm not set	CL	Oct. 1, 2021
2021-255	Facilities - Alarm not set	PL	Oct. 1, 2021
2021-269	Facilities - Alarm was not set when I arrived today	PL	Oct. 5, 2021
2021-253	Facilities - Broken glass bottle in parking lot	CE	Oct. 1, 2021
2021-258	Facilities - Fire alarm at CE Saturday	CE	Oct. 2, 2021
2021-252	Facilities - Fire alarm at Central	CE	Sep. 29, 2021
2021-271	Facilities - Garbage cleanup	CE	Oct. 6, 2021
2021-222	Facilities - High radon reading @ PI	PI	Sep. 4, 2021
2021-260	Facilities - Lots of litter in the outside pit	IT	Oct. 2, 2021
2021-261	Facilities - Parking lot cleanup	CE	Oct. 2, 2021

<b>Incident #</b>	<b>Title</b>	<b>Branch</b>	<b>Date</b>
2021-270	Facilities - Parking lot cleanup	CE	Oct. 6, 2021
2021-251	General - Abandoned shopping cart	IT	Sep. 29, 2021
2021-243	General - Bike parts stolen	IT	Sep. 15, 2021
2021-224	General - Building perimeter cleanup	CE	Sep. 7, 2021
2021-239	General - Camping	IT	Sep. 14, 2021
2021-218	General - Chipmunk sighted inside Turner	IT	Sep. 2, 2021
2021-232	General - Cockroaches in DVD case	CE	Sep. 9, 2021
2021-272	General - Found bank and credit cards	IT	Oct. 6, 2021
2021-220	General - Garbage on the ground	RH	Sep. 3, 2021
2021-226	General - Knife disposal	CE	Sep. 8, 2021
2021-240	General – Patron chased by police and apprehended outside of Turner	IT	Sep. 15, 2021
2021-229	General - Man escorted from library by police	CE	Sep. 9, 2021
2021-228	General - Parking lot cleanup	CE	Sep. 9, 2021
2021-267	General - Patron in Create Space without booking appointment	CE	Oct. 4, 2021
2021-245	General - Patron trips entering the branch	IT	Sep. 17, 2021
2021-257	General - Rocks in dropbox	SY	Oct. 2, 2021
2021-238	General - Wooden steps outside need to be repaired	PL	Sep. 14, 2021
2021-223	Theft or Property Damage – Clock fell off wall	IT	Sep. 3, 2021
2021-219	Theft or Property Damage - Graffiti	RH	Sep. 3, 2021
2021-241	Theft or Property Damage - Graffiti	RH	Sep. 16, 2021
2021-225	Theft or Property Damage - Graffiti in parking garage	CE	Sep. 7, 2021



# October 2021

## Programming & Outreach

- ▶ Commemorating the first National Day of Truth and Reconciliation, all KFPL branches displayed interactive posters connecting patrons to a range of resources to help them better understand the issues. Staff across the system donned orange shirts on September 30 to express our support for Indigenous members of our community.
- ▶ The Library is starting an exciting new partnership with the Limestone District School Board. In 2021/2022 we will be working with LDSB to register all grade four students for library cards. This will be paired with a class visit for any interested teachers.
- ▶ KFPL is thrilled to be partnering with the Kingston Indigenous Language Nest on early literacy programming for Indigenous families at the Sovereignty Garden.



- ▶ In September, KFPL continued to use the outdoors to provide safe in-person programming for patrons in Kingston Frontenac, offering early literacy programs for families outside branches and in parks.
- ▶ In September, KFPL participated in several outreach events including Kingston Pride, Open Farms, and Battersea Pumpkin Festival, bringing the Library to the community.

## Services and Collections

- ▶ Branches created thematic book displays on topics such as Truth and Reconciliation and in celebration of Pride Month. Shelves were created and featured in cloudLibrary, and posters were displayed in branches to help patrons discover titles that may not be on the shelves.
- ▶ The community engagement for our review of branch hours is underway. The digital survey was sent to all KFPL patrons via email, and paper copies have been made available in each branch. Community partners across the service area have been activated to help us reach their clientele.

## Key Activities & Highlights – October 2021

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- ▶ Expanding our collection of gadgets for loan, radon detectors provided by Kingston, Frontenac and Lennox & Addington Public Health will soon be available for patrons to borrow from all 16 branches.
  - ▶ KFPL is now lending Robotics and Circuitry Fun Kits for patrons to borrow. Kits feature tools like Makey Makeys and Dash Robots as well as activities to help patrons use them at home!
- 

## Digital

- ▶ Launching during Ontario Public Library Week in mid-October, a widespread marketing campaign is planned to grab the attention of people on the go. The ads encourage using our online card registration service to access digital collections on the spot. Watch for ads on Kingston Transit buses, in arenas and community halls, at our partners' sites, in the media, and more.
  - ▶ Starting this month, KFPL will be partnering with a popular local YouTube channel, Ruthy's Reading Room, to offer monthly book recommendations for children with a focus on BIPOC characters and authors.
- 

## Staff News

- ▶ Recruitment for a new Manager, Facilities is ongoing.
  - ▶ Graeme has completed the Community Resilience Initiative's *Trauma-Informed Training for Trainers* which will allow him to train Library staff in trauma-sensitive approaches to working with community members.
  - ▶ Graeme and our Collections Librarian, Alice Robinette-Woods will participate in the *Evaluating, Auditing, and Diversifying Your Collections* workshop facilitated by *Library Journal*.
- 

## Facilities

- ▶ Work has begun on the heritage door at the Pittsburgh branch. The door is being rebuilt and the frame is being repaired.
  - ▶ Parging repairs are being completed on the exterior of the building at the Pittsburgh Branch.
  - ▶ Staff are working closely with the City of Kingston staff to optimize heating and cooling systems at the Central branch.
  - ▶ Scaffolding has been erected around the Bishop's House at Central in preparation for roof replacement this Fall and window and masonry work next Spring.
  - ▶ Uneven concrete at the Isabel Turner branch has been ground down to enable a smoother walking surface.
-

## Monitoring Report to the Board

### Executive Limitations Policy L-5: Financial Condition: Third 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 September 30, 2021 shows that operating expenses were at 68% and revenues were at 72%.

Self-generated revenues continue to be lower than forecasted this quarter because of pandemic-related reductions in service. Meeting room rentals have not yet resumed. 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 September 30, 2021 shows that operating expenses were at 68% and revenues were at 72%. Both variances are below budget. The Provincial Subsidy has not yet 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 Heritage, Sport, Tourism and Culture Industries 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.

**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 Policy on Procurement of Goods and Services.

**Evidence:** No purchases or commitments of greater than the amount allowed in the Policy on Procurement of Goods and Services 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 September 30, 2021 has been provided to the Library Board at the October 20, 2021 meeting.

I report compliance.

I hereby present my monitoring report on Executive Limitation Policy L-5, Financial Condition: 3<sup>rd</sup> 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: October 12, 2021





Kingston Frontenac Public Library  
Budget Variance Report  
September 30, 2021

2020 Comparison

Description	Actuals Year to Date	Annual Budget	Variance \$	Actuals to Budget %	Actuals 2020	Actuals to Budget %
EXPENSES						
Salaries and wages	2,172,816	3,133,868	-961,052	69%	2,060,335	66%
Part-Time Wages	754,372	1,126,490	-372,118	67%	706,412	65%
Pages Part-Time Wages	172,004	306,260	-134,256	56%	138,305	46%
Overtime	5,224	31,432	-26,208	17%	9,704	32%
Payroll benefits	951,789	1,397,729	-445,940	68%	859,543	61%
Retirees benefits	51,709	67,861	-16,152	76%	50,651	100%
WSIB	181	300	-119	60%	0	0%
Total Staff Costs	4,108,096	6,063,941	-1,955,845	68%	3,824,950	64%
Adult popular mat'ls	292,284	415,630	-123,346	70%	249,683	60%
Child/youth pop mat'ls	126,703	170,200	-43,497	74%	89,998	52%
Electronic resources	86,200	147,500	-61,300	58%	112,891	82%
Serials	25,619	42,000	-16,381	61%	40,681	99%
Collection databases	99,643	127,365	-27,722	78%	98,554	82%
Total Material	630,449	902,695	-272,246	70%	591,806	66%
Office Supplies	26,660	60,000	-33,340	44%	55,076	92%
Computer Supplies	4,545	5,000	-455	91%	4,624	92%
Vehicle repairs & maintenance	3,256	5,000	-1,744	65%	1,221	24%
Vehicle fuels and lubricants	5,031	9,400	-4,369	54%	3,484	37%
Computer Equipment	39,781	70,000	-30,219	57%	11,559	17%
Software	7,260	9,000	-1,740	81%	4,971	55%
Furniture and fixtures	8,827	14,250	-5,423	62%	19,412	136%
Advertising	4,511	9,000	-4,489	50%	4,649	52%
Telephones/Cell Phones	20,002	34,889	-14,887	57%	19,329	56%
Internet Connectivity	36,074	37,000	-926	97%	26,413	58%
Fees, subscription, membership	8,961	10,850	-1,889	83%	10,551	101%
Mileage	3,954	11,600	-7,646	34%	3,986	32%
Education and training	21,771	40,600	-18,829	54%	19,481	48%
Misc Expense	5,995	7,000	-1,005	86%	8,459	89%
Delivery, postage & shipping	2,879	10,000	-7,121	29%	2,542	25%
Cash over (short)	2	0	0	0%	63	0%
Professional services	0	26,500	-26,500	0%	6,736	26%
Contracted services - system wide	248,883	302,569	-53,687	82%	209,219	75%
Programs	32,987	24,500	8,487	135%	16,539	69%
Equipment rentals	5,727	12,700	-6,973	45%	7,968	59%
Interest & Service Charges	1,335	2,500	-1,165	53%	1,168	47%
Allocated Insurance	17,912	20,000	-2,088	90%	15,263	76%
Total System-Wide	506,353	722,359	-216,006	70%	452,713	64%
Facilities						
Protective Clothing	1,261	2,025	-764	62%	1,377	69%
Cleaning supplies	12,032	28,700	-16,668	42%	15,990	75%
Tools & Equipment	1,316	3,200	-1,884	41%	2,563	59%
Furniture and equipment	1,271	7,550	-6,279	17%	358	6%
Repairs & maintenance	5,169	6,500	-1,331	80%	2,192	16%
Water and Sewer	8,528	12,575	-4,047	68%	7,821	54%
Natural Gas	35,524	55,438	-19,914	64%	29,824	51%
Electricity	125,628	207,984	-82,356	60%	127,267	60%
Contracted Services	121,152	164,250	-43,098	74%	100,233	64%
Total Facilities	311,879	488,222	-176,343	64%	287,625	58%
Total Expenditures	5,556,778	8,177,217	-2,620,439	68%	5,157,094	64%
REVENUES						
Provincial Subsidy	0	-297,138	297,138	0%	-297,138	100%
Project Grants	-43,624	-30,000	-13,624	145%	-26,398	88%
Printer/Photocopier Revenue	-4,292	-23,465	19,173	18%	-7,369	25%
Fines/Damages	-3,446	-14,000	10,554	25%	-20,290	22%
Non-Resident Fees	-4,303	-9,289	4,986	46%	-3,690	39%
Facility Rentals	-625	-45,000	44,375	1%	-10,583	19%
Donations	-17,372	-10,000	-7,372	174%	-61,741	882%
Expenditure Recovery	-31,630	-40,000	8,370	79%	-15,206	38%
Miscellaneous Revenue	-985	-10,000	9,015	10%	-8,309	62%
County of Frontenac	-664,879	-886,505	221,626	75%	-647,617	75%
City of Kingston	-5,108,865	-6,811,820	1,702,955	75%	-4,973,686	75%
Total Revenue	-5,880,021	-8,177,217	2,297,196	72%	-6,072,028	75%
Net Deficit (Surplus)	-323,243	0	-323,243		-914,934	

## Monitoring Report to the Board

### Executive Limitations Policy L-4: Financial Planning and Budgeting (Annual)

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board Ends priorities, the requirements of the *Public Library Act*, 1990, c.P.44, risk financial jeopardy nor fail to be derived from a multi-year plan.

**Accordingly, she may not cause or allow budgeting which:**

- 1. Contains too little information to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.**

**CEO interpretation:** I interpret “contains too little information to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions” to mean that a draft operating budget with projected revenues and expenses as well as year over year comparison with the current year, 15-year capital plan with project details and a report outlining budget planning assumptions is provided to the Library Board.

