



Agenda

Regular Meeting # 2021-09
Kingston Frontenac Public Library Board
Wednesday, November 17, 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
4. Delegation: Jillann Rothwell, President, CUPE Local 2202 to address the Board in regards to the proposed Extended Hours Project and precarity in Library employment

Consent Agenda

5. Adoption of Minutes
 - 5.1. Regular KFPL Board Meeting #2021-08 of October 20, 2021 (attached)
6. Information Items
 - 6.1. Correspondence/Information Received and Sent (correspondence log separate)
7. Monitoring Reports
 - 7.1. Communication and Counsel
 - 7.1.1. Chief Librarian's Report (attached)
 - 7.2. Asset Protection (attached)
 - 7.3. Statistical Report (3rd Quarter 2021) (attached)
 - 7.4. Strategic Planning – Action Plans for 2022 (attached)
8. Motion to accept consent agenda (motion)

Action Agenda

- 9. Business Arising from the Minutes
- 10. Items Removed from the Consent Agenda
 - 10.1.
- 11. Action Items
 - 11.1. Policy Approval
 - 11.1.1. Governance Policies (report attached)
 - 11.1.1.1. Governance Process (G1-G9) (policy attached) (motion) (*brought forward from October 2021*)
 - 11.1.1.2. Executive Limitations (L1-L10) (policy attached) (motion) (*brought forward from October 2021*)
 - 11.1.1.3. Board-Staff Relationship (B1-B5) (policy attached) (motion) (*brought forward from October 2021*)
 - 11.2. Facilities Master Plan / Strategic Planning Committee
 - 11.2.1. Terms of Reference (attached) (motion)

Items for Discussion / Exploration (none this month)

Other Business

- 12. Ownership Linkages – Land Acknowledgement Statement Update
- 13. Chief Librarian / CEO Evaluation – distribution of forms
- 14. 2022 Workplan (attached)
- 15. Updated Policy Checklist (attached)

Adjournment / Next Meeting

Regular Board Meeting: 4:30 PM, Wednesday, December 15, 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 2021-09

Correspondence List

6.1. Correspondence/Information Received and Sent

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

- 6.1.1. From L. MacDougall, an email dated October 20, 2021
- 6.1.2. From A. Kary, an email dated October 20, 2021
- 6.1.3. From Dr. G. Dueck, an email dated October 20, 2021
- 6.1.4. From J. Shefrin, an email dated October 20, 2021
- 6.1.5. From C. Mackey, an email dated October 21, 2021
- 6.1.6. From J. Leroux, an email dated October 21, 2021
- 6.1.7. From J. Compton, an email dated October 21, 2021
- 6.1.8. From A. Burbidge, an email dated October 22, 2021
- 6.1.9. From M.A. Downie, an email dated October 23, 2021
- 6.1.10. From S. Kirby, an email dated October 24, 2021
- 6.1.11. To all correspondents, a letter dated October 27, 2021 acknowledging their feedback and providing additional information about the Extended Hours Project.



**Minutes of Regular Meeting #2021-08 of the
Kingston Frontenac Public Library Board
October 20, 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, Kamryn Marsh, Louise Moody, Natalie Nossal (Vice-Chair), Councillor Alan Revill, Jennifer Ross, Monica Stewart (Chair)

Staff Present: Nicole Charles (Director, Facilities and Technology), Liz Coates (Manager, Programming and Outreach), Graeme Langdon (Manager, Branches and Collections), Kimberly Sutherland Mills (Director, Service Design and Delivery), Bill Purvis (Technical Support), Shelagh Quigley (Director, Human Resources), Chris Ridgley (Budget/HR Analyst), Amy Rundle (Recording Secretary)

1. Call to Order

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

2. Adoption of the Agenda

2021-34 Ross - Kiley

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 #2021-07 of September 15, 2021

4.2. Committee of the Whole Meeting #2021-03 of October 6, 2021

5. Information Items

5.1. Correspondence/Information Received and Sent (list of correspondence attached as Appendix A)

6. Monitoring Reports

6.1. Communication and Counsel

6.1.1. Chief Librarian's Report

6.2. Financial Condition (3rd Quarter 2021)

6.3. Financial Planning and Budgeting

6.4. Staff Relations and Volunteers

7. Motion to accept consent agenda

2021-35 Revill - Moody

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

Carried

Action Agenda

8. Business Arising from the Minutes

8.1. Governance Model – review of options

Overall, there was agreement that the current model has deficiencies that need to be addressed (e.g. simpler language and additional accountability), and that learning more about governance options could be beneficial.

A Board member commented in support of a review citing concern about the work involved in defining executive limitations and a lack of direct Board involvement with the drafting of budgets and strategic plans.

Several Board members expressed concern that a fulsome review of options would take valuable time and effort away from other big-picture items, like strategic planning, at a time when senior staff need an updated directive from the Board. There was also support for how the Carver model prevents the Board from getting too involved with operational decisions. These members felt that the Board should continue to work on refining the current model instead of starting over.

A suggestion was made to defer discussion of alternate models to Q2 of 2022 to allow for a more informative and detailed review. The timeframe associated with a review should allow for proper investigation of options, including a detailed cost-benefit analysis.

M. Stewart reminded the Board that issues related to governance are the sole responsibility of the Board and senior staff will not be asked to report on options. It was agreed that a committee should be struck to research alternate models and comparatives from similar organizations in the province. Discussion could take place at the Committee of the Whole meeting in February 2022.

2021-36 Revill – Ross

That the Board agree to a review of Governance options including the Carver Governance Model and a Policy Board system of governance at the 2022-01 COW meeting. A committee will be struck to bring further information to the Board.

Carried

9. Items Removed from the Consent Agenda

There were no items removed for discussion.

10. Action Items

10.1. Policy Approval

10.1.1. Governance Policies

10.1.1.1. Governance Process (G1-G9)

2021-37 Nossal – Ross

That the Board approve the Governance Process (Carver) policy as amended, excluding G1, G3 and G9, pending further discussion.

Carried

Board members can send recommendations for new wording for sections G1, G3 and G9 to M. Stewart. Further discussion of these sections will take place at the next meeting.

10.1.1.2. Executive Limitations (L1-L10)

Discussion took place. Staff will make following changes and present a new draft for approval at the next meeting:

- L2, change the word “discriminate” to “discipline”
- L2, combine statements 1 and 2
- L9, change “marshal” to “provide”
- L10, modify or remove

10.1.1.3. Board-Staff Relationship (B1-B5)

Approval of this policy was deferred to a future meeting, pending further discussion.

10.1.2. Accessibility for Users with Disabilities

2021-38 Kiley – D. Kerr

That the Board approve the Accessibility for Users with Disabilities policy.

Carried

10.1.3. Community Partnerships

2021-39 Moody – M. Kerr

That the Board approve the Community Partnerships policy.

Carried

10.1.4. News Media

2021-40 Nossal - Ross

That the Board approve the News Media policy.

Carried

10.1.5. Programming

2021-41 Marsh – Ross

That the Board approve the Programming policy.

Carried

10.1.6. 3D Printing

2021-42 Marsh – Moody

That the Board approve the 3D Printing policy.

Carried

10.2. Extended Hours Project

In October 2018, senior staff attended an open house at Hamilton Public Library (HPL) to learn more about the technology and tour the two branches where it had been implemented. Following the visit to Hamilton, KFPL applied for a grant from the Canadian Internet Registry Authority to implement the technology. When that grant 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.

Reports and planning documents have identified a need for increased space and greater access to library services in Kingston East. A renovation and expansion is planned for the Pittsburgh Branch, but the project has now been deferred beyond this term of Council and is tentatively scheduled for 2026. The current capital request would cover costs for a door

keypad, video cameras, a video phone and other technology that would allow for access to computers, collections and study space beyond the currently staffed hours (60 hours/week vs. 38 hours/week) for the next 3-5 years.

A Board member asked if this was a feasible piece of infrastructure for a rural branch, noting that many people need to pick up items at an urban branch because their local branch is inaccessible due to very limited hours. L. Carter stated that the catchment area of the branch, a cost/benefit analysis and internet connectivity are some of the factors that would need to be considered. Other equipment, like the book lockers at the Calvin Park Branch, might be a viable alternative for small rural branches.

A Board member asked about the ongoing operating costs involved with the project. L. Carter stated that a quote received from a vendor during initial investigations was approximately \$10,000/year. A new competitive procurement process would need to take place for a more accurate number.

A Board member expressed concern that this project would result in less equitable access to library services and asked if there is a current technological tool that KFPL already has that could be used instead? L. Carter stated that while there will be a different level of service when staff are present and when they are not, staff working at a different location will still be accessible to people during extended hours via video phone. Access to extended hours would be available to all cardholders, with limited restrictions for unaccompanied children, and could be implemented automatically, or as an opt-in service. HPL has implemented an opt-in system where cardholders agree to the terms and conditions of the service before access is granted. KFPL currently has other ways to extend access, like the Mobile Library and book lockers, but people are also looking for study space and computer/printing access.

A Board member asked why the Library isn't seeking funding for more staffed hours and if there are additional insurance and liability costs with this project? L. Carter reported that additional staffed hours aren't an option with the current direction to keep budget increases to 1.4% each year. She acknowledged that some people won't be interested in this model, but other community members would like to see expanded access. L. Carter will investigate insurance costs and report back.

A Board member asked about the experience of other libraries regarding the safety of extended access, and also about the response from the Union when this was discussed several years ago? L. Carter reported that HPL has had no significant issues with vandalism, personal security or theft/loss and feel that the 2 branches are safer than before because of the added video surveillance. If KFPL's capital request is approved, a large amount of work would still be required before implementation, including a significant safety audit and community engagement. L. Carter stated that the Union was informed when KFPL applied for the grant and when the grant was denied. The Union did not express opposition of the project as long as staffing hours were not affected. L. Carter reiterated that increased

funding for additional staffed hours would be ideal, but information received from funders states that money is not available at this time.

