



Agenda

Regular Meeting # 2021-10
Kingston Frontenac Public Library Board
Wednesday, December 15, 2021 – 4:30 PM
Virtual Meeting - Zoom

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

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

Consent Agenda

4. Adoption of Minutes
 - 4.1. Regular KFPL Board Meeting #2021-09 of November 17, 2021 (attached)
5. Information Items
 - 5.1. Correspondence/Information Received and Sent (no correspondence to report on)
6. Monitoring Reports
 - 6.1. Communication and Counsel
 - 6.1.1. Chief Librarian's Report (attached)
 - 6.2. Staff Relations and Volunteers (attached)
 - 6.3. KFPL Vision 2021 and Beyond – Status Report (July to December 2021) (attached)
7. Motion to accept consent agenda (motion)

Action Agenda

8. Business Arising from the Minutes

9. Items Removed from the Consent Agenda

9.1.

10. Action Items

10.1. Governance Policy Review and Approval (report attached)

10.1.1. Executive Limitations (L1-L10) (policy attached) (motion) (*brought forward from October 2021*)

10.1.2. Board-Staff Relationship (B1-B5) (policy attached) (motion) (*brought forward from October 2021*)

10.2. Governance Model Review

10.2.1. Governance Model Review Committee – membership (motion)

10.2.2. Terms of Reference (attached) (motion)

10.3. Donations – 2021 (report attached) (motion)

10.4. Closed Meeting (motions)

10.4.1. That the Board resolve itself into a Closed Meeting to discuss a personal matter about an identifiable individual (Chief Librarian / CEO Performance Review and Remuneration)

Items for Discussion / Exploration (none this month)

Other Business

11. Facilities Master Plan / Strategic Planning Update

12. 2022 OLA SuperConference

13. Meeting Format

Adjournment / Next Meeting

Regular Board Meeting: 4:30 PM, Wednesday, January 19, 2022, location TBD

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.



**Minutes of Regular Meeting #2021-09 of the
Kingston Frontenac Public Library Board
November 17, 2021 - 4:30 PM (unconfirmed)
Virtual Meeting – Zoom**

Present: Laura Carter (Chief Librarian / Chief Executive Officer), Kate Betts-Wilmott, Dave Kerr (left at 4:56 PM), Mark Kerr (left at 5:33 PM), Kamryn Marsh, Louise Moody, Councillor Alan Revill, Jennifer Ross, Monica Stewart (Chair)

Staff Present: Nicole Charles (Director, Facilities and Technology), 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), Danzel Smith (Manager, Facilities)

Regrets: Councillor Robert Kiley, Natalie Nossal (Vice-Chair)

Delegation: Jillann Rothwell, President, CUPE Local 2202 (left at 4:56 PM)

1. Call to Order

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

2. Adoption of the Agenda

2021-48 Betts-Wilmott - Revill

That the agenda be adopted as distributed.

Carried

3. Disclosure of Conflict of Interest

There were no declarations 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

Jillann Rothwell, President of CUPE Local 2202, thanked the Board for the opportunity to speak and noted that the Union represents all non-management employees at the Library (more than 100 staff members) who deliver services to the public and meet the needs of patrons.

J. Rothwell stated that the unionized employees of KFPL are opposed to the Extended Hours Project at the Pittsburgh Branch, and to the idea of staffless library hours in general. J. Rothwell also asserted that the community engagement process for this project must make the distinction between the interest in additional branch hours with and without a staff member present in the branch.

The Union acknowledges that staffless access seems to be a solution to the fiscal challenges the Library faces and a way to save money. However, union members don't believe that a significant financial investment in this project is in the community's best interest:

- The money proposed for the Extended Hours Project is not an investment that stays in the City of Kingston or Frontenac County. The vendor that provides the equipment and monitoring is not a local business. By contrast, KFPL employees live in our communities, spend their money at local businesses and pay property taxes to the local municipalities that fund valuable public services. An investment in local employment is an investment that directly benefits the community.
- Removing staff from libraries potentially endangers patrons. People facing serious challenges such as mental illness and homelessness increasingly use Library services.
- The absence of staff will contribute to the issues of loneliness and social isolation many community members face – human connection makes a difference.
- Staff working at the Central and Isabel Turner Branches will be tasked with serving the public at their branch as well as monitoring the surveillance cameras at Pittsburgh during any extended hours. It's not possible to ensure the safety of patrons making use of staffless extended hours by having busy staff members at other branches occasionally check a monitor.
- The project proposal has demoralized branch staff who feel that their work to connect with and help patrons is not sufficiently valued.
- There is concern that this project is another step along the path of increasing precariousness in library work as indicated by the following statistics:
 - o Among CUPE 2202 members, 12 full-time jobs have been lost since 2006.
 - o 30% of our part-time employees work 12 hours or less per week.