**Compliance will be demonstrated when** the draft operating budget with the information described above, 15-year capital plan and budget planning assumptions report are presented to the Library Board.

**Evidence:**

- a) The draft consolidated 2022 operating budget is included with this Board package.
- b) The 15-year capital plan is included with this Board package.
- c) A report outlining budget planning assumptions is included with this Board package.

- 2. Is inadequate for a consolidated budget or cost centre budget presentation.**

**CEO interpretation:** I interpret “is inadequate for a consolidated budget or cost centre budget presentation” to mean that a draft consolidated budget is presented to the Library Board with sufficient explanations of changes and assumptions.

**Compliance will be demonstrated when** the draft consolidated operating budget and accompanying report is presented to the Board.

**Evidence:**

- a) The draft consolidated 2022 operating budget is included with this Board package.
- b) A report outlining budget planning assumptions is included with this Board package.

- 3. Plans the expenditure in any fiscal year of more funds than are conservatively**

**projected to be received in that period.**

**CEO interpretation:** I interpret “plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period” to mean that revenues and expenditures are projected based on year over year comparisons and on any projected/planned material changes to library facilities, programs and services.

**Compliance will be demonstrated when** year over year comparison as well as a report outlining budget planning assumptions are provided to the Library Board.

**Evidence:**

a) The draft operating budget with year over year comparisons and a report outlining the budget planning assumptions is included with this Board package.

**4. Provides less than an amount adequate for the following Board prerogatives:**

**CEO interpretation:** The draft operating budget includes funding for the items described below.

**Compliance will be demonstrated when** funding for the items described below is included in the draft operating budget.

**Evidence:**

- a) Board development including funds for training, and attendance at conferences and workshops is included in the Education and Training budget line.
- b) Fiscal audit and other third party monitoring are included in the Professional Services budget line.
- c) Board linkages including surveys, focus groups, opinion analyses and meeting costs are included in the Professional Services budget line.
- d) Board and Committee meetings are included in the Miscellaneous Expenses line.
- e) Board insurance is included in the Insurance line.
- f) Other undertakings that may be approved by the Board are included in the Miscellaneous Expenses line.

I report compliance.

I hereby present my monitoring report on Executive Limitation Policy L-4, Financial Planning and Budgeting. I certify that the information contained in this report is true.

Original signed copy on file

Laura Carter, CEO/Chief Librarian

Date: October 12, 2021

## **Monitoring Report to the Board**

### **Executive Limitation Policy L-2: Staff Relations and Volunteers**

With respect to relations with paid staff and volunteers, the Chief Librarian may not cause or allow conditions which are unreasonably unfair or undignified.

**Accordingly, the Chief Librarian may not:**

- 1. Operate without personnel procedures which clarify personnel rules for the staff, provide for effective handling of grievances, and protect against wrongful conditions.**

**CEO Interpretation:** I interpret this to mean that KFPL operates with written personnel procedures which clarify rules, provide for the effective handling of grievances and protect against wrongful conditions.

**Compliance will be demonstrated:**

- a) Written procedures/agreements are in place.

**Evidence:**

- a) KFPL has collective agreements with its unionized staff (Canadian Union of Public Employees (CUPE) 2202 and 2202.01).
- b) KFPL has an agreement with its permanent non-union employees.
- c) Written policy and program descriptions are in place for KFPL volunteer positions.
- d) The Library's Union-Management Committee meets regularly to discuss items of concern.
- e) Library volunteers are provided with training, including copies of relevant KFPL policies.

- 2. Discriminate against any staff member for expressing an ethical dissent.**

**CEO Interpretation:** Dissent means the holding or expression of opinions at variance with those commonly or officially held and ethical refers to moral principles that govern a person's behaviours. I interpret discriminate to mean that staff members are not disciplined for expressing an ethical dissent.

**Compliance will be demonstrated:**

- a) No staff member has been disciplined for expressing an ethical dissent.

**Evidence:** To my knowledge no staff member has been discriminated against for expressing an ethical dissent.

**3. Fail to acquaint staff with their rights under this policy.**

**CEO Interpretation:** I interpret this to mean that KFPL provides orientation and training to acquaint staff members with their rights.

**Evidence:** Orientation of new staff includes coverage of rights and responsibilities, training required under the *Occupational Health and Safety Act* and time to meet with a CUPE representative as per the current collective agreements.

**4. Allow an employment environment that is detrimental to morale and productivity of staff.**

**CEO interpretation:** The number of grievances is one reflection of the employee environment. Mechanisms are provided for staff to bring forward items of concern, including the Library's Joint Health and Safety Committee (JHSC) and the Union Management Committee (U-M).

**Evidence:**

- a) There have been no grievances filed since the last report in February 2021.
- b) Regular JHSC and U-M meetings are held.

I report compliance.

I hereby present my monitoring report on Executive Limitation Policy L-2, Staff Relations. I certify that the information contained in this report is true.

Signed: Original signed copy on file

Laura Carter, CEO/Chief Librarian

Date: October 12, 2021

## **KFPL Report to the Board**

**Subject:** Carver Policy Governance®: Governance Policies

**Date:** October 12, 2021

**Prepared by:** L. Carter, Chief Librarian/CEO

### **Background:**

Under the Carver Policy Governance® model written values and perspectives are called policies and occur in four categories: Ends, Executive Limitations, Governance Process, and Board-Staff Relationship policies.

It is recommended that the policies are reviewed at least once per Board term. The purpose of the review is to ensure that the Board is satisfied that the policy is clear and detailed enough to ensure that the Kingston Frontenac Public Library achieves what it should and avoids unacceptable actions and situations.

### **Analysis:**

The Governance Process, Executive Limitations and Board-Staff Relationship Policies were all discussed at the October 6, 2021 Committee of the Whole Meeting. Changes that were agreed upon at that meeting are reflected in the attached documents, and items that the Board identified as needing further discussion are highlighted in yellow.

### **Recommendations:**

That the Library Board review the Governance Process, Executive Limitations and Board-Staff Relationship policies to ensure that the existing policies provides the required clarity and detail.

## Policy Type: Governance Process

Policy Title: Governance Commitment

Policy G-1 is a global statement that establishes the purpose and governance commitment of the Board. This set of policies establishes the governance process.

The purpose of the Board, on behalf of all **urban and rural residents**, is to ensure that Kingston Frontenac Public Library 1) achieves what it should and 2) ~~avoids unacceptable actions and situations~~ **stays within the accepted Executive Limitations**.

This global statement that establishes the purpose of governance commitment of the Board is augmented by policies G-2 to G-9 that follow.

## Policy Type: Governance Process

### Policy Title: Governing Style

The Board will govern with a style that emphasizes:

- Outward vision (rather than internal preoccupation)
- Tolerance of diversity in viewpoints
- Strategic leadership (rather than administrative detail)
- Clear distinction of Board and Chief Librarian roles
- Collective decisions (rather than individual decisions)
- Future orientation (rather than past or present)
- Proactivity (rather than reactivity).

More specifically, the Board will:

1. Operate in all ways mindful of its civic trusteeship obligation to the people of the City of Kingston and the four Townships of Frontenac. No Board officer, committee or member will hinder this commitment.
2. Operate in all ways within the principles of Intellectual Freedom.
3. Direct, control and inspire the library through the careful establishment of broad organizational policies (Ends) reflecting the Board's values and perspectives.
4. Ensure the continuity of governance capability through orientation of new members to, and periodic (evaluation) discussion of, the Board's governance process.
5. Cultivate a sense of group responsibility by using the experience and talents of individual Board members to enhance the ability of the Board as a body.
6. Monitor and discuss the Board's process and performance regularly. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Staff Relationship categories.
7. Enforce the necessary discipline to govern with excellence. Such discipline will apply to:
  - a) policy making principles
  - b) respective roles
  - c) speaking with one voice
  - d) rules of order
  - e) attendance
- ~~8. Attend to consent agenda items as expeditiously as possible.~~



## Policy Type: Governance Process

### Policy Title: Board Job Description

The Board will:

1. Create and maintain links between the library and the ownership.
2. Produce written governing policies that, at the broadest levels, address each category of organizational decision:
  - a) Ends: Organizational products, effects, benefits, outcomes, recipients, and their cost or relative worth (what good for which recipients at what cost).
  - b) Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - c) Governance Process: Specification of how the Board conceives, carries out and monitors its own task.
  - d) Board-Chief Librarian Relationship: How power is delegated and its proper use monitored; authority and accountability for the Chief Librarian role.
3. Produce assurance of Chief Librarian performance (against policies in 2 a) and 2 b)).
4. Maintain links with the broader Library Community.
5. Act where appropriate regarding legislation that impacts on the library system.
6. Co-operate with the municipal councils' recruiting of library board members.
7. Advocate for the library.

## Policy Type: Governance Process

### Policy Title: Chairperson's Role

The Chairperson ensures the integrity and fulfillment of the Board's process and represents the Board to outside parties.

1. The Chairperson ensures that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the library.
  - a) The content of meetings will only be those matters which, according to Board policy, clearly belong to the Board to decide, not the Chief Librarian.
  - b) Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and kept to the point.
2. The role of the Chairperson is to make decisions that fall within Board policies on Governance Process and Board-Chief Librarian Relationship, except where the Board specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions within these specific policies. The Chairperson may delegate his or her authority but remains accountable for its use.
  - a) The Chairperson is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
  - b) The Chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chairperson has no authority to supervise or direct the Chief Librarian.
  - c) The Chairperson may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to ~~him or her~~ them.

## **Policy Type: Governance Process**

### **Policy Title: Board Committee Principles and Structure**

Board committees will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to Chief Librarian.

This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the Chief Librarian.

Other than the Committee of the Whole, which is scheduled in the regular Work Plan, the only Board Committees are those which have a specific purpose and specific time period.

1. Board committees are to help the Board do its job, not to help or advise staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will not direct staff.
2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Chief Librarian.
3. Board committees cannot exercise authority over staff. Because the Chief Librarian works for the full Board, she or he will not be required to obtain approval of a Board committee before an executive action.
4. Board committees are to be mindful of their responsibility to the organizational whole rather than its parts.
5. Committees will be used sparingly, and ordinarily in an ad hoc capacity.

## Policy Type: Governance Process

### Policy Title: Board Planning Cycle/Agenda Planning

To accomplish its work with a governance style consistent with Board policies, the Board will follow an annual agenda which (a) completes an annual re-exploration of ends policies and (b) continually improves its performance through Board education and enriched input and deliberation.

1. The cycle will conclude each year on the last day of December.
2. In December the Board will approve a Work Plan for the ensuing one-year period.
  - a) Education, ownership-input, and deliberation will receive paramount attention in structuring Board meetings and other Board activities during the year.
  - b) Governance education and education related to Ends determination (e.g., presentations by futurists, demographers, advocacy groups and staff) will be arranged and held.
3. Monitoring the Chief Librarian will be included on the agenda if monitoring reports show policy violations.
4. CEO remuneration will be decided each year in December.

#### Action

#### Frequency

Re-exploration of Ends Policies

Annually

Review Executive Limitations Policies

Once per Board term

Review Governance Policies

Once per Board term

Review Board –Staff Relationship Policies

Once per Board term

CEO Performance Review

Annually

Legacy Document

Municipal election year

Approve Work Plan for the ensuing one-year period

Annually

## Policy Type: Governance Process

### Policy Title: Board Members' Code of Conduct

The Board commits itself and its members to ethical, efficient, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Members will respect the confidentiality appropriate to issues discussed In Camera.

1. Board members must represent unconflicted loyalty to the interests of the ownership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards, councils or staffs. It also supersedes the personal interest of any Board member acting as a patron of the library's services.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility in compliance with [the \*Municipal Conflict Of Interest Act\*](#).
3. Board members must not use their positions to obtain employment in the library for themselves, family members or close associates. Should a member desire employment, ~~she or he~~ they must first resign.
4. Board members may not attempt to exercise individual authority over the library or library staff except as explicitly set forth in Board policies.
5. Board members may not speak for the Board, unless authorized to do so.
6. Board Members shall not publicly criticize judgements of the Chief Librarian, or other board members, or other staff performance.

## **Policy Type: Governance Process**

### **Policy Title: Cost of Governance**

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
2. Training and retraining will be used to orient new members, as well as to maintain and increase the skills and understanding of existing Board members.
3. Outside monitoring assistance will be arranged so that the Board can exercise confident control over the organization's performance. This includes but is not limited to fiscal audit.
4. Outreach methods will be used to assist the Board to listen to owner viewpoints and values as needed.