A Board member asked if there will be a reduction in staff hours as a result of this project. They also noted the huge swell of misinformation around this plan and asked if correct information would be released in advance of the funding request? L. Carter stated that a reduction of staff hours is not planned as a result of this project and is not the goal of this project. L. Carter agreed that it would be prudent to draft a media release and post information on the KFPL website. L. Carter has already spoken with The Kingston Whig Standard and CBC Radio's All In a Day.

A Board member asked what the approximate cost would be if we provided the extended hours with staff? They also inquired about potential spin-off benefits and how this move fits into the evolution of library service? L. Carter approximated that an increase of staff hours at the Pittsburgh Branch of 22 hours/week would cost \$100,000 in 1.8 years. Additional benefits include video surveillance, enhanced safeguards in the bathrooms (light indicating in use) and the ability to reach more people with better access. People that use KFPL's extended services are also more likely to visit a branch during full operating hours and extended access could also bring new life to rural branches.

A Board member asked if it would be advantageous to wait for better internet bandwidth in rural areas and implement there instead of starting with Pittsburgh. L. Carter reported that Pittsburgh was chosen due to repeated requests for extra service and because it was identified as being underserved. This project is an opportunity to expand access and grow users in advance of a renovation that is a large capital investment. The growing population in the east end and completion of the 3rd Crossing will further contribute to increased traffic and it would also be an opportunity to identify and respond to concerns while waiting for connectivity to improve for a rural implementation.

A Board member suggested that engagement efforts include community groups that service marginalized community members, and ensure that feedback is balanced.

2021-43 Ross - Nossal

That the Kingston Frontenac Public Library Board receive the report on the Extended Hours Project.

Carried

10.3. Budget Approval Consent

L. Carter provided an overview of the 2022 capital and operating estimates, projections for 2023, 2024, 2025 and the 15-year capital plan. Uncertainty about self-generated revenue due to COVID-19 restrictions, along with increasing costs of materials and supplies, makes it

difficult to meet the City of Kingston's targets. R. Kiley thanked staff for their efforts and noted that it means a lot to City Council when agencies operate within parameters.

2021-44 Ross – Kiley

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

Carried

2021-45 D. Kerr – Nossal

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

Carried

2021-46 Moody – Marsh

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

Carried

2021-47 D. Kerr – Nossal

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.

Carried

Items for Discussion / Exploration – no items this month

Other Business

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

Nothing to report.

12. Facilities Master Plan / Strategic Planning Update

L. Carter reported that the RFP is still in progress. The committee's Terms of Reference will be brought to the next meeting.

13. COVID-19 Operations Update

L. Carter reported that an incremental increase in operating hours will take place in November (evening hours at Turner and Wednesdays at Rideau Heights). Additional changes will take place once the branch hours review is complete.

Adjournment / Next Meeting

The next regular Board Meeting will be held at 4:30 PM, Wednesday, November 17, 2021, virtual meeting via Zoom with livestream.

There being no further business, it was moved by J. Ross to adjourn at 7:08 PM.

Signatures:

Monica Stewart, Chair

Amy Rundle, Recording Secretary

Appendix A: Correspondence Received

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 the Secretary, Kingston and District Labour Council, an email dated October 18, 2021, advising that a motion objecting to the Extended Hours Project was passed at a recent meeting.
- 5.1.4. From C. London, an email dated October 19, 2021
- 5.1.5. From B. Carey, an email dated October 19, 2021
- 5.1.6. From H. Kaufman, an email dated October 19, 2021
- 5.1.7. From Dr. M. Rogalsky, an email dated October 19, 2021
- 5.1.8. From M. Buckholtz, an email dated October 19, 2021
- 5.1.9. From K. McNeill, an email dated October 19, 2021
- 5.1.10. From T. Smith, an email dated October 19, 2021
- 5.1.11. From M. Good, an email dated October 19, 2021
- 5.1.12. From S. Phinney, an email dated October 19, 2021
- 5.1.13. From J. Loycker, an email dated October 19, 2021

- 5.1.14. From Dr. Nesbitt, an email dated October 19, 2021
- 5.1.15. From D. Atlas, an email dated October 19, 2021
- 5.1.16. From S. Woodhouse, an email dated October 19, 2021
- 5.1.17. From S. Hunter, an email dated October 19, 2021
- 5.1.18. From C. Colwell, an email dated October 19, 2021
- 5.1.19. From N. Lees, an email dated October 19, 2021
- 5.1.20. From C. Lord, an email dated October 20, 2021
- 5.1.21. From H. Rose, an email dated October 20, 2021
- 5.1.22. From D. Deasy, an email dated October 20, 2021
- 5.1.23. From D. Medhurst, an email dated October 20, 2021
- 5.1.24. From A. Johnson, an email dated October 20, 2021
- 5.1.25. From D. MacDonald, an email dated October 20, 2021
- 5.1.26. From C. Scala, an email dated October 20, 2021
- 5.1.27. From S. Thorpe, an email dated October 20, 2021
- 5.1.28. From M. Rudden, an email dated October 20, 2021
- 5.1.29. From J. Jardin, an email dated October 20, 2021
- 5.1.30. From M. Myers, an email dated October 20, 2021
- 5.1.31. From G. Leonard, an email dated October 20, 2021
- 5.1.32. From G. Scala, an email dated October 20, 2021

Monitoring Report to the Board

Executive Limitations L-9: 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:

- Statistical Report 3rd Quarter
- Asset Protection
- Staff Relations and Volunteers (*deferred to December 2021*)

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

Proof of Vaccination Requirements for Public Libraries in Ontario

Clarification was received from the Ministry of Heritage, Sport, Tourism and Culture Industries via the Ontario Library Service on November 3rd regarding proof of vaccination requirements for library programs:

“Regular public library operations and programs (e.g., board meetings, children’s story time, etc.) are not subject to proof of vaccination requirements. Under O. Reg. 364/20, proof of vaccination is only required for all patrons attending a meeting or event in a rented indoor spaces in a public library, subject to the limited exceptions.” [...] “However, under the Public Libraries Act, public library boards may set their own rules for admission to the library.”

Room rentals, where proof of vaccination is required, resume November 15th. Library staff are planning in-person programs for Spring 2022.

Extended Hours Project

The Extended Hours Project, included in the 2022 draft capital budget, garnered some media attention:

[“Library looking at extending hours at east-end branch without on-site staff”](#) – article in the Kingston Whig-Standard on October 20.

[“Library workers start a conversation about library pilot project at Kingston Frontenac Public Library”](#) – Interview on CBC Radio All in a Day on October 20.

[“Kingston Frontenac Public Library could pilot a ‘staffless’ library program”](#) – News segment on Global News on October 20.

- 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.

Original signed copy on file

Laura Carter, CEO/Chief Librarian

Date: November 9, 2021

Meetings, conferences and events attended by the CEO or delegate

Date	Meeting
October 19	S. Kanellos, D. Korneluk, City of Kingston Facilities Management and Construction Services (FMCS)
October 20	County of Frontenac, Budget Consultations
October 22	Homelessness Collective Impact Committee
November 2	Librarians' Meeting
November 3	Friends of the Library Board Meeting
November 5	Chief Executives of Large Urban Public Libraries (CELUPL) Meeting
November 5	Homelessness Collective Impact Committee
November 8	L. Turner and J. Grimmon, City of Kingston and C. Young, Limestone District Secondary School
November 8-9	Canadian Urban Libraries Council Fall Meetings and AGM

Incident Reports (November 2021 Board Agenda)

Incident #	Title	Branch	Date
2021-297	Alcohol and Drugs - alcohol cans	CE	Oct. 22, 2021
2021-285	Alcohol and Drugs - beer bottle	CE	Oct. 16, 2021
2021-276	Alcohol and Drugs - beer can	CP	Oct. 9, 2021
2021-288	Alcohol and Drugs - beer cans	CE	Oct. 19, 2021
2021-307	Alcohol and Drugs - broken glass pipe	RH	Nov. 5, 2021
2021-302	Alcohol and Drugs - crack pipe found in men's washroom	CE	Oct. 30, 2021
2021-292	Alcohol and Drugs - drug paraphernalia	CE	Oct. 22, 2021
2021-289	Alcohol and Drugs - drug paraphernalia	CE	Oct. 19, 2021
2021-308	Alcohol and Drugs - syringes	CP	Nov. 6, 2021
2021-300	Behaviour - inappropriate use of magnifying machine in Local History room	CE	Oct. 29, 2021

Incident #	Title	Branch	Date
2021-277	Behaviour - patron in parking lot	CE	Oct. 12, 2021
2021-293	Behaviour - patron not wearing mask	CE	Oct. 22, 2021
2021-309	Behaviour - patron refuses mask and uses racial slur	CE	Nov. 5, 2021
2021-304	Behaviour - rambling youth	IT	Nov. 3, 2021
2021-279	Behaviour - woman in parking lot	CE	Oct. 14, 2021
2021-303	Behaviour - yelling outside Central by bike racks	CE	Nov. 3, 2021
2021-294	Facilities - air leak in underground parking sprinkler system	CE	Oct. 24, 2021
2021-301	Facilities - alarm not set	PL	Oct. 29, 2021
2021-275	Facilities - alarm not set	PL	Oct. 9, 2021
2021-305	Facilities - broken window	IT	Nov. 4, 2021
2021-283	Facilities - no water at Wolfe Island, branch closed	WI	Oct. 16, 2021
2021-286	Facilities - several slow leaks	CE	Oct. 16, 2021
2021-284	Facilities - severe leak	PI	Oct. 16, 2021
2021-278	General - bugs	CE	Oct. 12, 2021
2021-290	General - garbage on roof	CE	Oct. 21, 2021
2021-306	General - makeshift shelter in hoarded contractor area of parking lot	CE	Nov. 4, 2021
2021-291	General - parking lot cleanup	CE	Oct. 22, 2021
2021-282	General - person sleeping in front alcove blocking fire exit	CE	Oct. 17, 2021
2021-280	General - person sleeping in front alcove blocking fire exit	CE	Oct. 14, 2021
2021-298	General - sidewalk markers	CP	Oct. 27, 2021
2021-281	General - syringe	CP	Oct. 15, 2021
2021-295	General - teens in park bothering patron	IT	Oct. 23, 2021
2021-299	General - teens vaping in accessible washroom	IT	Oct. 26, 2021