- 58% of our part-time employees would like to work more regular hours.
- 42% of our part-time employees would like full-time jobs.
- 39% of our part-time employees with regular hours have more than one job.
- These figures do not include our relief staff who have no guaranteed hours.
- KFPL has 21 Pages, the majority of whom are not students. These are our staff members who shelve and retrieve books and materials and keep our branches in order. They are paid just 2% more than the minimum wage and work between 2-28 hours per week. The living wage for Kingston has been calculated at \$17.75.
- KFPL has only 7 librarians out of a staff of over 100.

The Union feels that a cost-effective solution and compromise in this situation would be to install book lockers at the Pittsburgh Branch. This model is already successfully used at the Calvin Park Branch. With book lockers, patrons pick up their reserved items after hours from a locker that is accessible from outside the library. This option would eliminate the safety concerns associated with opening a branch without staff present.

J. Rothwell encouraged Board members, the management team and union members to advocate for more adequate funding of valuable public services and to find solutions that allow the Library to provide the safest environment while building community and providing excellent service.

A Board member asked what triggered the loss of 12 full-time jobs and expressed surprise that Library staff aren't paid a living wage based on the City of Kingston's policy. J. Rothwell was unsure of the specific reasons for the loss of full-time positions and noted that the hours were shifted to part-time positions and not lost completely. L. Carter stated that during her tenure in management (2012 to present) she is only aware of one full-time vacancy where hours were moved functionally to part-time hours. S. Quigley stated that wage rates are negotiated through a collective bargaining process and current agreements expire in 2022. S. Quigley added that over the years, through the collective bargaining process, management has addressed proposals from the Union to enhance working conditions for their members. One of these proposals was to increase the opportunity for full-time staff to have more weekends off, requiring additional part-time coverage to fill gaps on weekends as all branches have Saturday hours of service.

A Board member asked if union members have had the opportunity to speak with staff at other libraries where extended hours have been implemented. J. Rothwell noted that union members have spoken with staff at the Hamilton Public Library (HPL) who have vigorously protested this model and they echo the same concerns about different levels of service.

A Board member asked if it's true that union members would prefer not to extend hours at the Pittsburgh Branch if staffless is the only option. J. Rothwell confirmed that union members would prefer not to extend hours without staff present.

J. Rothwell was thanked for a thoughtful and comprehensive presentation that laid out concerns clearly. M. Stewart noted that significant community engagement will take place if funding is approved and there will be ample time allotted to review issues at all levels in greater detail.

J. Rothwell and D. Kerr left the meeting at this time. (4:56 PM)

Consent Agenda

5. Adoption of Minutes

5.1. Regular KFPL Board Meeting #2021-08 of October 20, 2021

6. Information Items

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

7. Monitoring Reports

7.1. Communication and Counsel

7.1.1. Chief Librarian's Report

7.2. Asset Protection

7.3. Statistical Report (3rd Quarter 2021)

7.4. Strategic Planning – Action Plans for 2022

8. Motion to accept consent agenda

2021-49 Ross - Revill

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

Carried

Action Agenda

9. Business Arising from the Minutes

9.1. Governance Model Review - committee

It was agreed at the last meeting that a committee be struck to oversee a review of Governance options at the 2022-01 Committee of the Whole (COW) meeting. Two Board members, A. Revill and L. Moody, volunteered to participate on this committee. The Chair will communicate with members not in attendance to see if there is additional interest to join the committee. A motion to strike the committee and identify members will be presented at the next meeting.

10. Items Removed from the Consent Agenda

There were no items removed for discussion.

11. Action Items

11.1. Policy Approval

11.1.1. Governance Policies

11.1.1.1. Governance Process (G1-G9)

In addition to the amendments identified in the report, Board members agreed on the following changes:

- The definition of Executive Limitations will read: “are policies that define the constraints within which all executive activity and decisions must take place”.
- Policy section numbers will be added to relevant definitions for clarity.
- Definitions will be moved to the beginning of the main document as a separate section.
- Clause 4 of Cost of Governance (G8) will read: “Community engagement methods will be used to engage the Ownership and assist the Board in making informed decisions (see G3)”.
- Delete clauses 1, 3 and 4 in Ownership Linkages (G9) and reformat clause 2 as the final paragraph of this section.