Costs will be prudently incurred, though not at the expense of the development and maintenance of superior capability.

## Policy Type: Governance Process

### Policy Title: Ownership Linkages

The purpose of this policy is to provide guidance for creating and maintaining linkages between the Library Board and the ownership. The eventual benefit will be to have a trust relationship with the owners. The policy applies to the KFPL Board as they determine Ends of the organization and their relative priorities.

#### Definitions:

“Ends” are the results to be achieved by the organization.

“Owners” are defined as the group on whose behalf the board governs. As per the KFPL Ends Statement, this is “urban and rural residents”.

“Ownership linkage” refers to the board’s seeking and receiving input directly from the ownership about needs that the organization might meet, as expressed in the Ends statements.

#### Policy:

The purpose of ownership linkage is to foster intentional and constructive dialogue and deliberation between owners and board members primarily around the organization's Ends.

The goal of linkage with the owners is to make decisions in the best interest of the entire ownership. The Board will regularly gather information to understand the diversity of the perspectives of the ownership. Mechanisms shall be designed to ensure that the perspective of the ownership as a whole is reflected, as inclusively as possible.

Ownership linkage activities are a key responsibility of the Board and will affect the way the Board develops or reviews Ends. Issues raised by the ownership concerning operational areas will be referred to the Chief Librarian.

The Board will:

- Work to gain and maintain skills to engage in ownership linkage activities such as understanding of group dynamics, learning to listen with openness, and how to facilitate groups.
- Devise ways to regularly obtain information and have constructive dialogue with a wide spectrum of the ownership. Inclusivity shall be an important consideration as such opportunities for input and discussion are developed and implemented.
- Record ownership input and make it available to the public, explaining how decisions were made on behalf of the ownership and how ownership input has affected the decisions.
- Develop and maintain an ownership linkage plan to develop the needed skills for developing linkages and to establish routine linkage activities and accountability reporting.

## **Policy Type: Executive Limitations**

Policy Title: General Executive Constraint

The Chief Librarian shall not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent or in violation of commonly accepted business, environmental and professional ethics, the *Public Libraries Act, RSO 1990, c.P.44*, other relevant statutes, or contractual agreements the Board has made.

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## **Policy Type: Executive Limitations**

### **Policy Title: Staff Relations and Volunteers**

With respect to relations with paid staff and volunteers, the Chief Librarian may not cause or allow conditions which are unreasonably unfair or undignified.

With respect to staff, the Chief Librarian may not:

1. Operate without personnel procedures which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
2. Discriminate against any staff member for expressing an ethical dissent.
3. Fail to acquaint staff with their rights under this policy.
4. Allow an employment environment that is detrimental to the morale and productivity of staff.

## **Policy Type: Executive Limitations**

Policy Title: Treatment of Public

With respect to interactions with patrons, potential patrons or the general public, the Chief Librarian shall not cause or allow conditions, procedures, or decisions which are unsafe, disrespectful, unnecessarily intrusive, or which fail to comply with the provisions of the Municipal Freedom of Information and Protection of Privacy Act.

Accordingly, the Chief Librarian may not:

1. Use application forms or procedures that elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting or storing client information that fail to protect against improper access to, or transmission of, the information elicited.
3. Operate without a written policy on customer service based on the principles of consistent, patron-oriented public service.
4. Fail to ensure that staff are equipped with the necessary training to provide excellent service to library users in all areas.
5. Fail to monitor regularly patron satisfaction with the quality of service.

## **Policy Type: Executive Limitations**

### **Policy Title: Financial Planning/Budgeting**

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board Ends priorities, the requirements of the Public Libraries Act, 1990, c.P.44, risk fiscal jeopardy nor fail to be derived from a multi-year plan.

Accordingly, the Chief Librarian may not cause or allow budgeting which:

1. Contains too little information to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Is inadequate for a consolidated budget presentation or a cost centre budget presentation.
3. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
4. Provides less than an amount adequate for the following Board prerogatives:
  - a) Board development including funds for training, and attendance at conferences and workshops
  - b) fiscal audit and other third-party monitoring
  - c) Board linkages including surveys, focus groups, opinion analyses and meeting costs
  - d) Board and Committee meetings
  - e) Board insurance
  - f) other undertakings approved by the Board

## Policy Type: Executive Limitations

### Policy Title: Financial Condition

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, the Chief Librarian 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.
2. Indebt the library in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 60 days.
3. Use any specifically designated Long Term Reserves, except for their designated purposes.
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.
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.
6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
7. Make a single purchase or commitment of greater than the amount allowed in the Procurement of Goods and Services Policy.
8. Acquire, encumber or dispose of real property.
9. Fail to provide quarterly accurate and detailed financial statements showing budgeted and year-to-date figures.

## **Policy Type: Executive Limitations**

Policy Title: Emergency Executive Succession

In order to protect the Board from sudden loss of chief executive services, the Chief Librarian may not have fewer than ~~one~~ two other executives familiar with Board and Chief Librarian issues and processes.

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## **Policy Type: Executive Limitations**

### **Policy Title: Asset Protection**

The Chief Librarian may not allow assets to be unprotected, inadequately maintained nor unnecessarily risked.

Accordingly, the Chief Librarian may not:

1. Fail to insure against theft and casualty losses to at least 80 percent replacement value and against liability losses to Board members, staff or the library itself in an amount greater than the average for comparable libraries.
2. Allow unbonded personnel access to material amounts of funds which exceed \$15,000.
3. Subject plant and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the library, its Board or staff to claims of liability.
5. Make any purchase
  - a) wherein normally prudent protection has not been given against conflict of interest, and
  - b) except in conformity with the Procurement of Goods and Services policy.
6. Fail to protect intellectual property, information and files from loss or significant damage.
7. Receive, process or disburse funds under controls which are insufficient to meet the auditor's standards.
8. Invest in uninsured instruments.
9. Endanger the library's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.

## Policy Type: Executive Limitations

Policy Title: [Employment](#), Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Chief Librarian may not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, the Chief Librarian may not:

1. Establish or alter the compensation and benefits for non-union staff without board authorization or approval.
2. Promise or imply permanent or guaranteed employment.
3. Create compensation obligations over a longer term than revenues or adequate funds can be safely projected.
4. Establish or change pension plans so as to cause unpredictable or inequitable situations.

## Policy Type: Executive Limitations

### Policy Title: Communication and Counsel to the Board

With respect to providing information and counsel to the Board, the Chief Librarian may not permit the Board to be uninformed. Accordingly, ~~she or he~~ they 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.
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. This shall be done in a timely manner.
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.
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.
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.
6. Fail to provide a mechanism for official Board, officer or committee communications.
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.
8. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.
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.



## Policy Type: Executive Limitations

### Policy Title: Access to Facilities and Maintenance

With respect to the public's access to the library and its resources, the Chief Librarian shall not cause or allow conditions, procedures or decisions which inhibit access for any patrons.

Accordingly, the Chief Librarian may not:

1. Fail to provide a high-quality, balanced, active collection reflecting the needs and interests of the community.
2. Fail to select materials without adequately representing various points of view.
3. Fail to provide materials in a variety of formats.
4. Fail to organize the collection in a logical and systematic physical arrangement.

## **Policy Type: Board-Staff Relationship**

Policy Title: Board-Chief Librarian Linkage

The Board's sole official connection to the operating library, its achievement, and conduct will be through the Chief Librarian who is the Chief Executive Officer.

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## **Policy Type: Board-Staff Relationship**

### **Policy Title: Unity of Control**

Only decisions of the Board acting as a body are binding on the Chief Librarian.

1. Decisions or instructions of individual Board members, officers or committees are not binding on the Chief Librarian except in rare circumstances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the Chief Librarian can refuse such requests that require, in the Chief Librarian's opinion, a material amount of staff time or funds, or are disruptive.

## **Policy Type: Board-Staff Relationship**

### **Policy Title: Accountability of the Chief Librarian**

The Chief Librarian is the Board's only link to operational achievement and conduct, so that accountability of staff, as far as the Board is concerned, is considered to be the accountability of the Chief Librarian.

1. The Board will never give instructions to persons who report directly or indirectly to the Chief Librarian.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the Chief Librarian.
3. The Board will view the Chief Librarian performance as central and critical to organizational performance. Organizational accomplishment of Board-stated ends within Board-prescribed executive limitations shall be viewed as successful Chief Librarian performance.
4. There will be an annual evaluation of the Chief Librarian's performance.

## **Policy Type: Board-Staff Relationship**

### **Policy Title: Delegation to the Chief Librarian**

The Board will instruct the Chief Librarian through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Chief Librarian to use any reasonable interpretation of these policies.

1. The Board will develop policies instructing the Chief Librarian to achieve certain results, for certain recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called Ends policies.
2. The Board will develop policies that will limit the latitude the Chief Librarian may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels and they will be called Executive Limitations policies.
3. As long as the Chief Librarian uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Chief Librarian is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Chief Librarian domains. By so doing, the Board changes the latitude of choice given to the Chief Librarian. But as long as any particular delegation is in place, the Board and its members will respect and support the Chief Librarian's choices.

## Policy Type: Board-Staff Relationship

### Policy Title: Monitoring Chief Librarian Performance

Systematic and rigorous monitoring of Chief Librarian job performance will be based primarily on the expected job outputs: organizational accomplishments of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

1. Monitoring is simply to determine the degree to which Board policies are being met. Data that does not do this will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of three methods:
  - a) Internal report, in which the Chief Librarian discloses compliance information to the Board.
  - b) External report, in which a disinterested, external third party selected by the Board assesses compliance with Board policies.
  - c) Direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be any reasonable Chief Librarian interpretation of the Board policy being monitored.
4. All policies that instruct the Chief Librarian will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any methods, but will ordinarily depend on a routine schedule.

Policy	Method	Frequency
<del>Staff Relations</del>	<del>Direct Inspection</del>	<del>as needed</del>
L-2 Staff Relations and Volunteers	Internal Report	quarterly
L-4 Financial planning and budgeting	Internal report	annually
L-5 Financial Condition	Internal report	quarterly
L-7 Asset protection	Internal report	twice per term
L-7 Asset protection	External report (audit)	annually
L-6 Emergency Chief Librarian succession	Internal report	Annually
L-8 Employment, Compensation & Benefits	Internal report	twice per term
L-9 Communication & Counsel to The Board	Internal report	monthly
L-3 Treatment of Public	Internal report	annually
L-10 Access to Facilities and Maintenance	Internal report	annually

# KFPL Statement of Policy

## Accessibility Policy for Users with Disabilities

The Library is committed to meeting its current and ongoing obligations under the Ontario *Human Rights Code* respecting non-discrimination.

The Library understands that obligations under the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)* and its accessibility standards do not substitute or limit its obligations under the Ontario *Human Rights Code* or obligations to people with disabilities under any other law.

The Library is committed to complying with both the Ontario *Human Rights Code* and the *AODA*.

### 1. Purpose

The purpose of this policy is to ensure that the Kingston Frontenac Public Library (the Library) provides all library services, resources and facilities in ways that are accessible to persons with disabilities. The policy also serves to meet the requirements of the *Accessibility for Ontarians with Disabilities Act (AODA)*.

### 2. Scope

This policy applies to all persons who deal with customers or patrons, and to third parties who deal with customers on the Library's behalf such as those providing program services. A person or third party can be an employee, volunteer, Friend of the Library, KFPL Board member, student on placement or someone otherwise engaged in the provision of Library services to our customers.

### 3. Definitions

**AODA** means the *Accessibility for Ontarians with Disabilities Act, 2005*.

**Assistive Device** means a device used to assist persons with disabilities in carrying out activities or in accessing Library services. Assistive devices may include, but are not limited to, wheelchairs, walkers, canes, oxygen tanks, and electronic communication devices.

**Core Service** means reference, referral and readers' services, collections, lending, technology, programming and outreach.

**Disability or Disabilities** means:

- a) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of

paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;

- b) a condition of mental impairment or a developmental disability;
- c) a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- d) a mental disorder; or,
- e) an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997*.