Incident #	Title	Branch	Date
2021-310	Theft or Property Damage - graffiti	CP	Nov. 6, 202
2021-287	Theft or Property Damage - possible theft	CE	Oct. 19, 2021



November 2021

Programming & Outreach

- ▶ In October, the Library hosted two virtual Indigenous-focused programs. KFPL welcomed Dr. Karen Lawford from Queen's University to speak about her research on gender-inclusive Indigenous experiences within the healthcare system. KFPL also hosted a beading workshop where participants could learn about the Indigenous cultural practice of beading while constructing their own beaded poppy.
- ▶ KFPL is piloting some new outdoor early literacy programs in order to offer patrons some safe in-person programming options for November and December. Snowsuit Storytime, geared towards children ages 2 and up, will be offered outside the Calvin Park and Isabel Turner branches and will feature movement-based activities that foster a love of the outdoors. Sing & Stroll, for parents of babies and young toddlers will take place in Lake Ontario Park.
- ▶ Starting mid-November, parents of children ages 0-8 will be able to borrow a holiday book bundle – either for advent or for Hanukkah. Advent bundles will feature 24 wrapped books to be unwrapped every day in December and Hanukkah bundles will have 16 wrapped books, one to be unwrapped for every morning and evening of the eight days of Hanukkah.
- ▶ On November 22, KFPL will welcome professors Claire Ahn and Natalia Balyasnikova for the second program in KFPL's media literacy focused, Navigating the News series. They will run a workshop that focuses on how parents can support their teens in navigating information in complex digital environments.
- ▶ In December, KFPL will be partnering with Downtown Kingston! on a Charles Dickens themed story walk in the downtown core.
- ▶ KFPL has partnered with the Queen's Psychology Department to offer a monthly lecture series on child development that will be geared towards parents. This series will be launched in early 2022.

Services and Collections

- ▶ Radon Detectors are now available for loan from all KFPL branches, sponsored by KFL&A Public Health.
 - ▶ The Branch Hours community survey has closed, with 2,470 responses submitted. Late paper submissions will be integrated into the data over the first two weeks of November. A summary report will be posted to the Engage KFPL site by November 30.
 - ▶ Patrons can now book one-on-one genealogy research help sessions with Jo Stanbridge, KFPL's Local History and Genealogy Librarian.
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Key Activities & Highlights – November 2021

- ▶ Beginning November 15, Isabel Turner will remain open until 8 pm from Monday to Thursday. Additionally, our Rideau Heights branch will be open to the public from 10 am to 6 pm on Wednesdays.
 - ▶ Beginning November 15, KFPL will resume renting our Calvin Park, Central, and Isabel Turner Meeting Rooms to the public. Proof of vaccination is required for meeting room rentals as per Provincial Regulations.
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Digital

- ▶ KFPL and City staff are working together to develop marketing personas to represent the diversity of the City's population. These personas will be used to guide decision-making around the City's web presence, and KFPL will have access to the personas to guide website redesign work, marketing and other decision-making.
 - ▶ KFPL has launched a Learning Management System (LMS) called Docebo in partnership with the City of Kingston. The LMS allows staff to keep track of their assigned training and training records. The portal will allow KFPL to provide a more systematic onboarding of new employees.
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Staff News

- ▶ Kristen Lemay will be joining KFPL as Teen and New Adult Librarian starting November 15. We are looking forward to welcoming Kristen to our team.
 - ▶ Danzel Smith has joined KFPL as Manager, Facilities.
 - ▶ Sarah Gallagher began her full-time position as the LMS Assistant.
 - ▶ Kimberly will be enhancing her community engagement skills through Delaney & Associate's *Designing Surveys for Results* course in late November.
 - ▶ Shayla Bradley and Rachael Attewell, our publicity staff, attended the *Marketing Libraries Think Tank* organized by OLA in late October.
 - ▶ Three programming assistants, Sarah Balint, Kathy McDonald and Cheryl Anderson, attended the Ontario Library Association's Child and Youth Expo in late October.
 - ▶ Nicole participated in UWO's Local Government Alumni Conference 2021 as a panelist on the topic of "Connections with Each Other"
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Facilities

- ▶ Uneven concrete was leveled at the entrance of the Isabel Turner branch to prevent a tripping hazard.
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Monitoring Report to the Board

Executive Limitations Policy L-7: 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.**

The City of Kingston provides insurance coverage, including errors and omissions for directors, liability for staff members, the contents and facilities of the urban branches and the contents of the rural branches. On November 5, 2013 a comprehensive inventory of the urban branches' contents, including collections, was sent to the City's insurance specialist. On November 6, 2015 a current technical inventory (desktop computers, servers, RFID) was sent to the City's insurance specialist. The inventory was updated in 2018 to include Rideau Heights and in 2019 to include Central.

On November 8, 2013 a current inventory of the rural branches' contents, including collections, was sent to the City's insurance specialist to have the contents insured under the Library's policy with the City. This inventory was updated in 2017 for the Parham and Mountain Grove Branches. The Frontenac County townships provide insurance coverage for the facilities that house KFPL branches.

The Budget/Human Resources Analyst sends inventory updates to the insurance specialist as required. An updated inventory will be done early in 2022.

- 2. Allow unbonded personnel access to material amounts of funds which exceed \$15,000.**

CEO interpretation: Policies and procedures are in place to protect against theft and/or fraud.

The Budget/HR Analyst provides the auditor on an annual basis with a detailed report on the receipt, processing and disbursement of funds. There is a segregation of duties related to the authorization, execution, recording and custody of funds and other assets.

- 3. Subject plant and equipment to improper wear and tear or insufficient maintenance.**

An overall operations and maintenance program is in place with routine and preventive

maintenance inspections/programs, along with third party operations and maintenance service/repair contracts to maintain plant and equipment at the City of Kingston branches. A multi-year capital repair program is also in place for long-term planning and maintenance of these assets. The new Manager, Facilities will review the maintenance program and make adjustments as required.

Computer servers are being migrated to the City of Kingston. Maintenance service contracts and server renewals will follow City of Kingston protocols.

4. Unnecessarily expose the library, its Board or staff to claims of liability.

Monthly workplace inspections are documented and reviewed by the Joint Health and Safety Committee as well as Maintenance staff. Maintenance issues are addressed by KFPL staff members in the City of Kingston facilities. Maintenance issues at the Frontenac County branches are reported to the Townships.

Incidents, such as serious breaches of the patron code of conduct, are documented by staff members. The incident reports are reviewed bi-weekly at the management meetings and monthly at the library board meetings. Incidents are tracked and assessed to determine if remedial action is required.

Library staff members have been provided with training in the following areas: first aid, accessibility, workplace safety, human rights, homelessness, gender identity and gender expression, cultural competency and customer service.

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.

All purchases of goods and services are subject to the provisions of the Procurement of Goods and Services policy and procedures. The policy was last reviewed and approved by the Library Board at the November 2019 meeting.

Employees are required to follow the conflict of interest provisions in the Standards of Conduct for Employees policy.

6. Fail to protect intellectual property, information and files from loss or significant damage.

The VSmart (integrated library system) server is backed up to disk daily and then to offsite Cloud storage. All production servers are backed up daily then sent to Cloud storage.

Digital Kingston is backed-up locally and in our cloud, but also has resources replicated in the Internet Archive and Our Digital World. These organizations have their own strategies to keep the data further duplicated and preserved.

7. Receive, process or disburse funds under controls which are insufficient to meet the auditor's standards.

The Budget/HR Analyst provides the auditor annually with a detailed report on the receipt, processing and disbursement of funds. There is a segregation of duties related to the authorization, execution, recording and custody of funds and other assets.

An annual budget is prepared and approved by the Library Board and City and County Councils. The approved budget is monitored by the Chief Librarian and Budget/HR Analyst as well as City of Kingston finance department staff on a regular basis. The Library Board receives a quarterly report on revenues and expenditures.

The City of Kingston finance department is responsible for the Library's accounts payable and payroll. All supporting documentation for payment is reviewed by the Budget/HR Analyst and reviewed and approved by the Chief Librarian or her designate.

8. Invest in uninsured instruments.

The Library has two funds invested with the Community Foundation for Kingston & Area: the Flora B. Grant endowment for Sydenham and the Kingston Frontenac Public Library Endowment Fund. The Steele bequest is held in a City of Kingston library reserve account.

9. Endanger the Library's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.

Policies, procedures and training (standards of conduct for patron and staff members, library use, customer service, etc.) are in place to mitigate endangering the Library's public image or credibility.

I report compliance.

I hereby present my monitoring report on Executive Limitation Policy L-7, Asset Protection. I certify that the information contained in this report is true.

Signed: Original signed copy on file

Laura Carter, CEO/Chief Librarian

Date: November 9, 2021

Report to the Board
Communication and Counsel

From: Laura Carter, Chief Librarian/CEO
Meeting Date: November 9, 2021
Subject: Performance Report 2021 – Third Quarter

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

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

Factors Influencing Year-Over-Year Comparisons:

COVID-19 Service Interruptions:

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

- g. Storrington opened on Thursdays starting September 29, other hours remain curbside
- h. Arden opened on Thursdays starting October 1, other hours remain curbside
- i. Cloyne, Plevna, Mountain Grove, Parham and Hartington remain curbside only.
- Library Branches re-opened during the hours outlined above on February 11, 2021 until April 3, when all public libraries in Ontario were mandated to return to curbside service for the remainder of the second quarter.
- Rideau Heights opened for Saturday service from 10-2 beginning March 13, 2021.