M. Kerr left at this time. (5:33 PM)

2021-50 Marsh - Moody

That the Board approve the Governance Process (Carver) policy as amended.

Carried

11.1.1.2. Executive Limitations (L1-L10)

Review of this policy will take place at the next meeting. Board members are to send suggested edits and comments for discussion to M. Stewart in advance of the meeting.

11.1.1.3. Board-Staff Relationship (B1-B5)

Review of this policy will take place at the next meeting. Board members are to send suggested edits and comments for discussion to M. Stewart in advance of the meeting.

11.2. Facilities Master Plan / Strategic Planning Committee

11.2.1. Terms of Reference

A Strategic Planning committee was struck by the Board in 2020, but the process was disrupted by COVID-19. This committee met in August 2021 to discuss how best to approach the Library’s need for both an updated Facilities Master Plan and a new Strategic

Plan. It was agreed that the Facilities Master Plan was more urgent and a robust community engagement effort could be an efficient way to inform both plans.

L. Carter reported that the Request for Proposals (RFP) for consulting services for a Facilities Master Plan is due to go out this week after a final review by City staff with a deadline for submissions in late December. The Committee would assist in the evaluation of proposals in early January and make a recommendation to the Board at the January meeting. Ideally, the final plan would be presented to the Board at the June 2022 meeting.

The members of the Strategic Planning Committee agreed to the change in scope and are able to participate in the Facilities Master Plan process.

It was agreed that the committee Terms of Reference would be updated to add the Board Chair as a member and reflect the total number of members as 5.

2021-51 Revill – Betts-Wilmott

That the Board approve the Facilities Master Plan / Strategic Planning Committee Terms of Reference document.

Carried

Items for Discussion / Exploration – no items this month

Other Business

12. Ownership Linkages – Land Acknowledgement Statement Update

L. Carter reported that a workshop planned for Board members and senior staff earlier this year was cancelled due to COVID-19 restrictions. Staff are working to find a consultant to provide this workshop next year and will report back at the January meeting to schedule.

13. Chief Librarian / CEO Evaluation – distribution of forms

Evaluation forms will be distributed to Board members electronically over the next week and completed forms should be returned to M. Stewart prior to the next meeting. The Chair and Vice-Chair will provide a report to Board members at the December meeting.

14. 2022 Workplan

The 2022 Annual Workplan was accepted as presented.

15. Updated Policy Checklist

The updated policy checklist is included in the agenda package.

Adjournment / Next Meeting

The next regular Board Meeting will be held at 4:30 PM, Wednesday, December 15, 2021, virtual meeting via Zoom with livestream.

There being no further business, it was moved by K. Marsh to adjourn at 5:49 PM.

Signatures:

Monica Stewart, Chair

Amy Rundle, Recording Secretary

Appendix A: Correspondence Received

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.

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:

- KFPL Vision 2020 – Status Report (July – December 2021)
- Staff Relations and Volunteers (*Deferred from November*)

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.**

Extended Hours Project

The Extended Hours Project continues to generate public and media interest. Three open houses are planned: December 8 and 11 at the Pittsburgh Branch and December 9 online via Zoom to answer questions and provide more information to the public. City staff have been re-directing questions or comments and/or informing library staff as appropriate.

Recent media coverage:

[“Concerns raised about Kingston Frontenac Public Library unstaffed extended hours”](#) – segment on Global News Kingston on December 6.

[“Kingston council votes to fund controversial library project”](#) - article in the Kingston Whig Standard on November 26

[“Library plan to implement staffless hours at Pittsburgh branch continue to spark protest”](#) – article in the Frontenac News on November 24.

[“Protestors voice concern over unstaffed library proposal”](#) - article in the Kingston Whig-Standard November 22.

FOPL Sponsorship of a First Nations Public Library

KFPL will sponsor the Wikwemikong First Nation Public Library's membership in the Federation of Public Libraries (FOPL) for 2022. KFPL has been sponsoring the FOPL membership of a First Nations Public Library for several years. In addition to the sponsorship, KFPL staff will reach out to Wikwemikong FNPL to see if there are opportunities to share information or to collaborate.