**Guide dog** means a guide dog as defined in section 1 of the *Blind Persons' Act*.

**Service Animal** means:

An animal is a service animal for a person with a disability if,

- a) the animal can be readily identified as one that is being used by the person for reasons relating to the person's disability, as a result of visual indicators such as the vest or harness worn by the animal; or
- b) the person provides documentation from one of the following regulated health professionals confirming that the person requires the animal for reasons relating to the disability:
  - i. A member of the College of Audiologists and Speech-Language Pathologists of Ontario.
  - ii. A member of the College of Chiropractors of Ontario.
  - iii. A member of the College of Nurses of Ontario.
  - iv. A member of the College of Occupational Therapists of Ontario.
  - v. A member of the College of Optometrists of Ontario.
  - vi. A member of the College of Physicians and Surgeons of Ontario.
  - vii. A member of the College of Physiotherapists of Ontario.
  - viii. A member of the College of Psychologists of Ontario.
  - ix. A member of the College of Registered Psychotherapists and Registered Mental Health Therapists of Ontario. O. Reg. 165/16, s. 16

**Library Premises** means premises owned and operated, or operated by the Kingston



Frontenac Public Library.

**Support Person** means, in relation to a person with a disability, another person who accompanies a person with a disability in order to assist them with communication, mobility, personal care, or medical needs, or with access to goods, services or facilities.

## **4. Guiding Principles**

Library service is relevant, inclusive and responsive for all, including persons with disabilities. Each member of the community has an equal opportunity to access public library goods, services or facilities.

Library services are provided in a manner that respects the dignity and independence of persons with disabilities. We believe in integration and we are committed to meeting the needs of people with disabilities in a timely manner.

Library services to persons with disabilities are integrated with those provided to persons who do not have disabilities, unless an alternative measure is necessary to enable a person with a disability to obtain, use or benefit from Library goods, services or facilities.

## **5. Policy**

The Library is committed to providing quality library services that are accessible to all persons who wish to obtain and use Library goods, services or facilities.

### **5.1. Communications with Persons with Disabilities**

When communicating with a person with a disability, the Library will do so in a manner that takes into account the person's disability.

When asked, we will provide information about our organization and its services, including public safety information, in accessible formats or with communication supports.

We will also meet internationally-recognized *Web Content Accessibility Guidelines (WCAG)* 2.0 Level AA website requirements in accordance with Ontario's accessibility laws.

Policy documents will be available on the Library website.

### **5.2. Temporary Service Disruptions**

The Library will make reasonable effort to provide notice of any planned disruption of Library services to the public, including information about the reason for the disruption, its anticipated duration and a description of alternative facilities or service, if any, that may be available. If a disruption is unplanned, the Library will provide notice as soon as possible.

### **5.3. Assistive Devices and other measures that assist with Accessibility**

A person with a disability may provide their own assistive device for the purpose of

obtaining or using Library goods, services or facilities. Exceptions may occur in situations where the Library has determined that the assistive device may pose a risk to the health and safety of a person with a disability or the health and safety of others on the premises. In these situations the Library may offer a person with a disability other reasonable measures to assist them in obtaining and using Library goods, services or facilities, where the Library has such other measures available.

It is the responsibility of the person with a disability to ensure that their assistive device is operated in a safe and controlled manner at all times.

Further accessibility resources are addressed in the Collection Development Policy, under Accessible Collections.

#### **5.4. Service Animals**

A person with a disability may enter Library premises accompanied by a service animal, and may keep the animal with them if the public has access to such premises and the animal is not otherwise excluded by law. If the service animal is excluded by law, the Library will ensure that alternative means are available to enable the person with a disability to obtain or use or benefit from Library services or facilities.

At times it may be difficult to differentiate between a person with a disability using a service animal and an individual being accompanied by a pet. If it is not readily apparent that the animal is a service animal, Library staff may ask the person for confirmation of the animal's status, as outlined above.

It is the responsibility of the person with the disability to ensure that their service animal is kept in control at all times. This will include controlling the behavior of the animal (e.g. barking or growling), cleaning up after the animal (e.g. defecation), and being responsible for any damage the animal may cause to the Library premises.

#### **5.5. Support Persons**

A person with a disability may enter Library premises with a support person, and have access to the support person at all times while on the premises.

The Library may require a person with a disability to be accompanied by a support person while on Library premises in situations where it is necessary to protect the health and safety of the person with the disability or the health and safety of others. Before making a decision to require a support person, the Library will consult with the person with a disability to understand their needs, consider health or safety reasons based on available evidence and determine if there is any other reasonable way to protect the health or safety of the person or others on the premises.

A support person, when assisting a person with a disability to obtain or use Library

services, will be permitted to attend at no charge where an admission fee is applicable.

Where an admission fee is charged to gain access to an event, facility, or service, and the revenue from the fee is payable to a third party (e.g. a concert provider), the support person is permitted to attend the event at their own cost.

If a third party uses a Library meeting room to host an event, they are not required to alter their admission fees for support persons, but we would strongly encourage them to do so. However, if a third party voluntarily decides to alter admission fees for support persons for their event, the Library will not be responsible for reimbursing them for the value of those admission fees.

In response to a request for a sign language interpreter, the Library will endeavour to engage an interpreter through the Ontario Interpreting Services (OIS) at The Canadian Hearing Society (CHS).

## **5.6. Training**

The Library will ensure that all persons to whom this policy applies receive training as required by the *Integrated Accessibility Standards (Ontario Regulation 191/11)*. The amount and format of training given will be dependent on a person's interactions with Library users.

The content of the training will include:

- a review of the purposes of the *AODA*;
- the requirements of the *Integrated Accessibility Standards (Ontario Regulation 191/11)*;
- training on the *Human Rights Code* as it pertains to persons with disabilities;
- instruction on Library policies, procedures and practices pertaining to the provision of Library services to persons with disabilities;
- how to interact and communicate with persons with various types of disabilities;
- what to do if a person with a particular type of disability is having difficulty accessing Library goods, services or facilities;
- how to interact with persons with disabilities who use assistive devices or who require the assistance of a support person, guide dog or service animal; and,
- information about the equipment or devices available on the Library premises that may help with the provision of Library goods, services or access to facilities to persons with disabilities.

A record of training provided under this policy will be kept by the Director, Human Resources. Training will be provided as part of orientation training for new employees or as required to those covered by this policy.

## **5.7. Feedback and Complaints About Services**

Feedback and complaints from a member of the public about the delivery of goods and services (including facilities) to persons with disabilities may be given by telephone, in person, in writing, in electronic format, or through other methods. Complaints and feedback will be received and addressed in accordance with the Library's complaints administration process.

## **5.8. Procurement**

We will incorporate accessibility criteria and features when procuring or acquiring goods, services or facilities, including self-serve kiosks. If it is not possible and practical to do so, we will provide an explanation upon request.

## **5.9. Self-service kiosks**

We will incorporate accessibility features/consider accessibility for people with disabilities when designing, procuring or acquiring self-service kiosks.

## **5.10. Employment**

We will notify employees, potential hires and the public that accommodations can be made during recruitment and hiring.

We will notify staff that supports are available for those with disabilities. We will use our accommodation policy to develop individual accommodation plans for employees.

Where needed, we will also provide customized emergency information to help an employee with a disability during an emergency.

Our performance management, career development and redeployment processes will take into account the accessibility needs of all employees.

## **5.11. Design of Public Spaces**

We will meet accessibility laws when building or making major changes to public spaces. Public spaces include:

Outdoor paths of travel, like sidewalks, ramps, stairs, curb ramps, rest areas and accessible pedestrian signals

Service-related elements like service counters, fixed queuing lines and waiting areas

# **6. Appendices**

- a) [Sign Language Interpreter Services Information](#)
- b) [Accessible Customer Service Feedback form](#)

# **7. Authorities**

O. Reg 191/11 s. 6(1) under *Accessibility for Ontarians with Disabilities Act, 2005*.

## **8. Document Control**

Original policy date: 2009 October

Last Reviewed: 2021 October

Changes made: no change

Next Review: 2022 October

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## Sign Language Interpreter

In response to a request for a sign language interpreter, the Kingston Frontenac Public Library will endeavour to engage an interpreter through the Ontario Interpreting Services (OIS) at The Canadian Hearing Society (CHS).

Requirements for Engaging an Interpreter:

- There must be a formal request for an interpreter. Such request will be considered consent by the patron to provide information to the Hearing Society in order to fulfill the request (e.g. patron contact information).
- Two weeks' notice is required to engage the services of an interpreter through The Canadian Hearing Society.
- If the patron has a preferred sign language interpreter then the patron should indicate such preference when making the formal request.
- Requests for an interpreter must be made in writing. Requests may be sent by email to [administration@kfpl.ca](mailto:administration@kfpl.ca) or by mail to 130 Johnson Street, Kingston, Ontario K7L 1X8 (care of administration).
- Due to the demand for interpreter services, the library will update the patron should the request for service be denied. Where the request is denied the library will explore reasonable alternative measures of accommodation with the patron.



## Accessible Customer Service Feedback

At the Kingston Frontenac Public Library we welcome patron feedback on the services we provide. Patrons with disabilities are welcome to submit feedback in person, by telephone, in writing, by delivering an electronic text by email or on a USB flash drive or through our website. This form may be used by patrons wishing to submit feedback in writing.

Patrons that provide their contact information with formal feedback will receive an acknowledgement of their feedback within two business days of its receipt. The acknowledgement will indicate how the matter will be addressed and when the individual will be notified of the outcome. The library will follow up on any actions required from the feedback and the timing of implementation will be communicated to the patron. Feedback / response will be in a format that is accessible to the patron.

The process to request reconsideration of a decision is outlined in KFPL's [Service Feedback Standards](#).

**Patron Contact Information:** (e.g. name, phone number, email address etc.)

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**Feedback:** (Please provide a detailed description of the issue or suggestion)

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### Feedback must be submitted to the attention of:

Director, Human Resources

Kingston Frontenac Public Library

130 Johnson Street, Kingston ON K7L 1X8

Email: [administration@kfpl.ca](mailto:administration@kfpl.ca)

Telephone: 613-549-8888 extension 3515 Fax: 613-549-8476

Website: [www.kfpl.ca](http://www.kfpl.ca)

Personal information collected by the Kingston Frontenac Public Library is done so under the authority of the Public Libraries Act, R.S.O. 1990, c. P.44., s. 4(3) and s. 20 and the Municipal Freedom of Information and Protection of Privacy Act, R.S.O., c. M.56., s. 28(2) The information collected will be used in the process of the library's business. Questions regarding the collection of this information should be directed to the CEO & Chief Librarian, Kingston Frontenac Public Library, 130 Johnson Street, Kingston, ON K7L 1X8 613-549-8888

# KFPL Statement of Policy

## Community Partnerships

### 1. Purpose

The purpose of this policy is to provide staff with the necessary guidelines to assist them in the identifying, prioritizing and developing partnerships with community agencies, and to inform the public about the principles and criteria by which these decisions are made.

### 2. Scope

Not applicable.

### 3. Definitions

“Community Partnerships” are defined as a formal arrangement between the Kingston Frontenac Public Library and one or more community partners in which all partners are working together to achieve identified, shared goals to benefit the community.

“Collaborative relationships” are defined as the informal sharing of information, knowledge and skills between partners, and with partners’ patrons and clients.

“Community Partner” refers to not-for-profit groups, agencies, institutions, businesses and other organizations within Kingston and Frontenac County, or at a provincial or national level.

### 4. Guiding Principles

#### Library Partnerships Statement

~~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. We will intensify our partnerships and collaborative relationships with a few organizations~~ Community partnerships and collaborative relationships make it possible to design and deliver unique, highly needed services that ~~no one organization can do alone, focusing always on how together we will best enable the people of Kingston-Frontenac to participate in the digital information intensive world~~ meet the needs of our community.

The Library welcomes requests for partnership from the community. Prospective partners are asked to submit a Partnership Request Form to the ~~Chief Librarian~~ Director, Service Design and Delivery.

### 5. Policy

#### Assessment Criteria

Current and potential partnerships should be assessed based on the following criteria:



- Goals of the partner and the partnership project are consistent with the Library's mission, vision, values and established strategic directions and service priorities, and existing policies. ~~(See current strategic plan)~~
- Supports the strategic directions of our funding partners – the City of Kingston, Frontenac County or the Townships of Frontenac, or the Province.
- Relationship is mutually beneficial with reciprocal levels of commitment.
- Meets an identified need within the community.
- Creates a connection between the Library and a prioritized target group.
- ~~Raises the Library's profile in the community and/or among selected target groups.~~
- Decision-making and resources contributed by KFPL are reasonable based on the contribution and resources of the partners.
- The Library has sufficient resources to undertake the project.
- The project has measurable outcomes and is subject to ongoing evaluation and continuous improvement.

### Guidelines for partnership agreements

~~Consultative/advisory partnerships, in which the Library and a community partner share information, knowledge and skills;~~ Collaborative relationships may be established informally by staff, though consultation with management is expected; ~~Informal partnerships also include agencies providing~~ this includes provision of guest speakers at Library events and Library staff offering programming at a partner site.