Other Closures and Service Changes or Interruptions:

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

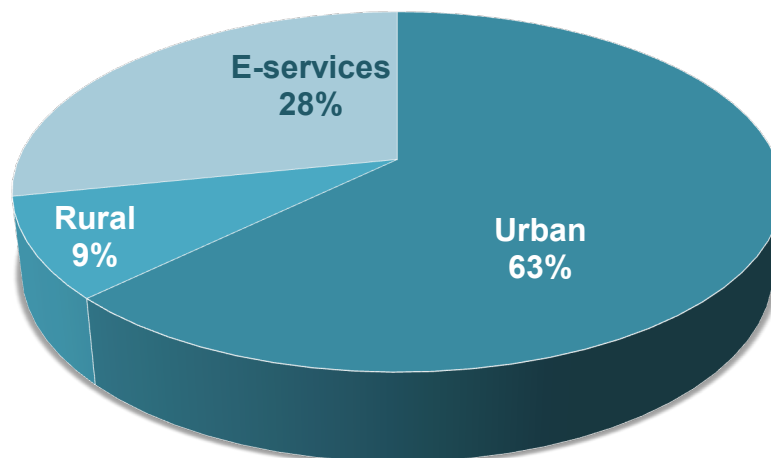
Circulation

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

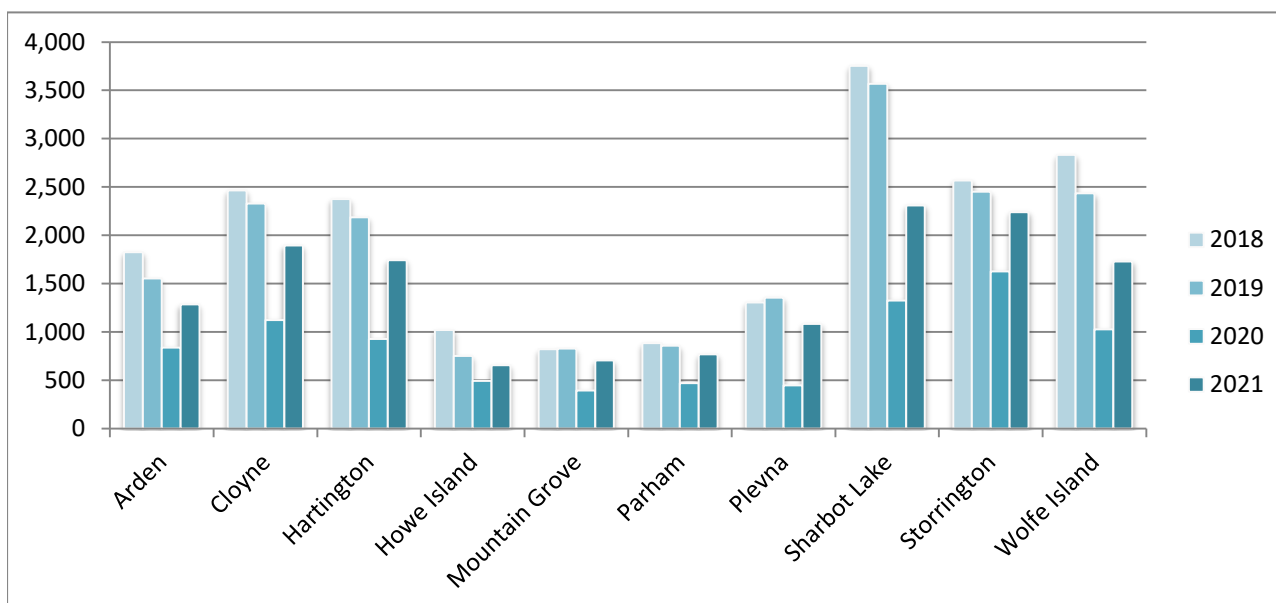
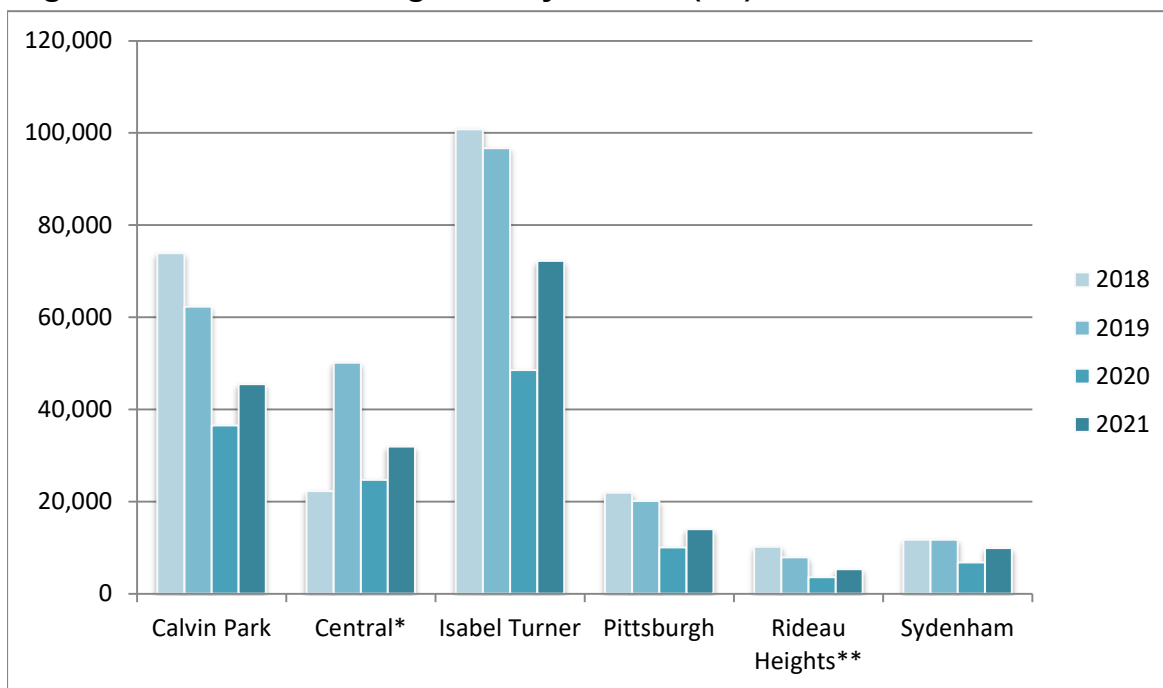
Figure 1: Circulation (Q3)

Branch	2018	2019	2020	2021	19 vs 21
Arden	1,827	1,553	840	1,284	-17%
Calvin Park	73,883	62,303	36,512	45,482	-27%
Central*	22,277	50,160	24,727	31,958	-36%
Cloyne	2,464	2,328	1,124	1,894	-19%
Hartington	2,375	2,187	927	1,744	-20%
Howe Island	1,020	752	495	657	-13%
Isabel Turner	100,791	96,670	48,542	72,220	-25%
Mountain Grove	821	829	396	706	-15%
Parham	886	857	471	769	-10%
Pittsburgh	21,913	20,137	10,067	13,997	-30%
Plevna	1,306	1,356	449	1,085	-20%
Rideau Heights**	10,204	7,888	3,571	5,312	-33%
Sharbot Lake	3,752	3,569	1,327	2,309	-35%
Storrington	2,569	2,453	1,627	2,241	-9%
Sydenham	11,689	11,744	6,746	9,900	-16%
Wolfe Island	2,831	2,436	1,026	1,731	-29%
Mobile	236	0	0	0	0%
Telephone (renewals)	555	526	295	289	-45%
Virtual (renewals)	67,670	74,612	48,032	57,676	-23%
TOTAL	329,069	342,360	187,174	251,254	-27%

Figure 2: Circulation percentages overview (Q3)



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

Figure 3: Circulation - Rural Branches (Q3)**Figure 4: Circulation - Kingston / Sydenham (Q3)****Figure 5: Circulation per capita (Q3)**

Region	Population (2016)	Circulation	Circulation per capita
City of Kingston	123,798	168,965	1.36
Township of South Frontenac	18,646	13,885	0.74
Township of Central Frontenac	4,373	5,068	1.16
Township of North Frontenac	1,898	2,979	1.57
Township of Frontenac Islands	1,760	2,388	1.36

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

Patron Queries

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

Figure 6: Patron queries by branch (Q3)

Branch	2018	2019	2020	2021
Arden	515	439	317	280
Calvin Park	5,072	2,299	2,400	3,421
Central*	2,161	5,967	3,242	4,071
Cloyne	477	521	163	285
Hartington	847	450	95	243
Howe Island	93	64	0	28
Isabel Turner	5,900	7,917	2,224	3,248
Mountain Grove	111	136	15	232
Parham	366	663	17	525
Pittsburgh	2,154	1,373	514	2,547
Plevna	386	405	32	185
Rideau Heights**	1,357	1,193	59	680
Sharbot Lake	563	849	285	459
Storrington	71	26	1	156
Sydenham	811	636	83	926
Wolfe Island	442	1,132	31	558
Virtual	1,772	1,565	2,415	2,050
TOTAL	23,098	25,635	11,893	19,894

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

Internet and WiFi Use

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

Figure 7: Computer Bookings and WiFi (Q3)