- 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: December 7, 2021

Meetings, conferences and events attended by the CEO or delegate

Date	Meeting
November 10	First Aid Training
November 16	N. Carbone, Township of South Frontenac
November 16	Administrators of Rural-Urban Public Libraries of Ontario (ARUPLO) Training Committee
November 18	R. Horne, D. Korneluk, Facilities and Construction Management Services, City of Kingston
November 20	Kingston Santa Claus Parade
November 23	S. Kanellos, D. Kennedy, City of Kingston
November 23	City of Kingston Budget Presentation
November 24	Community Check-in, Facilitated by Rob Wood
November 27	Sydenham Santa Claus Parade
November 29	Site Visit, Kingston Secondary School
November 30	Joint Health and Safety Committee
November 30	Union-Management Committee
November 30	Verona Master Plan Open House
December 1	Friends of the Library Board
December 3	ARUPLO Training Committee
December 3	Homelessness Collective Impact Committee

Incident Reports (December 2021 Board Agenda)

Incident #	Title	Branch	Date
2021-322	Accident - child bumps chin on pavement in park	IT	Nov. 15, 2021
2021-357	Accident - young patron gets splash of sanitizer in eye	SY	Dec. 3, 2021
2021-332	Alcohol and Drugs - patrons scared by man in washroom	CP	Nov. 18, 2021
2021-318	Alcohol and Drugs - broken glass in men's washroom	CP	Nov. 13, 2021
2021-313	Alcohol and Drugs - drug paraphernalia in men's washroom	CP	Nov. 10, 2021
2021-345	Alcohol and Drugs - drug paraphernalia in parkade	CE	Nov. 26, 2021
2021-323	Alcohol and Drugs - pizza and beer	CP	Nov. 15, 2021
2021-333	Alcohol and Drugs – vodka cooler in toilet tank	CP	Nov. 18, 2021
2021-352	Behaviour - banned patron on premises	CE	Nov. 26, 2021
2021-346	Behaviour - disturbed patron	CE	Nov. 25, 2021
2021-342	Behaviour - mask difficulties	IT	Nov. 22, 2021
2021-355	Behaviour - mask non-compliance	IT	Dec. 2, 2021
2021-329	Behaviour - non-compliant patron	IT	Nov. 17, 2021
2021-324	Behaviour - patron asks for security footage	IT	Nov. 15, 2021
2021-325	Behaviour - patron displays unusual behaviour	IT	Nov. 15, 2021
2021-327	Behaviour - patron displays unusual behaviour again	IT	Nov. 17, 2021
2021-338	Behaviour - patron ignores security, possible theft	CE	Nov. 23, 2021
2021-351	Behaviour - patron in distress	CE	Nov. 27, 2021
2021-316	Behaviour – patron in distress	IT	Nov. 11, 2021
2021-347	Behaviour – patron mental health concerns	IT	Nov. 26, 2021
2021-354	Behaviour – patron outside branch	IT	Dec. 2, 2021
2021-356	Behaviour – patron rude to staff	CE	Dec. 3, 2021
2021-334	Behaviour - patron verbal altercation	IT	Nov. 18, 2021

Incident #	Title	Branch	Date
2021-337	Behaviour - patron verbally abuses staff	CE	Nov. 20, 2021
2021-321	Behaviour - patron washing hair 1st Floor washroom	CE	Nov. 14, 2021
2021-344	Behaviour - people in tent overnight in parkade	CE	Nov. 25, 2021
2021-314	Behaviour - person sleeping blocking fire exit	CE	Nov. 11, 2021
2021-320	Behaviour - rowdy youth	IT	Nov. 13, 2021
2021-341	Behaviour - teens misbehaving at Turner	IT	Nov. 22, 2021
2021-331	Behaviour - urinating in covered parking garage	CE	Nov. 18, 2021
2021-343	Behaviour - verbally aggressive overnight person in covered parkade	CE	Nov. 25, 2021
2021-349	Facilities - alarm not set	CL	Nov. 26, 2021
2021-348	Facilities - alarm not set	PL	Nov. 26, 2021
2021-336	Facilities - alarm not set	PL	Nov. 20, 2021
2021-326	Facilities - alarm not set	PL	Nov. 16, 2021
2021-328	Facilities - key code issues	MG	Nov. 17, 2021
2021-330	Facilities - key confusion	MG	Nov. 16, 2021
2021-319	Facilities - trash left at sidewalk bench	CE	Nov. 13, 2021
2021-311	General - patron giving me sites to look at	RH	Nov. 8, 2021
2021-317	General - scrunched up water bottle in book drop	RH	Nov. 12, 2021
2021-340	General - tent in parkade	CE	Nov. 24, 2021
2021-312	Theft or Property Damage - graffiti	CE	Nov. 9, 2021
2021-315	Theft or Property Damage - rooftop graffiti	CP	Nov. 11, 2021