Partnerships that include work-sharing on a project, program or service require a written partnership agreement to ensure a common understanding of, and commitment to the purpose, goals and intended outcomes of the partnership. Partners will need to revisit the agreement over time as the partnership evolves and as needs and priorities change.

The agreement should outline:

- goals of the partnership
- goals of any joint projects / programs / services
- community to be served / audience
- contributions of each partner (cash and in-kind)
- regular and transparent communication between partners
- expectations regarding confidentiality
- responsibility for promotion and for public/media relations
- timeline for the partnership / project, and a process to end or expand the agreement based on changing needs or priorities
- process for consensus / decision-making and conflict resolution
- process and measures for evaluation of the partnership and joint programs / projects / services

## **Organizational Commitment to Partnerships**

Formal partnership agreements must be endorsed by Library Directors, who will designate appropriate staff to represent the organization and provide adequate resources to support the commitment.

Senior leaders of community partners must similarly endorse the partnership and sign the partnership agreement.

## **Evaluation**

Partnerships, and resulting projects, will be evaluated in terms of their success in meeting shared goals and the impact on the community. These goals and an evaluation process will be determined by the partners during the assessment phase, and will be outlined in the partnership agreement.

Further, the Library will inventory and review all partnerships annually and during strategic planning as new directions are identified.

~~Programs and services developed in through partnership must be in line with the KFPL Programming Policy and Volunteer Policy.~~

## **6. Appendices**

- a) Partnership Request Form
- b) Partnership Agreement Template

## **7. Authorities**

Not applicable

## **8. Document Control**

Original Policy Date:	2017 October
Last Reviewed:	2021 October
Changes made:	see report to Board dated September 28, 2021
Next Review:	October 2025



## Partnership Request Form

<b>Agency/Organization/Institution proposing partnership</b>
<b>Agency Contact:</b> Email: Phone:
Partnership/project timeline:
Primary <del>Target</del> Audience:
Brief Description of Proposed Partnership
Briefly describe how this partnership will address an identified need in our community.

What will your agency contribute to the project?

What support are you requesting from KFPL?

Please attach a copy of your organization's mission statement, vision and goals.

I understand that this partnership proposal will be reviewed and assessed based on the criteria in the Library's Community Partnerships Policy. I have reviewed the policy and KFPL's Strategic Plan.

---

Signed

Date



## KFPL Partnership Agreement Template

**Term:** Indicate start and end dates of contract.

**Primary Contact at Kingston Frontenac Public Library:**

**Primary Contact at** (name of partner):

**Goal of Project / ~~Target~~ Primary Audience**

Outline agreed goals of the project and target audience to be reached

**Description of Work/Project**

General description of the project.

**Responsibilities:**

The Kingston Frontenac Public Library will:

- 
-

The (name of partner) will:

- 
- 
- 

Statement about criminal record checks requirement.

Statement that both parties' work and services shall be diligently performed with a high standard of professional competence.

**Cost**

Describe any costs related to the project, outlining responsibility for payment. Cash and In-Kind contributions. Set up in a budget table.

**Billing**

If the partner will be billed by KFPL, outline the costs and timing of invoice.

**Reporting Structure:**

Outline how communication will take place, using job titles (eg: Manager, Programming and outreach at KFPL will liaise with the Director of Cultural Services.) Meetings? Reports? Set up a process for regular communication.

**Evaluation**

Describe process for evaluation of project. Attach project goals, outcome, output measures, and methods to be used. Timeline for evaluation.

**Decision-Making and Conflict Resolution**

Outline process for consensus / decision-making and conflict resolution

**Cancellation, Changes or Extension**

Both the Library and (name of partner) may cancel this agreement at any time upon two weeks' prior written notice to the other party. The agreement may be changed or extended if either party identifies changing needs/priorities.

**Limitations of Liability, Indemnification and Insurance**

Do we require our partner to have insurance?

Do we ask partner to indemnify KFPL / City / County?

**Confidentiality**

**Statement that neither** party shall release information about the partnership or the partner without prior written permission.

**Intellectual Property and Copyright**

Statement that each party retains copyright of portions of the project developed by their staff / agency.

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Chief Librarian / CEO Kingston Frontenac Public Library

Date

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(Partner CEO)

Date

# KFPL Statement of Policy

## News Media Policy

### 1. Purpose

This policy is intended to support members of the news media in their journalistic coverage of the Kingston Frontenac Public Library, and to provide guidance to staff and Board members who are approached by the media.

### 2. Scope

This policy governs all interactions between news media and Kingston Frontenac Public Library staff and Board members. News media includes all ~~radio stations, TV stations, newspapers, magazines, and online news publications~~ traditional and digital media outlets.

### 3. Definitions

Not applicable.

### 4. Guiding Principles

In its interactions with the media, the Kingston Frontenac Public Library strives to be responsive, positive, helpful, and proactive, when possible.

The Library's media relations aim to reinforce the Library's ~~Ends Statements as well as its mission, vision and strategic plan. its mission: to make a positive difference in the lives of our patrons as they pursue educational, recreational and life-long learning objectives.~~

### 5. Policy

The Kingston Frontenac Public Library values the role of ~~the news~~ media in informing and entertaining citizens. The Library aims to build a constructive and positive relationship with ~~the news media who report on its activities~~ local media outlets. The goal of this relationship is to ensure factual, responsible, and newsworthy stories about the activities of the Library.

#### Spokespeople

The Chief Librarian is the official spokesperson for the Library, and typically speaks to organizational matters and policy issues. Directors and/or Managers typically speak to operational and promotional matters (e.g. KFPL programs, publishing industry issues, book recommendations). Staff may, from time to time, be designated as spokespeople and asked to speak on specific areas of expertise at the request of their Director or Manager.

When there are significant news announcements regarding the Kingston Frontenac Public Library, the Library will strive to inform news media in advance, providing contact information for a spokesperson.



To ensure clarity of message and consistency of approach, ~~if no media release has been issued~~, reporters seeking comment from the Library are asked to first contact the Chief Librarian or designate. Likewise, staff receiving a media request are asked to notify the Chief Librarian and await ~~input direction~~. ~~The Chief Librarian will vet the media request and aim to respond to the reporter within two hours.~~ The Chief Librarian may provide an interview, or may designate another staff or Board member, as appropriate, to be interviewed.

In situations where a reporter has questions about the role of the Chief Librarian or the Board itself, reporters are encouraged to directly contact the Board Chair.

### Generating Stories

~~When there are significant news announcements regarding the Kingston Frontenac Public Library, the Library will strive to inform news media in advance and ensure a spokesperson is made available. For example,~~ The Library ~~will~~ ~~may~~ contact local media ~~with potential stories of public interest~~, such as ~~regarding~~ the addition of new services or facilities, the hosting of noteworthy events or speakers, and significant hires or organizational changes.

When there are significant impacts to the organization's operations, the Kingston Frontenac Public Library will strive to inform the media as soon as possible. For example, the Library will contact local media in the event of ~~a weather or accident-related~~ temporary branch closures, construction or renovation-related impacts to service, ~~significant workplace accidents~~, or other ~~service or program~~ disruptions.

To communicate these types of events, announcements, and occurrences, the Library will engage in multiple communications channels and activities appropriate to the situation and as time allows. In addition to contacting reporters and issuing ~~press media~~ releases, as appropriate, the Library will use its social media channels, website, newsletter, and other publications to support outreach to Library patrons and ~~citizens residents~~ of the broader Kingston and Frontenac region.

### Privacy

Due to the *Municipal Freedom of Information and Protection of Privacy Act, R.S.O., c. M.56.* (MFIPPA) and / or other legislation, regulations and policies, the Library will be unable to comment about specific employee or patron files. ~~Reporters seeking information on specific persons will be informed of relevant Library policies and legislation.~~

To assist the Library in meeting its privacy commitments, reporters seeking to record video or audio on the Library premises are asked to notify the Chief Librarian. Recording by news media on Library property is permitted as long as it complies with the *Municipal Freedom of Information and Protection of Privacy Act, R.S.O., c. M.56.* (MFIPPA) and / or other legislation, regulations and policies, and the consent of those present is obtained.

## **6. Appendices**

Not Applicable.

## **7. Authorities**

Not Applicable.

## **8. Document Control**

Original Policy Date: 2017 November

Last Reviewed: 2021 October

Changes made: see report to Board dated September 28, 2021

Next Review: 2025 October

DRAFT

# KFPL Statement of Policy

## Programming Policy

### 1. Purpose

The purpose of this policy is to provide staff with the necessary guidelines to assist them in the development of Library programs and to inform the public about the principles and criteria by which programs are selected.

### 2. Scope

Not applicable.

### 3. Definitions

Not applicable.

### 4. Guiding Principles

#### Library Programming Statement

Programming is an integral part of the Kingston Frontenac Public Library's service to the public, and it supports the Library's ~~Ends Statements as well as its~~ mission, vision and strategic plan. ~~to stimulate the imagination and satisfy curiosity, to provide opportunities for lifelong learning, to develop young readers and broadly promote literacy and reading, and to celebrate our heritage/history and promote cultural awareness.~~

~~Programs raise the Library's profile in the community and have a positive impact on library use. They are a strong mechanism for outreach and promotion which allow the Library to forge partnerships with a wide variety of groups and individuals.~~

~~Programs highlight the Library's collections and services, and share knowledge and expertise, increasing awareness of the Library as a cultural and informational centre.~~

~~Programs are developed to respond to emerging community interests as well as to sustain demonstrated interests and demand.~~

The ~~Kingston Frontenac Public~~ Library is committed to providing ~~quality library services that are accessible to all persons who wish to obtain and use library services inclusive and~~ accessible programming that meets the needs of our community. Our programs will be offered without charge to attendees in all but exceptional circumstances.

The Library upholds the principle of intellectual freedom and supports the rights of individuals to read, speak, view and exchange differing points of view on any subject. To accomplish this, the Library may present controversial programs in order to ensure public access to all sides of an issue.

## 5. Policy

### Selection Criteria

~~Events and 'programs'~~ Programs offered by the Kingston Frontenac Public Library will:

- Be responsive to current interests and needs of the community. Programs may be tailored to meet the specific needs of the communities served by our branches.
- Be consistent with the Library's strategic directions / service priorities.

The following additional criteria are considered, although a proposed event or program need not meet all criteria to be acceptable:

- Creates and promotes community partnerships;
- Encourages literacy, ~~and~~ the enjoyment of reading, ~~and~~ lifelong learning;
- Highlights materials and services available at the Library, and assists patrons in their effective use;
- Offers training and assistance with new technologies used to offer library services;
- Promotes an awareness of contemporary issues and information required to engage in society;
- Celebrates local history;
- Promotes cultural awareness;
- Attracts a new / unique audience to the Library.

~~The Library will offer a balance of large scale and smaller group program formats.~~

### Delivery of Events and Programs

~~Content of events and programs will be presented by staff with knowledge or training in the topic, or may feature experts from the community including~~ Content may be developed and presented by staff or by experts outside the organization including:

- Authors and illustrators, by whom book sales are permitted;
- Performers, by whom sales of recordings is permitted;
- ~~Experts from community partnerships~~
- ~~Community members with expertise relating to the programming topic~~
- Agencies, professionals and community members with expertise relating to the programming topic. These presenters may share their business/professional affiliation, but may not sell or promote their products or paid services.

~~As a public library, we make every effort to provide free access to information and ideas through our collections, programs and services. Our programs will be offered without charge to attendees in all but exceptional circumstances.~~

~~The Library may limit program attendance based on safe use of space, or when the success of a program requires it. Participation will be based on a first come, first served basis, either with advanced registration, ticket distribution or at the door, with the following provisos:~~

- ~~Programs which require advance registration are available to KFPL members only.~~

- ~~• The Library reserves the right to limit the number of event tickets per person.~~
- ~~• The Library is unable to accommodate groups at registered or drop-in programs for children. Groups include classes, daycares, daycamps, community groups, and any groups providing childcare and/or educational/recreational services to children.~~

The Library may set age guidelines ~~for participation in children's programs when those programs are tailored to meet the different developmental stages of children, or when the Library staff or program facilitator deems the content to be best suited to a particular audience~~ or limit program attendance to ensure safe use of space, suitability of content and optimal group size for instruction.