Branch	Category	2018	2019	2020	2021
Arden	Computer	109	51	n/a	0
	WiFi	347	154	222	249
Calvin Park	Computer	6,019	5,415	1,427	1,860
	WiFi	3,954	3,300	988	1,231
Central*	Computer	1,356	4,256	1,416	1,932
	WiFi	1,861	7,194	1,908	3,079
Cloyne	Computer	226	143	n/a	21
	WiFi	926	1,067	1,040	1,075
Hartington	Computer	73	47	n/a	5
	WiFi	71	142	138	103
Howe Island	Computer	0	3	n/a	0
	WiFi	49	47	58	25
Isabel Turner	Computer	7,640	6,739	1,677	2,418
	WiFi	6,394	5,983	1,356	2,149
Mountain Grove	Computer	86	22	n/a	2
	WiFi	42	61	68	26
Parham	Computer	15	17	n/a	0
	WiFi	12	20	36	7
Pittsburgh	Computer	495	370	73	112
	WiFi	383	363	61	90
Plevna	Computer	111	123	n/a	15
	WiFi	523	664	768	789
Rideau Heights	Computer	751	900	13	73
	WiFi	584	484	236	44
Sharbot Lake	Computer	241	264	n/a	35
	WiFi	633	616	304	370
Storrington	Computer	1	1	n/a	3
	WiFi	83	86	20	52
Sydenham	Computer	485	377	107	192
	WiFi	726	716	275	232
Wolfe Island	Computer	202	216	n/a	19
	WiFi	343	270	63	73
TOTALS	Computer	17,810	18,944	4,713	6,687
	WiFi	16,931	21,167	12,254	9,594

*Central includes WE, StR for 2018

Social Media and Engagement

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

Figure 8: Social Media (Q3)

Platform	2018	2019	2020	2021
Facebook				
Engagement	5,433	2,776	3,641	3,087
Likes	3,135	3,620	4,205	4,516
Posts	71	112	76	238
Instagram				
Engagement	751	1,039	1,808	3,371
Followers	1,003	1,357	1,928	2,381
Posts	33	44	25	88
Views of video	316	1,323	1,537	1,769
Twitter				
Engagement	472	276	656	1,808
Followers	3,463	3,607	3,776	4,011
Mentions	329	392	209	282
Tweets	207	163	289	656
YouTube				
Posts (public-facing)	2	4	112	29
Subscribers	n/a	n/a	507	862
Views	394	291	9,482	4,834

Figure 9: Engagement (Q3)

KFPL Newsletters	
Grow Subscribers	582
Connect Subscribers	11,730
Create Subscribers	850
Total Subscribers	13,162

E-services

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

Figure 10: E-services

Resource		2018	2019	2020	2021
cloudLibrary	E-audiobooks	9,149	13,825	17,894	20,315
	E-books	28,103	35,116	51,648	48,860
Hoopla	Uses	3,444	3,410	3,908	4,073
Kanopy	Uses	n/a	n/a	n/a	1,690
Lynda.com	Certificates completed	63	65	138	58
	Users	181	272	506	209
Online Databases	Uses	22,430	24,094	56,038	50,964
RB Digital/Flipster	Uses	2,334	5,821	7,179	1,747
Website	Visits	275,022	345,644	222,874	189,522
TOTAL		340,726	428,247	360,185	317,438

Programming

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

Figure 11: Session/Events and Attendance

User Group	Category	2018	2019	2020	2021
Adult	Sessions/Events	231	198	32	90
	Attendance	1,557	4,155	495	1,151
Children and Family	Sessions/Events	286	277	125	143
	Attendance	9,253	4,884	522	942
Mixed/All Ages	Sessions/Events	8	8	0	6
	Attendance	947	149	3,249	17
Outreach	Sessions/Events	62	52	0	28
	Attendance	4,796	3,107	0	0
Teen	Sessions/Events	24	15	17	7
	Attendance	270	280	65	290
TOTALS	Sessions/Events	611	550	174	274
	Attendance	16,823	12,664	4,331	2,400

Meeting Room Bookings

There were no room bookings to external groups in Q3 due to COVID-19 restrictions.

Total Uses

Figure 15: Total Uses

Branch	Internet	Wireless	Program Attendance	E-services	Patron queries	Circulation	TOTAL
Arden	0	249			280	1,284	1,813
Calvin Park	1,860	1,231			3,421	45,482	51,994
Central	1,932	3,079			4,071	31,958	41,040
Cloyne	21	1,075			285	1,894	3,275
Hartington	5	103			243	1,744	2,095
Howe Island	0	25			28	657	710
Isabel Turner	2,418	2,149			3,248	72,220	80,035
Mountain Grove	2	26			232	706	966
Parham	0	7			525	769	1,301
Pittsburgh	112	90			2,547	13,997	16,746
Plevna	15	789			185	1,085	2,074
Rideau Heights	73	44			680	5,312	6,109
Sharbot Lake	35	370			459	2,309	3,173
Storrington	3	52			156	2,241	2,452
Sydenham	192	232			926	9,900	11,250
Wolfe Island	19	73			558	1,731	2,381
System-wide	n/a	n/a	2,400	317,438	2,050	57,965	379,853
TOTAL	6,687	9,594	2,400	317,438	19,894	251,254	607,267



Kingston Frontenac Public Library
KFPL Vision 2020 and Beyond
Action Plans 2022

The development of the new strategic plan and progress on completing some initiatives was delayed by the COVID-19 pandemic. Library staff will continue to work on the Vision 2020 action plans until the new strategic plan is complete.

Responding to the changing COVID-19 landscape is still requiring extra staff time and other resources.

Strategic Direction: A. Unique Impactful Services

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

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

Online self-initiated room bookings will be explored in 2022 once COVID-19 restrictions are lifted.

The Programming and Outreach team will continue to develop a blend of in-person, virtual and hybrid programs through 2022. KFPL's roster of regular programming will be reviewed in Q3 and Q4.

Membership categories will be reviewed in Q1 to simplify registration processes and improve access for youth.

A.2 Segment the market for our services.

Strategic marketing plan implementation will continue through 2022, with a focus on engaging the Rideau Heights neighbourhood and rural communities. Other key markets will be determined using Orangeboy's Savannah tool to identify areas of potential growth in our market penetration.

A.3 Review how and when services are offered, exploring and most importantly,

piloting different hours, alternative delivery modes and non-traditional spaces.

A request for proposal for Consulting Services for a new Facilities Master Plan had been developed and released in late 2015 and again in early 2016 with no responses. With the delay in re-opening the Central Branch and then the onset of the pandemic, the re-issue of this request for proposals (RFP) was delayed. A request for proposal is scheduled for Q4 2021, with the bulk of the consultation and development of the Plan to take place in Q1 and Q2 2022.

A survey to gather feedback on library branch hours of operations was completed in October 2021. This feedback, along with circulation and other data, will inform recommendations that will be brought to the Board for implementation in Q1.

Community engagement on the Extended Hours Project will take place in Q1.

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

Analysis of the Library's physical collections will continue in 2022, with a focus on ensuring the collection responds to community needs and reflects our diverse communities.

Evaluation of the cloudLibrary collection, and an examination of the balance of print and electronic items in the collection, will be done in 2022.

A review of the audiovisual collections, examining the need for physical formats, will be completed in Q2.

An in-depth review of our magazine collection, examining the need for physical formats, will be completed in Q3.

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

KFPL is partnering with the Limestone District School Board to offer a service point in the Kingston Secondary School. The service point will offer access to materials through technology such as a DVD vending machine, mobile library and lockers (reserve materials). A survey was completed in 2021 to help inform the equipment and collections that should be located at the school. The service point will open in 2022.

Strategic Direction: B. Difference-Making Spaces

The book-bound hushed library has long passed. It has, rightfully, been replaced with spaces that bring information alive to spark ideas, deepen understandings, and engage people in community-specific discussions. Our spaces must make a difference for the people of Kingston Frontenac at all ages and stages. Our spaces must blend the paper

and digital worlds with service options ranging from self-serve to staff-intensive consultations. Using technologies and innovative approaches we will push our walls ever further out, extending our resources and personalized problem-solving services to where residents are. We will configure virtual and physical spaces that are accessible, inviting and purposeful for residents to explore, discover, create, study and read.

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

See A.3

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

Development of the Create Space will continue through 2022. Recording software will be added to the Mac, paired with a keyboard and sound recording equipment to support basic skill development. The Glowforge will be used once in-person programming in the space resumes.

Consultation on an Indigenous-focused collection space will take place by Q4.

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

KFPL and the City of Kingston have worked together to change the nature of their relationship for ongoing capital work to better fit the needs of KFPL and the City of Kingston's capacity. As such, several large projects will be completed in 2022 including window and sill restoration in the Bishop's House at the Central Branch, and curtain wall repairs at the Isabel Turner Branch.

KFPL will continue to liaise with the City, County and Townships to provide information and suggestions to create flexible, welcoming, accessible branches, and to provide any assistance that may be required in developing their Asset Management Plans. The City of Kingston audited all Kingston branches in fall 2020 to help reach this goal.

KFPL continues to work with the City of Kingston to connect all urban branches to their fibre internet network. This will improve bandwidth, particularly for wireless internet availability.

Strategic Direction: C. Community-Focused Relationships

In today's world no organization is an island, nor should it be. We have always partnered

with community organizations and suppliers to extend our service possibilities and maintain operational efficiencies. During this planning period we will intensify our collaborations with other organizations, focusing always on how – together – we will best enable the people of Kingston Frontenac to participate in the digital information-intensive world. We'll collaboratively deliver specialized programs that will provide the information and knowledge which people in all phases of their lives need to pursue their aspirations.

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

KFPL will continue to develop and intensify partnerships and collaborative relationships with community organizations. Existing partnerships will be evaluated in Q3; new partnerships will be identified to address KFPL's new strategic plan in Q4.

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

City and County leaders will be engaged to help develop the Library's new Facilities Master Plan and new Strategic Plan.

Annual reports will be distributed to the municipalities.

Library Board minutes are distributed to the City of Kingston and County of Frontenac Councils.

Strategic Direction: D. 21st Century Capabilities

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

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

An organizational design review was conducted in 2021 with a re-alignment of the reporting structures of the management team.

In 2022, the collective agreements with CUPE, Local 2202 and 2202.01 are up for renewal

and changes to the agreements will be assessed using the strategic plan initiatives.

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

Ongoing customer service training will support all frontline staff in 2022. The customer service committee will continue to develop refresher training and work on new training initiatives. Additional training will engage with key concepts in library service.

In 2021, a committee was formed to introduce diversity and inclusion initiatives. A staff survey was completed through the KEYS/City of Kingston Workplace Inclusion Charter initiative and the committee is developing initiatives based on the results of the survey.

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

The introduction in 2021 of Docebo, a Learning Management System (LMS) platform accessed through the City of Kingston, is building on the training initiatives for staff. In 2022, the LMS platform will continue to be developed and used for further staff development.

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

KFPL has collected data using the Bridge Technology Services Assessment Toolkit developed by Nordicity for the Toronto Public Library. The toolkit was developed to build on the collective capacity of Ontario public libraries to deliver services that are responsive to rapidly changing technology and to the unique needs of their communities and to provide evidence of the value and the impact of that investment. That data will be analyzed in Q1 and next steps determined. The pandemic has delayed the review of this data, and perhaps changed the how to examine this information. Since this is an ongoing process, KFPL will look to work towards integrating the Bridge Toolkit in our practices and procedures.

KFPL will review the data collected from the Rural Internet RFI and look towards improving internet service where possible.

A review and redesign of the KFPL website is planned for 2022.

KFPL adopted Docebo, a learning management system, in Q4 of 2021. KFPL will continue to develop the system and the content within it throughout Q1 and Q2 of 2022.

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

KFPL reviews and adjusts policies, practices and procedures on ongoing basis.

D. 6 Develop performance measures and improved approaches to planning and

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

Review of programming outcomes and measurement processes will be completed in Q1.

Ongoing implementation of the marketing plan will assist the Library in communicating our value to the communities we serve and to our funders.

The Facilities team will continue to analyze work order requests to assist in developing performance measures and to identify areas for improvement.

KFPL Report to the Board

Subject: Carver Policy Governance®: Governance Policies

Date: November 9, 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 and at the October 20, 2021 Board meeting. Changes that were agreed upon at that meeting, as well as recommendations for new wording received by the Board Chair, are reflected in the attached documents. Further discussion of all policies and specifically section L10 of the Executive Limitations is required.

Yellow highlights in the document indicate multiple options that require decisions, or suggestions added by staff after a review for consistency across the policies. Red text indicates suggested removals, blue text indicates suggested additions.

Decision points and explanation of some major edits in each of the policies:

Governance Process (G1-G9)

Governance Commitment (G1)

- Definition section added
 - Added definitions for Ownership (with distinction between moral vs legal), Owner-representative, Executive Limitations and Board-Staff Relationship as these terms are used multiple times in the document

Governing Style (G2)

- Edits for consistency

Board Job Description (G3)

- Introductory sentence added

- Clauses have be re-ordered
- Definitions updated to match G1, suggest that definitions could be omitted here as they are already included in G1
- Additional detail on several clauses

Chairperson's Role (G4)

- No additional changes suggested

Board Committee Principles and Structure (G5)

- Clauses re-ordered
- Copy-edits, edits for clarity and consistency

Board Planning Cycle / Agenda Planning (G6)

- No additional changes suggested

Board Members' Code of Conduct (G7)

- Copy-edits, edits for clarity and consistency
- Clauses 7 and 8 added

Cost of Governance (G8)

- Copy-edits, edits for clarity and consistency
- Two suggested edits have been put forth for Clause 4

Ownership Linkages (G9)

- Definitions removed
- Copy-edits, edits for clarity and consistency – numbered list added to match other policies

Executive Limitations (L1-L10)

General Executive Constraint (L1)

- No additional changes suggested

Staff Relations and Volunteers (L2)

- Clause 1 added
- Clause 3 edited as per discussion at last meeting

Treatment of Public (L3)

- No additional changes suggested

Financial Planning / Budgeting (L4)

- No additional changes suggested

Financial Condition (L5)

- No additional changes suggested

Emergency Executive Succession (L6)

- No additional changes suggested

Asset Protection (L7)

- No additional changes suggested

Employment, Compensation and Benefits (L8)

- No additional changes suggested

Communication and Counsel to the Board (L9)

- No additional changes suggested

Access to Facilities and Maintenance (L10)

- Edits suggested at previous meetings have been incorporated – further discussion is required regarding:
 - Suggestion that this policy is unnecessary and could be removed
 - Suggestion that only the broad statement is required and clauses could be removed
 - Suggestion that clauses for this policy be expanded on to better reflect the title – wording added for discussion purposes

Board-Staff Relationship (B1-B4)

Board-Chief Librarian Linkage (B1)

- No additional changes suggested

Unity of Control (B2)

- No additional changes suggested

Accountability of the Chief Librarian (B3)

- No additional changes suggested

Delegation to the Chief Librarian (B4)

- No additional changes suggested

Monitoring Chief Librarian Performance (B5)

- Edits suggested at previous meetings have been incorporated
- Suggest arranging list of policies in correct number order

Carver Policy Manual (full document)

- Suggest adding a Definitions section at the beginning of the document and removing definitions from policy sections
- Suggest rearranging the order of the sections for better flow: Governance Process>Executive Limitations>Board-Staff Relationship>Ends

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 (G-1)

Policy G-1 is a global statement that establishes the purpose and governance commitment of the Kingston Frontenac Public Library Board (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 (the “**Library**”) ~~1) achieves what it should and 2) avoids unacceptable actions and situations~~ achieves its stated Ends within the parameters of the accepted Executive Limitations.

Definitions:

Ends are the results to be achieved by the Library for its Owners (what benefit for which recipients at what cost).

Owners are the group of individuals – urban and rural residents of the City of Kingston (the “**City**”) and County of Frontenac (the “**County**”) on whose behalf the Board governs. This group of Owners is also referred to as the “**Ownership**” and is further divided into two categories:

- **Moral Ownership** refers to Owners whose values should be taken into consideration, who have a concern about the long-term ability of the Library to impact the needs of the community.
- **Legal Ownership** refers to those who are responsible for maintaining Library facilities and funding of operations. These Owners have a concern about the Library’s ability to impact the needs of the community in a fiscally responsible manner.

Ownership Linkage refers to the Board seeking and receiving input directly from the Ownership about needs expressed in the Ends statements.

Owner-representative refers to the Board’s responsibility to act as the voice of the Ownership, speaking for the interests of the Owners and acting as a link between the Owners and the Chief Librarian.

Executive Limitations are policies that define the constraints within which all executive activity and decisions must take place.

Executive Limitations are policies that define what methods cannot be used to get the expected results.

Governance Process policies specify how the Board conceives, carries out and monitors its own task.

Comment [AR1]: The concepts of Ownership and Moral Ownership are used multiple times in the policy document. Adding definitions might be helpful. This is suggested wording only – discussion to take place at the meeting.

Comment [AR2]: The concept of Owner-representative is used in the document. Suggestion to add definition for clarity. This is suggested wording only – discussion to take place at the meeting.

Comment [AR3]: There are two options for the definition of Executive Limitations. Discussion to take place at the meeting.

Board-Staff Relationship policies establish how power is delegated and its proper use monitored; and outlines authority and accountability for the Chief Librarian role.

Comment [AR4]: Definition added for consistency. Suggested wording only – discussion to take place at the meeting.

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

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Policy Type: Governance Process

Policy Title: Governing Style (G-2)

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~~ residents of the City ~~of Kingston~~ and the ~~four Townships of Frontenac County~~. 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

Policy Type: Governance Process

Policy Title: Board Job Description (G-3)

Specific job outputs of the Board, as an informed agent of the moral Ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board will:

1. 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).~~ The results to be achieved by the Library for its Owners (what benefit for which recipients at what cost). (E1 to E4)
 - b) Executive Limitations: ~~Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.~~ Policies that define the constraints within which all executive activity and decisions must take place. (L1 to L10)
 - c) Governance Process: Specification of how the Board conceives, carries out and monitors its own task. (G1 to G9)
 - d) Board-~~Chief Librarian~~ Staff Relationship: ~~How power is delegated and its proper use monitored; authority and accountability for the Chief Librarian role.~~ Policies that establish how power is delegated and its proper use monitored; and outlines authority and accountability for the Chief Librarian role. (B1 to B-5)
2. Produce assurance of Chief Librarian performance (against policies in 1a) and 1b)).
3. Produce assurance of successful organizational performance on Ends and Executive Limitations by reviewing monitoring reports.
4. Create and maintain links between the Board and the Ownership, and maintain links with the broader library community.
5. Proactively communicate with its Moral Ownership for the purpose of being responsible owner-representatives and ultimately to best define the Ends that the organization should achieve (see G9). Specifically the Board will communicate with the Moral Ownership for the following reasons:
 - a) To listen and get information regarding its values and what the future should be;
 - b) To give information, to be accountable, to advocate and to educate;
 - c) To build relationships to facilitate further communication;

d) To share information with all Board members.

6. ~~Act where appropriate regarding~~ Understand and react appropriately to legislation that impacts on the library system.
7. Co-operate with the municipal councils' recruiting of ~~library~~ Board members.
8. Advocate for the library.

DRAFT

Policy Type: Governance Process

Policy Title: Chairperson's Role (G-4)

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 their 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 them.

Policy Type: Governance Process

Policy Title: Board Committee Principles and Structure (G-5)

Board committees will be ~~formed 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 without~~ interference with the relationship between the Board and the 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. Committees will be used sparingly, and ordinarily in an ad hoc capacity.
2. 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.
3. Board committees will ~~may~~ not speak or act for the Board except when formally given ~~such~~ authority for specific and time-limited purposes. ~~Expectations and~~ This authority will be clearly defined ~~carefully stated in order not to~~ so that there is no conflict with the authority ~~delegated to of~~ the Chief Librarian.
4. Board committees cannot exercise authority over staff. ~~Because the~~ The Chief Librarian works for the full entire Board, ~~she or he~~ and will not be required to obtain approval of a Board committee before an executive action.
5. Board committees are to be mindful of their responsibility to the organizational whole rather than its parts.

Comment [AR5]: Suggestion that this clause be moved to beginning to accurately reflect the role of committees in Carver governance.

Policy Type: Governance Process

Policy Title: Board Planning Cycle/Agenda Planning (G-6)

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 (G-7)

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.