Participation will be based on a first come, first served basis, with the following provisos:

- Library staff may use tools to limit and track attendance, including online registration, tickets, and a sign-in process.
- Programs which have limited attendance are available to KFPL members only; to participate, residents may apply for a free library card online and those living out of KFPL's service area may purchase a subscription membership. The Library is unable to accommodate childcare or school groups of more than 5 people at children's programs that have limited attendance.

The Library reserves the right to cancel programs as deemed necessary, and will make every effort to notify the public.

~~Programs may be delivered within a library building or in other suitable locations within the community.~~

~~All policies of the Kingston Frontenac Public Library apply to programs.~~

~~Programs shall not be in contravention of federal or provincial laws and regulations, or municipal by-laws.~~

~~The Library may allow presenters to display products or books for purchase.~~

## **Program Evaluation**

~~To determine community needs and interests, the Library regularly evaluates community response to and suggestions for its events and programs. It also periodically reviews community profiles and uses various mechanisms to gather community input to assist in setting programming priorities and plans.~~

All programs are designed with measurable outcomes and are evaluated.

To determine community needs and interests, the Library reviews suggestions for events and programs and uses various mechanisms to gather community input to assist in setting programming priorities and plans.

The Library will make available a process for user feedback and expressions of opinions / concerns about programs.

## **Suggestions for Programming**

~~The public are encouraged to suggest topics for future programs and events. These suggestions will be considered in light of the programming criteria and library resources. Not all suggestions will be used.~~

~~Program and Event Suggestion Forms are available at any library branch or on the Library website. Completed forms may be dropped off at any branch and will be forwarded to the Manager of Programming and Outreach.~~

~~Credit to Trillium Public Library, Halifax Public Library, Vancouver Public Library, Barrie Public Library, Greater Victoria Public Library.~~

The Library will make a process for community submissions available. Suggestions will be considered by the Manager, Programming and Outreach in light of the programming criteria and library resources.

## **6. Appendices**

Not applicable.

## **7. Authorities**

Not applicable.

## **8. Document Control**

Original Policy Date:	2013 March
Last Reviewed:	2021 October
Changes made:	see report to Board dated September 28, 2021
Next Review:	2025 October

# KFPL Statement of Policy

## 3D Printing Policy

### 1. Purpose

The purpose of this policy is to provide guidelines for self-serve 3D printing services at the Library.

### 2. Scope

This policy applies to all 3D printing services at the Kingston Frontenac Public Library.

### 3. Policy

~~Kingston Frontenac Public Library supports innovation, imagination and free access to information.~~ Kingston Frontenac Public Library exists to make a positive difference in the lives of everyone in Kingston Frontenac. We endeavour to be recognized as a problem-solver and a key supporter of learning. In keeping with these vision items, the Library will make 3D printing services available to members of the Kingston Frontenac Public Library under the following conditions:

1. ~~Library membership is required.~~ 3D printing is available to KFPL members only; to participate, residents may apply for a free library card online and those living out of KFPL's service area may purchase a subscription membership.
2. Use of the 3D printers is limited to patrons 16 years of age and older.
3. Participation in a 3D printing orientation session is mandatory before use of the machines.
4. Patrons must sign a waiver prior to using any equipment in the Create Space, including the 3D printers.
5. Use of the 3D printers is by appointment only, and the availability of the printer will determine the length of time available for printing.
6. A sliding payment scale of \$0 - \$20 will be used, with patrons determining what is a reasonable amount.
7. Patrons are expected to monitor the 3D printer throughout the process.
8. 3D printers may not be used to print weapons, weapon components, keys or materials that are subject to copyright.
9. 3D printers will be housed in a public area, and the user and their print job will be visible to staff and members of the public.
10. KFPL reserves the right to decline or discontinue any print job, subject to library policies.

### 4. Document Control

This policy shall be reviewed on an annual basis.

Last Reviewed: 2021 October

Next Review: 2022 October

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## KFPL Report to the Board

**Subject:** Extended Hours Project  
**Date:** October 19, 2021  
**Prepared by:** L. Carter, Chief Librarian/Chief Executive Officer

### Background:

Many libraries in North America and Europe have used technology to extend access to their facilities and collections. In Ontario, Hamilton Public Library<sup>1</sup> and Toronto Public Library<sup>2</sup> launched this service several years ago. Essex County Library is beginning an extended hours pilot project later this year<sup>3</sup>.

KFPL managers attended an open house in Hamilton in October 2018 to learn more about the technology and to tour the two libraries where it has been implemented.

### Analysis:

Hamilton, Toronto and Essex County are all using bibliotheca's<sup>4</sup> open+ access product, which is a suite of technology that allows libraries to provide more flexible hours, making them more accessible to the community. The technology allows registered patrons access to the Library's collections, public computers, WiFi and spaces during hours staff aren't on duty. A combination of a door keypad, self-service check in and checkout out, video surveillance and a video phone to contact support staff located at another branch enables libraries to provide access to resources that would otherwise be inaccessible for many hours a week. Patrons must register for the service by filling out a form and agreeing to the terms and conditions of use.

Following the visit to Hamilton in 2018, KFPL applied for a grant from the Canadian Internet Registry Authority to implement the technology. When that application was unsuccessful, \$100,000 was added to the 15 year capital plan in 2020 for the 2022 budget year. The investigation of the technology and the grant application were included in board reports and discussed at Union-Management meetings in 2018 and 2019.

The Pittsburgh Branch was chosen as a pilot site, as library planning documents point to a need for increased space and greater access to library services in Kingston East. A major renovation and expansion is planned for this branch in 2026, and the extended hours project

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<sup>1</sup> <https://www.hpl.ca/articles/about-extended-access-service>

<sup>2</sup> <https://www.torontopubliclibrary.ca/hours-locations/extended-hours-pilot-program/index.jsp>

<sup>3</sup> <https://windsorstar.com/news/local-news/essex-county-library-to-launch-extended-hours-pilot-project-at-mcgregor-branch>

<sup>4</sup> <https://www.bibliotheca.com/solutions/extended-access/>

would increase access for the growing east end community until the building project is complete and operating hours are expanded. The Library receives frequent requests from Kingston and Frontenac residents for additional hours at the Pittsburgh Branch.

While Pittsburgh has been chosen as the pilot site, this technology could also vastly increase access to library resources in our rural communities – allowing us to significantly expand our service levels across Frontenac County.

**Recommendations:**

This report is for information only.

## Report to the Board

**Subject:** 2022 Operating and Capital Budgets  
**Date:** October 12, 2021  
**Prepared by:** Laura Carter, Chief Librarian / Chief Executive Officer

### Background:

The Kingston Frontenac Public Library is a union library board established under the authority of the *Public Libraries Act R.S.O. 1990, P.44* (PLA) and the agreement between the City of Kingston and County of Frontenac (formerly Frontenac Management Board). Under the agreement the City of Kingston shall be responsible for 87% of the cost and the County of Frontenac and four Townships shall be responsible for 13% of the cost.

The Library receives funding from the City of Kingston to operate and maintain the five branches in the City. Facility costs for the City of Kingston branches are not part of the 87%/13% funding formula. The four Frontenac Townships are responsible for operating and maintaining the County branches. These costs do not appear in KFPL's operating budget.

The Library Board is responsible for the preparation and recommendation of a draft budget to be presented to the City of Kingston and County of Frontenac Councils for approval (PLA s.24 (1)).

Section 24 (6) of the PLA states that "a union board shall submit with its estimates a statement as to the proportion of the estimates that is to be charged to each of the municipalities, and if the estimates of the board are approved or amended and approved by the councils of the municipalities representing more than one-half of the population of the area for which the board was established, they are binding on all the municipalities".

### Budget Process and Allocations:

#### ***City of Kingston***

The Library received correspondence from Desiree Kennedy, Chief Financial Officer / Treasurer of the City of Kingston dated August 9, 2021 outlining budget targets for 2022. The Library has been asked to keep our budget increase within inflation parameters of approximately 1.5%-2.0%. Over the past four years, Council provided direction to maintain tax increases at no more than 2.5% (including a 1% increase for incremental capital infrastructure purposes. The City has also asked that the budget submission be multi-year, including a detailed 2022 operating budget as well as forecasts through to 2025 and a 15-year capital expenditure plan.

## **Budget Synopsis:**

### ***Budget pressures***

- Increasing demand for hours of operation - Pittsburgh, Rideau Heights. A comprehensive review of branch service hours is underway.
- Demand for physical materials has remained fairly constant while demand for online collections/resources has increased. The COVID-19 pandemic has impacted circulation of physical materials, but the lasting effect is not yet known.
- Rising costs of e-books, e-audiobooks and other digital resources
- Requests for additional online products/resources
- Impact of the value of the Canadian dollar on buying power
- Increased/shifting costs related to the COVID-19 pandemic
- Decreasing self-generated revenues, exacerbated by COVID-19:
  - Decreased room rental revenue
  - Decreased photocopying and printing revenue

## **2022 Draft Operating Budget:**

### ***Revenues***

- The Library's draft 2022 budget calls for an overall increase of 1.89% (\$154,431) with a 2.01% (\$137,028) increase from the City of Kingston and a 2.25% (\$19,953) increase from the County of Frontenac over 2021 figures. The total draft operating budget for 2022 is \$8,331,648. This increase is lower than was previously projected for 2022.
- The Ministry of Heritage, Sport, Tourism and Culture Industries has not announced any changes to the public library operating grant (PLOG) for 2022-2023 at this time. The PLOG remains at \$297,138.
- Revenues also include \$15,000 from the County of Frontenac to contribute to the costs of providing administration and technical services at the Central Branch. The amount is based on the area of the Central Branch used to provide administration and technical services and calculated using the 87/13% funding formula.
- Fines/Damages revenues have been reduced by \$3,600 based on amounts collected thus far in 2021 for lost or damaged materials following the elimination of overdue fines in January 2021.
- Facility rental and Printer/Photocopier revenues are being projected at near normal levels.

### ***Expenditures***

- Salaries, wages and benefits lines have increased by 2.15% (\$130,605) and include a 4.03% (\$56,264) increase in benefit costs, a 15.41% (\$4,844) increase in overtime

wages to cover maintenance during Sunday hours, and increased staffing costs due to two known leaves and a staff wage increase. The Collective Agreements with CUPE 2202 and 2201.01 expire March 31, 2022, so the increase for 2022 is unknown at this time. Retiree benefits have decreased 17.37% (\$11,787) due to a number of retired staff members turning 65 in 2022.

- The library materials lines have increased by 1.40% (\$12,601). Note that this increase is lower than inflation and has been for several years. The KFPL Collections budget is not keeping pace with materials costs and eBook pricing models. \$15,630 was moved from the adult popular materials line to the electronic resources line, reflecting the increased demand for eBooks and downloadable audiobooks. \$9,104 was moved from Serials to Electronic Resources, which reflects a decrease in this line due to some magazine cancellations, the difference in price between our current digital magazine platform, Flipster and its predecessor, and the transfer of digital magazine costs from the Serials line to the Electronic Resources line.
- Shared system-wide expenditures have increased by 1.41% (\$10,202), largely due to an increase in contracted services and due to increased maintenance costs of various software licenses.
- Facilities expenditures (City of Kingston branches) have increased by 0.21% (\$1,023).

### ***Operating Budget Projections***

- The 2023 operating budget projection calls for an overall increase of 1.60% over 2022 figures. The increase includes a \$22,500 increase in contracted services for the phasing in of software maintenance costs for the planned service point at Kingston Secondary School.
- The 2024 operating budget projection calls for an overall increase of 2.15%.
- The 2025 operating budget projection calls for an overall increase of 2.17%.

### **2022 Draft Capital Budget:**

Shared costs are calculated using the 87%/13% funding formula.

- **Branch revitalization (shared)**

○ <b>Rural Branches</b>	\$13,000
▪ Furniture replacement – Accessibility and COVID response	
○ <b>Calvin Park</b>	
▪ Furniture and Equipment	\$87,000
○ <b>Pittsburgh</b>	
▪ Extended Hours Project	\$100,000
○ <b>System-Wide</b>	
▪ Community Engagement	\$50,000

- **Technology (shared)**
  - Software/Equipment upgrades \$75,000
  - Integrated Library System (ILS) upgrades \$25,000
- **Facility repairs (unshared)**
  - **Central Branch**
    - Basement washroom repairs \$30,000

***Library Capital Requests included in the Facilities Management & Construction Services Budget***

Library staff and staff from the City of Kingston's Facilities Management & Construction Services (FMCS) department have been working collaboratively and closely for the past several years. As the owner of buildings from which the Library operates, the City has obligations to meet Greenhouse Gas (GHG) reduction targets and a legal obligation when construction projects require a Canadian Construction Documents Committee (CCDC) contract. FMCS staff are currently managing the Bishop's House Project at the Central Branch and window replacements and curtain wall repairs at the Isabel Turner Branch. The funds for these projects had been requested by the Library, but are being managed by FMCS in consultation with Library staff.