Board members will respect the confidentiality appropriate to issues discussed ~~in-camera~~ in a *Closed Meeting*.

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, 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.~~ Board members will not express judgements of the performance of employees or the Chief Librarian, except when participating in formal evaluations of the Chief Librarian's achievement of Board directed policy.
7. Board members will respect the confidentiality appropriate to issues of a sensitive nature.
8. Board members will be properly prepared for Board deliberation.

Policy Type: Governance Process

Policy Title: Cost of Governance (G-8)

~~Because poor~~ Poor governance costs more than learning to govern well, ~~and to support this learning,~~ 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 re-training 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.~~ Outreach methods will be used to assist the Board fulfil their role authoritative linkage (see G3).

OR

Community engagement methods will be used to engage the Ownership and assist the Board in making informed decisions (see G3).

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

Comment [AR6]: Two suggested edits for consideration. First suggestion is inconsistent with terminology used in G3. Second statement updates terminology from "outreach" to "community engagement".

Policy Type: Governance Process

Policy Title: Ownership Linkages (G-9)

~~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 Linkages~~ **serve is** to foster intentional and constructive dialogue and deliberation between Owners and Board members primarily **around the organization’s Ends with respect to the achievement of organizational Ends.**

Effective Ownership Linkage will support decisions made in the best interests of the entire Ownership.

~~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 support understanding of the understand the diversity of the diverse perspectives of the Ownership. Mechanisms of information gathering should ensure 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, **and therefore are a key Board responsibility.** Issues raised by the Ownership concerning operational areas will be referred to the **attention of the** Chief Librarian.

The Board **will:**

1. 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.
2. 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.
3. Record Ownership input and make it available to the public, explaining how

Comment [AR7]: Suggestion that the current phrasing makes the linkages seem like a very “active” process and might not accurately reflect the intent. Discuss at meeting.

decisions were made on behalf of the Ownership and how Ownership input has affected the decisions.

4. Develop and maintain an Ownership Linkage plan to develop the needed skills for developing linkages and to establish routine linkage activities and accountability reporting.

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Policy Type: Executive Limitations

Policy Title: General Executive Constraint (L-1)

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.

DRAFT

Policy Type: Executive Limitations

Policy Title: Staff Relations and Volunteers (L-2)

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. Fail to promote a work environment that is diverse and inclusive, free of discrimination and harassment, and that provides equal opportunity employment.
2. Operate without personnel procedures which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
3. ~~Discriminate against~~ Discipline any staff member for expressing an ethical dissent.
4. Fail to acquaint staff with their rights under this policy.
5. Allow an employment environment that is detrimental to the morale and productivity of staff.

Comment [AR1]: Discussion at the COW indicated a desire to include a statement regarding diversity and inclusion to the policy. This is suggested wording for consideration.

Comment [AR2]: A suggestion was made at the last meeting to combine this statement with the ethical dissent statement, but attempts at new wording have been unsuccessful.

Comment [AR3]: Decision was made at the last meeting to change "discriminate against" to "discipline". Suggest reconsidering as the original wording offers broader protection for staff.

Policy Type: Executive Limitations

Policy Title: Treatment of Public (L-3)

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 (L-4)

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 (L-5)

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 (L-6)

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

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Policy Type: Executive Limitations

Policy Title: Asset Protection (L-7)

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 (L-8)

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 (L-9)

With respect to providing information and counsel to the Board, the Chief Librarian may not permit the Board to be uninformed. Accordingly, 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 provide 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 (L-10)

Comment [AR4]: A suggestion was made at the COW that this policy is unnecessary and could be removed.

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.

Comment [AR5]: A suggestion was made at the COW for the policy to end here (remove clauses below).

Accordingly, the Chief Librarian may not:

~~1. Fail to provide a high quality, balanced, active collection reflecting the needs and interests of the community.~~

Comment [AR6]: Discussion at the COW and October meeting identified that these clauses refer only to collections and don't reflect the policy title.

~~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.~~

1. Fail to maintain accessible, safe, clean and welcoming facilities.

Comment [AR7]: It was suggested at the COW that the clauses for this policy could be "beefed up" to better reflect the policy title. This is suggested wording to start discussion.

2. Fail to ensure that all people are included, and everyone is treated with fairness, dignity and respect.

3. Fail to ensure resources are acceptably stored for ease of customer access and use.

4. Fail to maintain the collections according to the approved Collection Development Policy.

5. Fail to maintain access to services and technology that bridge the Digital Divide.

6. Fail to offer programming in accordance with the approved Programming Policy.

7. Fail to ensure accurate, up-to-date, and comprehensive electronic access to the Library's resources.

8. Fail to keep the public routinely informed on locations, hours, services and changes in services.

9. Fail to provide a regular user feedback process and integrate community engagement into decision-making and planning.

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

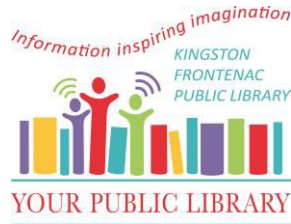
Systematic and rigorous monitoring of Chief Librarian job performance will be based primarily on the expected job outputs: organizational accomplishments of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

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
Staff Relations	Direct Inspection	as needed
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

Comment [AR1]: Suggest moving this policy higher in the list so that policies are listed in the correct number order.

Comment [AR2]: A suggestion was made at the COW to remove this policy from the Executive Limitations. This list will be updated as appropriate.



Facilities Master Plan / Strategic Planning Committee Terms of Reference

Purpose:

The Facilities Master Plan / Strategic Planning Committee is a committee of the Kingston Frontenac Public Library Board.

Responsibilities:

- Review Draft RFP
- Evaluate RFP submissions
- Recommend a consultant for Board approval
- Ensure that the planning process, including community engagement and stakeholder consultation cost, is appropriately managed
- Review of draft plan
- Recommend plan for Board approval

Composition of the Committee:

- Members - Four (4) appointed members of the Library Board (including the Chair of the Committee)
- Chair - Member of the Kingston Frontenac Public Library Board
- Chief Librarian or designate
- Additional non-voting resource staff will be invited from time to time, as required.

Meetings:

Meetings will be scheduled as frequently as necessary and the Committee will make decisions in an expeditious manner.

The chair of the Committee shall set the agenda prior to each meeting, and shall circulate the agenda to the Committee members not less than three business days prior to the meeting.

The Kingston Frontenac Public Library will provide clerical support to the Committee.

The Committee meetings are subject to the provisions of the Kingston Frontenac Public Library Board's by-laws and Public Libraries Act, R.S.O. 1990, c. P.44 and Municipal

Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56.

No member of the Committee shall disclose either the proceedings of meetings or the contents of any documents relating to matters that are deemed confidential under the *Public Libraries Act* (R.S.O. 1990, c. P.44 s. 16.1).

Transparency and Accountability:

The Kingston Frontenac Public Library Board is committed to ongoing transparency and accountability. Information on the project will be provided on the Kingston Frontenac Public Library website and through reports to the Board.

Rules of Order:

Meetings shall be conducted according to the Rules of Order as per Kerr and King's PROCEDURES FOR MEETINGS AND ORGANIZATIONS.

Amendments and Review of Terms of Reference

These terms of reference should be reviewed by the Committee every six months at a minimum to make recommendations to the Library Board for proposed changes.

KFPL Board Workplan - 2022

(updated November 8, 2021)

MEETING	CATEGORY	AGENDA ITEM	STATUS
January 19, 2022			
2022-01	Governance Process	Election of Officers (Chair and Vice-Chair)	Scheduled
	Ownership Linkages	Develop Ownership Linkages Plan for Year	Scheduled
	Board Education	Determine Board Education Needs for the Year	Scheduled
	Monitoring CEO & Evaluation	Report: Communication and Counsel	Scheduled
		Report: Emergency Executive Succession	Scheduled
Items Requiring Action	Representative: OLSB Assembly	Scheduled	
February 2, 2022			
COW 2022-01	Board Education	TBD	Scheduled
	Policy Review	Collection Development Policy	Scheduled
		Community Engagement Policy	Scheduled
		KFPL Employee Online and Social Media Policy	Scheduled
		Public Use of KFPL Online and Forums and Social Media Policy	Scheduled
	Discussion/Exploration	Governance Model Discussions	Scheduled
February 16, 2022			
2022-02	Ownership Linkages	Friends of the Library, Highlights/Accomplishments	Scheduled
	Monitoring CEO & Evaluation	Report: Communication and Counsel	Scheduled
		Report: Financial Condition (Q4)	Scheduled
		Report: Staff Relations and Volunteers	Scheduled
	CEO Information Reports	Report: Statistical Report (Q4)	Scheduled
	Items Requiring Action	Collection Development Policy	Scheduled
		Community Engagement Policy	Scheduled
		KFPL Employee Online and Social Media Policy	Scheduled
		Public Use of KFPL Online and Forums and Social Media Policy	Scheduled
March 16, 2022			
2022-03	Ownership Linkages	TBD	TBD
	Monitoring CEO & Evaluation	Annual Report	Scheduled
		Report: Communication and Counsel	Scheduled
April 20, 2022			
2022-04	Monitoring CEO & Evaluation	Report: Communication and Counsel	Scheduled
		Report: Director, Service Design & Delivery	Scheduled
		Report: Financial Condition (Q1)	Scheduled

KFPL Board Workplan - 2022

(updated November 8, 2021)