Going forward, major projects and projects that relate to the building envelope, such as roof works and windows, along with HVAC and building automation system upgrades will be managed by FMCS and will be included in their budgets. The Library will request funds for functional capital projects and will continue to work closely with City staff ensure capital requests coordinate.

The draft 15 year capital plan outlining projects planned by City of Kingston FMCS is also attached to this report. Included in the FMCS 2022 draft capital budget, subject to Council approval, are the following Library projects:

- **Central**
  - **Bishop's House (Phase 2)**
    - Window replacement and masonry \$635,000
  - **Capital Maintenance** \$50,000
- **Isabel Turner**
  - **Curtainwall repairs** \$250,000
- **Calvin Park**
  - **Capital Maintenance** \$10,000
  - **Building Automation Systems Upgrade** \$10,000
- **Pittsburgh**
  - **Capital Maintenance** \$10,000
- **Rideau Heights**

- **Capital Maintenance**

\$10,000

**Recommendations:**

That the Kingston Frontenac Public Library Board receive and approve the 2022 operating and capital estimates.

That the Kingston Frontenac Public Library Board receive the operating budget projections for 2023, 2024 and 2025.

That the Kingston Frontenac Public Library Board receive and approve the 15-year capital plan.

That the Kingston Frontenac Public Library Board direct the Chief Librarian/CEO to forward the 2022 operating and capital estimates, operating budget projections for 2023, 2024 and 2025 and the 15-year capital plan to the City of Kingston and County of Frontenac.

**Next Steps:**

Pending KFPL Board approval of the 2022 operating and capital budget estimates, operating projections and the 15-year capital plan will be sent to the City of Kingston and the County of Frontenac.

The City of Kingston Council budget deliberations are scheduled for November 23, 24 and 25<sup>th</sup>. .

The County of Frontenac is holding budget deliberation meetings on October 20, 21 and 22<sup>nd</sup>. KFPL is scheduled to present the draft budget on October 20.

Kingston Frontenac Public Library 2022 Draft Operating Budget				
Account Description	2022 Budget	2021 Budget	Variance	% Variance
<b>Expenses</b>				
Salaries and wages	3,180,357	3,133,868	46,489	1.48%
Part-Time Wages	1,155,956	1,126,490	29,466	2.62%
Pages Part-Time Wages	311,591	306,260	5,331	1.74%
Overtime	36,276	31,432	4,844	15.41%
Payroll benefits	1,453,993	1,397,729	56,264	4.03%
Retirees benefits	56,074	67,861	-11,787	-17.37%
WSIB	300	300	0	0.00%
<b>Total Staff Costs</b>	<b>6,194,546</b>	<b>6,063,941</b>	<b>130,605</b>	<b>2.15%</b>
Adult popular mat'ls	400,000	415,630	-15,630	-3.76%
Child/youth pop mat'ls	170,200	170,200	0	0.00%
Electronic resources	312,200	274,865	37,335	13.58%
Serials	32,896	42,000	-9,104	-21.68%
<b>Total Material</b>	<b>915,296</b>	<b>902,695</b>	<b>12,601</b>	<b>1.40%</b>
General Supplies	60,000	65,000	-5,000	-7.69%
Vehicle repairs & maintenance	5,400	5,000	400	8.00%
Vehicle fuels and lubricants	9,000	9,400	-400	-4.26%
Computer Equipment	78,535	70,000	8,535	12.19%
Software	9,000	9,000	0	0.00%
Furniture and fixtures	12,250	14,250	-2,000	-14.04%
Advertising	9,000	9,000	0	0.00%
Telephones/Cell Phones	33,136	34,889	-1,754	-5.03%
Internet Connectivity	37,518	37,000	518	1.40%
Fees, subscription, membership	12,100	10,850	1,250	11.52%
Mileage	11,300	11,600	-300	-2.59%
Education and training	40,600	40,600	0	0.00%
Miscellaneous Expenses	7,500	7,000	500	7.14%
Delivery, postage & shipping	8,000	10,000	-2,000	-20.00%
Professional services	26,500	26,500	0	0.00%
Contracted services - system wide	309,605	302,569	7,036	2.33%
Programs	26,870	24,500	2,370	9.67%
Equipments rentals	9,648	12,700	-3,052	-24.03%
Interest & Service Charges	2,500	2,500	0	0.00%
Allocated Insurance	24,100	20,000	4,100	20.50%
<b>Total System-Wide</b>	<b>732,561</b>	<b>722,359</b>	<b>10,202</b>	<b>1.41%</b>
<b>Facilities</b>				
Protective clothing	2,000	2,025	-25	-1.23%
Cleaning supplies	27,000	28,700	-1,700	-5.92%
Tools & Equipment	10,200	10,750	-550	-5.12%
Repairs & maintenance	10,200	6,500	3,700	56.92%
Water and Sewer	12,625	12,575	50	0.40%
Natural Gas	59,838	55,438	4,400	7.94%
Electricity	204,632	207,984	-3,352	-1.61%
Contracted Services	162,750	164,250	-1,500	-0.91%
<b>Total Facilities</b>	<b>489,245</b>	<b>488,222</b>	<b>1,023</b>	<b>0.21%</b>
<b>Total Expenditures</b>	<b>8,331,648</b>	<b>8,177,217</b>	<b>154,431</b>	<b>1.89%</b>
<b>Revenues</b>				
Provincial Subsidy	-297,138	-297,138	0	0.00%
Project Grants	-30,000	-30,000	0	0.00%
Printer/Photocopier Revenue	-23,465	-23,465	0	0.00%
Fines/Damages	-10,400	-14,000	3,600	-25.71%
Non-Resident Fees	-9,339	-9,289	-50	0.54%
Facility Rentals	-45,000	-45,000	0	0.00%
Donations	-11,000	-10,000	-1,000	10.00%
Expenditure Recovery	-40,000	-40,000	0	0.00%
Miscellaneous Revenue exempt	-10,000	-10,000	0	0.00%
<b>County of Frontenac</b>	<b>-906,458</b>	<b>-886,505</b>	<b>-19,953</b>	<b>2.25%</b>
<b>City of Kingston</b>	<b>-6,948,848</b>	<b>-6,811,820</b>	<b>-137,028</b>	<b>2.01%</b>
<b>Total Revenue</b>	<b>-8,331,648</b>	<b>-8,177,217</b>	<b>-154,431</b>	<b>1.89%</b>
<b>Net</b>	<b>0</b>	<b>0</b>		



Kingston Frontenac Public Library 2023 Projected Draft Operating Budget				
Account Description	2023 Budget	2022 Budget	Variance	% Variance
<b>Expenses</b>				
Salaries and wages	3,233,778	3,180,357	53,421	1.68%
Part-Time Wages	1,155,541	1,155,956	-415	-0.04%
Pages Part-Time Wages	316,224	311,591	4,633	1.49%
Overtime	36,751	36,276	475	1.31%
Payroll benefits	1,497,947	1,453,993	43,954	3.02%
Retirees benefits	34,595	56,074	-21,479	-38.30%
WSIB	300	300	0	0.00%
<b>Total Staff Costs</b>	<b>6,275,135</b>	<b>6,194,546</b>	<b>80,589</b>	<b>1.30%</b>
Adult popular mat'ls	400,000	400,000	0	0.00%
Child/youth pop mat'ls	170,200	170,200	0	0.00%
Electronic resources	324,100	312,200	11,900	3.81%
Serials	32,896	32,896	0	0.00%
<b>Total Material</b>	<b>927,196</b>	<b>915,296</b>	<b>11,900</b>	<b>1.30%</b>
Supplies	60,000	60,000	0	0.00%
Vehicle repairs & maintenance	5,400	5,400	0	0.00%
Vehicle fuels and lubricants	9,000	9,000	0	0.00%
Computer Equipment	80,106	78,535	1,571	2.00%
Software	9,180	9,000	180	2.00%
Furniture and fixtures	12,250	12,250	0	0.00%
Advertising	9,000	9,000	0	0.00%
Telephones/Cell Phones	33,749	33,136	613	1.85%
Internet Connectivity	38,644	37,518	1,126	3.00%
Fees, subscription, membership	12,100	12,100	0	0.00%
Mileage	11,300	11,300	0	0.00%
Education and training	40,600	40,600	0	0.00%
Miscellaneous Expense	7,500	7,500	0	0.00%
Delivery, postage & shipping	8,000	8,000	0	0.00%
Professional services	26,500	26,500	0	0.00%
Contracted services - system wide	334,541	309,605	24,937	8.05%
Programs	27,219	26,870	349	1.30%
Equipments rentals	9,648	9,648	0	0.00%
Interest & Service Charges	2,500	2,500	0	0.00%
Allocated Insurance	24,582	24,100	482	2.00%
<b>Total System-Wide</b>	<b>761,819</b>	<b>732,561</b>	<b>29,258</b>	<b>3.99%</b>
<b>Facilities</b>				
Protective clothing	2,000	2,000	0	0.00%
Cleaning supplies	27,540	27,000	540	2.00%
Tools & Equipment	10,200	10,200	0	0.00%
Repairs & maintenance	10,404	10,200	204	2.00%
Water and Sewer	13,004	12,625	379	3.00%
Natural Gas	61,633	59,838	1,795	3.00%
Electricity	210,771	204,632	6,139	3.00%
Contracted Services	165,218	162,750	2,468	1.52%
<b>Total Facilities</b>	<b>500,770</b>	<b>489,245</b>	<b>11,524</b>	<b>2.36%</b>
<b>Total Expenditures</b>	<b>8,464,920</b>	<b>8,331,648</b>	<b>133,271</b>	<b>1.60%</b>
<b>Revenues</b>				
Provincial Subsidy	-297,138	-297,138	0	0.00%
Project Grants	-30,000	-30,000	0	0.00%
Printer/Photocopier Revenue	-23,490	-23,465	-25	0.11%
Fines/Damages	-10,400	-10,400	0	0.00%
Non-Resident Fees	-9,389	-9,339	-50	0.54%
Facility Rentals	-46,000	-45,000	-1,000	2.22%
Donations	-12,000	-11,000	-1,000	9.09%
Expenditure Recovery	-40,000	-40,000	0	0.00%
Miscellaneous Revenue exempt	-10,000	-10,000	0	0.00%
<b>County of Frontenac</b>	<b>-920,717</b>	<b>-906,458</b>	<b>-14,259</b>	<b>1.57%</b>
<b>City of Kingston</b>	<b>-7,065,785</b>	<b>-6,948,848</b>	<b>-116,937</b>	<b>1.68%</b>
<b>Total Revenue</b>	<b>-8,464,920</b>	<b>-8,331,648</b>	<b>-133,271</b>	<b>1.60%</b>
<b>Net</b>	<b>0</b>			