MEETING	CATEGORY	AGENDA ITEM	STATUS
2022-04	Monitoring CEO & Evaluation	Report: Treatment of Public	Scheduled
May 4, 2022			
COW 2022-02	Ownership Linkages	Trustee Job Description - Review	Scheduled
	Policy Review	Occupational Health and Safety Policy	Scheduled
		Video Surveillance Policy	Scheduled
		Workplace Harassment Policy	Scheduled
		Workplace Violence Prevention Policy	Scheduled
May 18, 2022			
2022-05	Monitoring CEO & Evaluation	Report: Communication and Counsel	Scheduled
		Report: Staff Relations and Volunteers	Scheduled
		Report: Audit	Scheduled
	CEO Information Reports	Report: Statistical Report (Q1)	Scheduled
	Items Requiring Action	Occupational Health and Safety Policy	Scheduled
		Trustee Job Description - Approve	Scheduled
		Video Surveillance Policy	Scheduled
		Workplace Harassment Policy	Scheduled
		Workplace Violence Prevention Policy	Scheduled
		Audit Approval Consent (Draft Financial Statements)	Scheduled
June 15, 2022			
2022-06	Ownership Linkages	TBD	TBD
	Monitoring CEO & Evaluation	Board Self-Evaluation survey	Scheduled
		Report: Access to Facilities and Maintenance	Scheduled
		Report: Communication and Counsel	Scheduled
		Report: Manager, Branches and Collections	Scheduled
September 21, 2022			
2022-07	Governance Process	Legacy Document - Committee	Scheduled
	Ownership Linkages	TBD	TBD
	Monitoring CEO & Evaluation	Report: Board Self-Evaluation survey	Scheduled
		Report: Communication and Counsel	Scheduled
		Report: Financial Condition (Q2)	Scheduled
	Ends	Report: KFPL Vision - Status Update	Scheduled
	CEO Information Reports	Report: Statistical Report (Q2)	Scheduled

KFPL Board Workplan - 2022

(updated November 8, 2021)

MEETING	CATEGORY	AGENDA ITEM	STATUS
October 5, 2022			
COW 2022-03	Policy Review	Accessibility for Users with Disabilities Policy	Scheduled
		Ends (E1-E4) Policies	Scheduled
		Naming Policy	Scheduled
		Procurement of Goods and Services Policy	Scheduled
		3D Printing Policy	Scheduled
		Asset Disposal Policy	Scheduled
		Building Commemoration Plaques Policy	Scheduled
October 19, 2022			
2022-08	Monitoring CEO & Evaluation	Report: Communication and Counsel	Scheduled
		Report: Financial Condition (Q3)	Scheduled
		Report: Financial Planning and Budgeting	Scheduled
	Ends	Report: KFPL Vision - Action Plans	Scheduled
	Items Requiring Action	Accessibility for Users with Disabilities Policy	Scheduled
		Budget Approval Consent	Scheduled
		Ends (E1-E4) Policies	Scheduled
		Naming Policy	Scheduled
		Procurement of Goods and Services Policy	Scheduled
		3D Printing Policy	Scheduled
		Asset Disposal Policy	Scheduled
		Building Commemoration Plaques Policy	Scheduled
November 16, 2022			
2022-09	Governance Process	Legacy Document	Scheduled
		Workplan Approval for Upcoming Year	Scheduled
	Monitoring CEO & Evaluation	CEO Performance Review	Scheduled
		Report: Communication and Counsel	Scheduled
		Report: Compensation and Benefits	Scheduled
		Report: Staff Relations and Volunteers	Scheduled
	CEO Information Reports	Report: Statistical Report (Q3)	Scheduled
December 14, 2022			
2022-10	Monitoring CEO & Evaluation	Report: Communication and Counsel	Scheduled
	Ends	Report: KFPL Vision - Status Update	Scheduled
	Items Requiring Action	Review CEO Remuneration	Scheduled

Kingston Frontenac Public Library Board

OPERATIONAL POLICIES

POLICY TYPE	Name	Last review	Next review	Frequency	Legislative Authority
Community Perspective	3D Printing	2021 October	2022 October	Annual	
Community Perspective	Access to Information and Protection of Privacy	2020 October	2024 November	Year 2 of term	Municipal Freedom of Information and Protection of Privacy Act, R.R.O. 1990, c. M. 56 (MFIPPA).
Community Perspective	Building Commemoration Plaques	2018 November	2022 November	Year 4 of term	
Community Perspective	Collection development	2021 March	2022 March	Annual	
Community Perspective	Community Engagement	2021 February	2022 February	Annual	
Community Perspective	Community Partnerships	2021 October	2025 October	Year 3 of term	
Community Perspective	Internet Access, Public	2020 February	2024 February	Year 2 of term	
Community Perspective	Patron Code of Conduct	2016 February policy to be reconsidered	2020 February	Year 2 of term	Public Libraries Act R.S.O. 1990 c. P. 44 23(4)
Community Perspective	Programming	2021 October	2025 October	Year 3 of term	
Community Perspective	Public Use of KFPL Online Forums and Social Media	2021 February	2022 February	Annual	
Community Perspective	Video surveillance	2018 November	2022 June	Year 4 of term	Municipal Freedom of Information and Protection of Privacy Act, R.R.O. 1990, c. M. 56 (MFIPPA).

POLICY TYPE	Name	Last review	Next review	Frequency	Legislative Authority
Organizational Readiness	Anti-nepotism	2021 May	2025 May	Year 3 of term	Municipal Act, 2001, S.O. 2001 c. 25 270(2)
Organizational Readiness	COVID-19 Vaccination	2021 September	TBD	as required	
Organizational Readiness	Criminal Record Checks	2021 May	2025 May	Year 3 of term	
Organizational Readiness	KFPL Employee Online and Social Media	2022 February	2023 February	Annual	
Organizational Readiness	News Media	2021 October	2025 October	Year 3 of term	
Organizational Readiness	Occupational Health and Safety	2021 May	2022 May	Annual by H & S committee	Occupational Health and Safety Act, R.S. O. 1990 c. O.1 Part III,25(2)(j)

POLICY TYPE	Name	Last review	Next review	Frequency	Legislative Authority
Organizational Readiness	Records Management	2020 October	2024 November	Year 2 of term	
Organizational Readiness	Standards of conduct for KFPL employees	2021 May	2025 May	Year 3 of term	
Organizational Readiness	Volunteer policy	2021 May	2025 May	Year 3 of term	
Organizational Readiness	Workplace harassment	2021 May	2022 May	Annual by H & S committee	Occupational Health and Safety Act, R.S.O. 1990 c. O. 1 Part III.01, 32.01 (1)
Organizational Readiness	Workplace violence (prevention)	2021 May	2022 May	Annual by H & S committee	Occupational Health and Safety Act, R.S.O. 1990 c. O. 1 Part III.01, 32.01 (1)

POLICY TYPE	Name	Last review	Next review	Frequency	Legislative Authority
Financial	Asset Disposal	2019 November	2022 November	Year 4 of term	
Financial	Gifts, Donations and Planned Giving	2020 October	2024 November	Year 2 of term	
Financial	Room and Event Space Rental	2021 February	2025 February	Year 3 of term	
Financial	Naming	2018 November	2022 November	Year 4 of term	
Financial	Procurement of goods & services	2019 November	2022 November	Year 4 of term	Municipal Act, 2001, S.O. 2001 c. 25 270(2)
Financial	Sponsorships	2019 November	2023 November	Year 1 of term	

MEANS POLICIES

POLICY TYPE	Name	Last review	Next review	Frequency	Legislative Authority
Core Values	Accessibility for users with disabilities	2021 October	2022 October	Annual	O. Reg 191/11 s. 3(2) under Accessibility for Ontarians with Disabilities Act,

GOVERNANCE (Carver)

Executive Limitations				
POLICY TYPE	Name	Last Review	Next Review	Frequency
L-1	General Executive Constraint	2015 October	2021 May (from Oct 2019)	Minimum once per term
L-2	Staff Relations and Volunteers	2015 October	2021 May (from Oct 2019)	Minimum once per term
L-3	Treatment of public	2015 October	2021 May (from Oct 2019)	Minimum once per term
L-4	Financial planning/budgeting	2015 October	2021 May (from Oct 2019)	Minimum once per term
L-5	Financial Condition	2015 October	2021 May (from Oct 2019)	Minimum once per term
L-6	Emergency executive succession	2015 October	2021 May (from Oct 2019)	Minimum once per term
L-7	Asset protection	2015 October	2021 May (from Oct 2019)	Minimum once per term
L-8	Compensation and benefits	2015 October	2021 May (from Oct 2019)	Minimum once per term
L-9	Communication and counsel	2015 October	2021 May (from Oct 2019)	Minimum once per term
L-10	Access to facilities and maintenance	2015 October	2021 May (from Oct 2019)	Minimum once per term
Governance Process				
POLICY TYPE	Name	Last Review	Next Review	Frequency
G-1	Governance Commitment	2016 October	2021 May (from Nov 2020)	Minimum once per term
G-2	Governing style	2021 October	2023 October	Minimum once per term
G-3	Board job description	2016 October	2021 May (from Nov 2020)	Minimum once per term
G-4	Chairperson's role	2021 October	2023 October	Minimum once per term
G-5	Board committee principles and structure	2021 October	2023 October	Minimum once per term
G-6	Annual agenda planning	2021 October	2023 October	Minimum once per term
G-7	Board members' code of conduct	2021 October	2023 October	Minimum once per term
G-8	Cost of governance	2021 October	2023 October	Minimum once per term
G-9	Ownership Linkages	2018 November	2021 May (from Nov 2020)	Annual

Board-Staff Relationship				
POLICY TYPE	Name	Last Review	Next Review	Frequency
B-1	Board-Chief Librarian linkage	2017 October	2021 October	Minimum once per term
B-2	Unity of control	2017 October	2021 October	Minimum once per term
B-3	Accountability of the Chief Librarian	2017 October	2021 October	Minimum once per term
B-4	Delegation to the Chief Librarian	2017 October	2021 October	Minimum once per term
B-5	Monitoring Chief Librarian performance	2017 October	2021 October	Minimum once per term
Ends				
POLICY TYPE	Name	Last Review	Next Review	Frequency
E-1	Ends statement	2021 September	2022 October	Minimum once per term
E-2	Mission statement	2018 November	2022 October	Minimum once per term
E-3	Vision	2018 November	2022 October	Minimum once per term
E-4	Values	2018 November	2022 October	Minimum once per term