Kingston Frontenac Public Library 2024 Projected Draft Operating Budget				
Account Description	2024 Budget	2023 Budget	Variance	% Variance
<b>Expenses</b>				
Salaries and wages	3,282,284	3,233,778	48,507	1.50%
Part-Time Wages	1,172,874	1,155,541	17,333	1.50%
Pages Part-Time Wages	320,967	316,224	4,743	1.50%
Overtime	37,264	36,751	514	1.40%
Payroll benefits	1,572,845	1,497,947	74,897	5.00%
Retirees benefits	36,325	34,595	1,730	5.00%
WSIB	300	300	0	0.00%
<b>Total Staff Costs</b>	<b>6,422,859</b>	<b>6,275,135</b>	<b>147,724</b>	<b>2.35%</b>
Adult popular mat'ls	400,000	400,000	0	0.00%
Child/youth pop mat'ls	170,200	170,200	0	0.00%
Electronic resources	336,175	324,100	12,075	3.73%
Serials	32,896	32,896	0	0.00%
<b>Total Material</b>	<b>939,271</b>	<b>927,196</b>	<b>12,075</b>	<b>1.30%</b>
Supplies	60,000	60,000	0	0.00%
Vehicle repairs & maintenance	5,500	5,400	100	1.85%
Vehicle fuels and lubricants	9,000	9,000	0	0.00%
Computer Equipment	81,708	80,106	1,602	2.00%
Software	9,364	9,180	184	2.00%
Furniture and fixtures	12,250	12,250	0	0.00%
Advertising	9,000	9,000	0	0.00%
Telephones/Cell Phones	34,390	33,749	641	1.90%
Internet Connectivity	39,803	38,644	1,159	3.00%
Fees, subscription, membership	12,200	12,100	100	0.83%
Mileage	11,300	11,300	0	0.00%
Education and training	40,600	40,600	0	0.00%
Miscellaneous Expense	7,500	7,500	0	0.00%
Delivery, postage & shipping	8,000	8,000	0	0.00%
Professional services	26,500	26,500	0	0.00%
Contracted services - system wide	341,201	334,541	6,660	1.99%
Programs	27,573	27,219	354	1.30%
Equipments rentals	9,648	9,648	0	0.00%
Interest & Service Charges	2,500	2,500	0	0.00%
Allocated Insurance	25,074	24,582	492	2.00%
<b>Total System-Wide</b>	<b>773,110</b>	<b>761,819</b>	<b>11,292</b>	<b>1.48%</b>
<b>Facilities</b>				
Protective clothing	2,000	2,000	0	0.00%
Cleaning supplies	27,898	27,540	358	1.30%
Tools & Equipment	10,200	10,200	0	0.00%
Repairs & maintenance	10,539	10,404	135	1.30%
Water and Sewer	13,264	13,004	260	2.00%
Natural Gas	63,482	61,633	1,849	3.00%
Electricity	217,094	210,771	6,323	3.00%
Contracted Services	167,008	165,218	1,791	1.08%
<b>Total Facilities</b>	<b>511,486</b>	<b>500,770</b>	<b>10,716</b>	<b>2.14%</b>
<b>Total Expenditures</b>	<b>8,646,726</b>	<b>8,464,920</b>	<b>181,807</b>	<b>2.15%</b>
<b>Revenues</b>				
Provincial Subsidy	-297,138	-297,138	0	0.00%
Project Grants	-30,000	-30,000	0	0.00%
Printer/Photocopier Revenue	-23,490	-23,490	0	0.00%
Fines/Damages	-10,400	-10,400	0	0.00%
Non-Resident Fees	-9,439	-9,389	-50	0.53%
Facility Rentals	-46,500	-46,000	-500	1.09%
Donations	-12,000	-12,000	0	0.00%
Expenditure Recovery	-40,000	-40,000	0	0.00%
Miscellaneous Revenue exempt	-10,000	-10,000	0	0.00%
<b>County of Frontenac</b>	<b>-941,294</b>	<b>-920,717</b>	<b>-20,577</b>	<b>2.23%</b>
<b>City of Kingston</b>	<b>-7,226,466</b>	<b>-7,065,785</b>	<b>-160,680</b>	<b>2.27%</b>
<b>Total Revenue</b>	<b>-8,646,726</b>	<b>-8,464,920</b>	<b>-181,807</b>	<b>2.15%</b>
<b>Net</b>	<b>0</b>			

Kingston Frontenac Public Library 2025 Projected Draft Operating Budget				
Account Description	2025 Budget	2024 Budget	Variance	% Variance
<b>Expenses</b>				
Salaries and wages	3,331,519	3,282,284	49,234	1.50%
Part-Time Wages	1,190,467	1,172,874	17,593	1.50%
Pages Part-Time Wages	325,781	320,967	4,815	1.50%
Overtime	37,786	37,264	521	1.40%
Payroll benefits	1,651,487	1,572,845	78,642	5.00%
Retirees benefits	38,141	36,325	1,816	5.00%
WSIB	300	300	0	0.00%
<b>Total Staff Costs</b>	<b>6,575,481</b>	<b>6,422,859</b>	<b>152,622</b>	<b>2.38%</b>
Adult popular mat'ls	400,000	400,000	0	0.00%
Child/youth pop mat'ls	170,200	170,200	0	0.00%
Electronic resources	348,425	336,175	12,250	3.64%
Serials	32,896	32,896	0	0.00%
<b>Total Material</b>	<b>951,521</b>	<b>939,271</b>	<b>12,250</b>	<b>1.30%</b>
Supplies	60,000	60,000	0	0.00%
Vehicle repairs & maintenance	5,500	5,500	0	0.00%
Vehicle fuels and lubricants	9,000	9,000	0	0.00%
Computer Equipment	83,342	81,708	1,634	2.00%
Software	9,551	9,364	187	2.00%
Furniture and fixtures	12,250	12,250	0	0.00%
Advertising	9,000	9,000	0	0.00%
Telephones/Cell Phones	35,062	34,390	672	1.95%
Internet Connectivity	40,997	39,803	1,194	3.00%
Fees, subscription, membership	12,200	12,200	0	0.00%
Mileage	11,300	11,300	0	0.00%
Education and training	40,600	40,600	0	0.00%
Miscellaneous Expense	7,500	7,500	0	0.00%
Delivery, postage & shipping	8,000	8,000	0	0.00%
Professional services	26,500	26,500	0	0.00%
Contracted services	348,005	341,201	6,804	1.99%
Programs	27,932	27,573	358	1.30%
Equipments rentals	9,648	9,648	0	0.00%
Interest & Service Charges	2,500	2,500	0	0.00%
Allocated Insurance	25,575	25,074	501	2.00%
<b>Total System-Wide</b>	<b>784,462</b>	<b>773,110</b>	<b>11,351</b>	<b>1.47%</b>
<b>Facilities</b>				
Protective clothing	2,000	2,000	0	0.00%
Cleaning supplies	28,261	27,898	363	1.30%
Tools & Equipment	10,200	10,200	0	0.00%
Repairs & maintenance	10,676	10,539	137	1.30%
Water and Sewer	13,529	13,264	265	2.00%
Natural Gas	65,387	63,482	1,904	3.00%
Electricity	223,607	217,094	6,513	3.00%
Contracted Services	169,257	167,008	2,249	1.35%
<b>Total Facilities</b>	<b>522,917</b>	<b>511,486</b>	<b>11,431</b>	<b>2.23%</b>
<b>Total Expenditures</b>	<b>8,834,381</b>	<b>8,646,726</b>	<b>187,654</b>	<b>2.17%</b>
<b>Revenues</b>				
Provincial Subsidy	-297,138	-297,138	0	0.00%
Project Grants	-30,000	-30,000	0	0.00%
Printer/Photocopier Revenue	-23,515	-23,490	-25	0.11%
Fines/Damages	-10,400	-10,400	0	0.00%
Non-Resident Fees	-9,489	-9,439	-50	0.53%
Facility Rentals	-52,500	-46,500	-6,000	12.90%
Donations	-13,000	-12,000	-1,000	8.33%
Expenditure Recovery	-40,000	-40,000	0	0.00%
Miscellaneous Revenue exempt	-10,000	-10,000	0	0.00%
<b>County of Frontenac</b>	<b>-961,636</b>	<b>-941,294</b>	<b>-20,342</b>	<b>2.16%</b>
<b>City of Kingston</b>	<b>-7,386,702</b>	<b>-7,226,466</b>	<b>-160,237</b>	<b>2.22%</b>
<b>Total Revenue</b>	<b>-8,834,381</b>	<b>-8,646,726</b>	<b>-187,654</b>	<b>2.17%</b>
<b>Net</b>	<b>0</b>			

**Kingston Frontenac Public Library**  
**Draft Capital Budget - 2022**  
**15 Year Capital Plan**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2022 - 2036
<b>LIBRARY</b>																
Branch Revitalization (Shared)	250,000	100,000	100,000	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,550,000
Branch Revitalization & Renewal (Unshared)	-	-	50,000	600,000	500,000	200,000	-	-	-	-	-	-	-	-	-	1,350,000
Facility Repairs	30,000	68,000	24,500	12,000	42,000	109,000	94,500	96,000	72,000	78,000	55,000	5,000	40,000	45,000	42,000	813,000
Materials for Sight Impaired	10,000	10,000	7,900	-	-	-	-	-	-	-	-	-	-	-	-	27,900
Shared IS&T	100,000	120,000	180,000	1,150,000	330,000	85,000	125,000	125,000	125,000	100,000	350,000	100,000	100,000	100,000	100,000	3,190,000
Unshared IS&T	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Shared Other	-	40,000	-	35,000	-	40,000	-	-	-	40,000	-	35,000	-	-	40,000	230,000
KFPL Branch Donations																-
<b>Total Library</b>	<b>390,000</b>	<b>338,000</b>	<b>362,400</b>	<b>1,797,000</b>	<b>972,000</b>	<b>534,000</b>	<b>319,500</b>	<b>321,000</b>	<b>297,000</b>	<b>318,000</b>	<b>505,000</b>	<b>240,000</b>	<b>240,000</b>	<b>245,000</b>	<b>282,000</b>	<b>7,160,900</b>

FINANCING	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2022 - 2036
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Reserve Funds																
Library Capital Reserve Fund	380,000	294,200	318,100	1,642,950	916,100	504,750	290,250	291,750	267,750	286,800	446,500	209,450	214,000	219,000	250,800	6,532,400
Library Capital Reserve Fund - Donations																
Total Reserve Funds	380,000	294,200	318,100	1,642,950	916,100	504,750	290,250	291,750	267,750	286,800	446,500	209,450	214,000	219,000	250,800	6,532,400
Total Grants	-	-														-
Total Other (Steele)	10,000	10,000	7,900	-	-	-	-	-	-	-	-	-	-	-	-	27,900
Recovery from County	-	33,800	36,400	154,050	55,900	29,250	29,250	29,250	29,250	31,200	58,500	30,550	26,000	26,000	31,200	600,600
<b>TOTAL FINANCING</b>	390,000	338,000	362,400	1,797,000	972,000	534,000	319,500	321,000	297,000	318,000	505,000	240,000	240,000	245,000	282,000	7,160,900

<b>TOTAL FINANCING</b>	390,000	338,000	362,400	1,797,000	972,000	534,000	319,500	321,000	297,000	318,000	505,000	240,000	240,000	245,000	282,000	7,160,900
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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Total
<b><u>KFPL Central Branch</u></b>																
Substructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Shell	635,000	-	-	-	-	-	-	-	650,000	-	-	-	250,000	-	-	
Interiors	-	-	-	-	-	-	-	-	-	-	-	-	100,000	-	-	
Services	50,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000	10,000	10,000	10,000	10,000	10,000	10,000	
Equipment and Furnishings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
New Construction and Demolition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Building Sitework	-	-	-	-	-	-	-	-	100,000	-	-	-	-	-	-	
FAC - KFPL Central Branch	685,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	810,000	10,000	10,000	10,000	360,000	10,000	10,000	1,975,000
<b><u>KFPL Isabel Turner Branch</u></b>																
Substructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Shell	250,000	340,000	350,000	50,000	-	-	-	-	-	50,000	-	-	-	500,000	-	
Interiors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Services	20,000	10,000	10,000	1,250,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Equipment and Furnishings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
New Construction and Demolition	-	500,000	-	2,000,000	-	-	-	-	-	-	-	-	-	-	-	
Building Sitework	-	-	-	270,000	-	-	-	-	-	-	-	-	-	-	-	
FAC - KFPL Isabel Turner Branch	270,000	850,000	360,000	3,570,000	10,000	10,000	10,000	10,000	10,000	60,000	10,000	10,000	10,000	510,000	10,000	5,710,000
<b><u>KFPL Calvin Park Branch</u></b>																
Substructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Shell	-	150,000	-	-	-	-	-	100,000	-	-	-	-	-	-	350,000	
Interiors	-	-	-	-	-	-	100,000	-	-	-	-	-	-	-	-	
Services	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	150,000	10,000	10,000	10,000	10,000	10,000	10,000	
Equipment and Furnishings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
New Construction and Demolition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Building Sitework	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000	-	
FAC - KFPL Calvin Park Branch	20,000	160,000	10,000	10,000	10,000	10,000	110,000	110,000	150,000	10,000	10,000	10,000	10,000	110,000	360,000	1,100,000

<b><u>KFPL Pittsburgh Branch</u></b>																	
Substructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Shell	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interiors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Services	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	150,000
Equipment and Furnishings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Construction and Demolition	-	-	750,000	-	5,400,000	-	-	-	-	-	-	-	-	-	-	-	6,150,000
Building Sitework	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FAC - KFPL Pittsburgh Branch	10,000	10,000	760,000	10,000	5,410,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	6,300,000
<b><u>KFPL Rideau Heights Branch</u></b>																	
Substructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Shell	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000	-	100,000
Interiors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Services	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	150,000
Equipment and Furnishings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Construction and Demolition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Building Sitework	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FAC - KFPL Rideau Heights Branch	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000	10,000	250,000