December 2021

Programming & Outreach

- ▶ Three open house events will be held in December to engage the community in conversation about the Extended Hours Project. Kimberly will be at the Pittsburgh Branch December 8 and 11, and available on Zoom on December 9, to share information and ask questions.
- ▶ In November and December, KFPL programmers piloted the first KFPL outdoor winter programs – Sing and Stroll for parents with babies and toddlers, and Snowsuit Storytime for parents with toddlers and preschoolers. These programs have been a great way to offer safe in-person programming.
- ▶ KFPL reached over 50 families with our Holiday Book Bundles program, circulating over 1,200 books. This program provided families with either an Advent Book Bundle of 24 wrapped books or a Hanukkah Book Bundle of 16 wrapped books (two for each of the eight days of Hanukkah). KFPL received lots of positive feedback from families who participated including this comment: *“Just want to say thank you for putting these book bundles together, my four year old is LOVING choosing a mystery book each night. I’m sure it was a lot of work for your team so thank you!”*



- ▶ KFPL participated in the Kingston and Sydenham Santa Claus Parades this year with an Enchanted Forest themed float. The Friends of the Library sponsor the parade float each year.



- ▶ Kimberly Sutherland Mills and Liz Coates represented KFPL at a Food Sovereignty Workshop hosted by the Kingston Indigenous Languages Nest (KILN) on Saturday, December 4, 2021. This was a dynamic workshop with many community partners in attendance that looked at collaborative initiatives to support the revitalization of traditional food for the Indigenous community. The Library looks forward to continuing to partner with KILN in offering programming in the New Year.
 - ▶ Starting December 13, there will be an adult StoryWalk visiting downtown Kingston storefronts. This is a partnership with the Downtown Kingston! What the Dickens program.
 - ▶ This month, the Library will be launching a new program series, Feasting Together. This is a virtual cooking program that features traditional Indigenous dishes. Participants can make the recipe alongside an Indigenous cook. The first program is on December 8 and hosts Jessie Pengally, St. Lawrence College's Indigenous Student Advisor, teaching participants how to make fry bread.
 - ▶ In January, KFPL will be launching a partnered program with the Food Sharing Project. The Food Sharing Project will be providing families (through schools) with ingredients and the Library will provide cookbooks and a Youtube program called The Kitchen Club with a virtual cooking class on how to make the recipes.
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Services and Collections

- ▶ Due to the success of the Holiday Book Bundles, KFPL offered a temporary mystery pack for parents who wanted to wrap their own Holiday Book Bundles in late November.
 - ▶ In the past month, the Library has showcased book lists for a wide variety of holidays and significant dates include Hindu Heritage Month, Diwali, Hanukkah, Louis Riel Day, Indigenous Veterans Day, Remembrance Day, Semaine nationale de l'immigration francophone, and Inuit Day.
 - ▶ Starting November 17, the Rideau Heights branch is now open on Wednesdays. The branch is now open Mondays, Wednesdays, Fridays and Saturdays.
 - ▶ Starting November 15, the Isabel Turner branch is now open Monday to Thursday until 8 p.m.
 - ▶ Starting November 15, the library has resumed renting meeting rooms to the public.
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Digital

- ▶ Online payments with a credit card will be available starting in December. Patrons will be able to pay for their subscriptions and lost items through KFPL's My Account portal.
 - ▶ The Systems department is working with our vendor to investigate text messaging capability for reservation notifications.
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Staff News

- ▶ Nicole Charles will begin her leave in January 2022. We are pleased to announce that Ryan
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Key Activities & Highlights – December 2021

Brenders will become Manager, Technology during the leave.

- ▶ 3 new Pages have joined KFPL recently. Welcome to Cara Hannaford, Mary Mekhaeil and Keely Gervais.
 - ▶ Isaac Hale has joined KFPL as a Relief Library Assistant (Rural Branches).
 - ▶ Rhonda Watkins has also accepted a position as a Relief Library Assistant (Rural Branches).
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Facilities

- ▶ Completed health and safety review of all branches, identifying any areas for trip hazard removal, lighting improvements, signage improvements.
 - ▶ Purchase of naloxone kit boxes to be rolled out to branches in December.
 - ▶ Ongoing support of Bishop's House renovation project.
 - ▶ Liaise with City on HVAC upgrades and repairs for Turner and Central.
 - ▶ Working at Heights training for all remaining facilities staff.
 - ▶ Purchase of electric pump cart to address Calvin Park ergonomic concerns.
 - ▶ Completion of Mechanics Institute Plaque and art restoration for hanging at Central.
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Monitoring Report to the Board

Executive Limitation Policy L-2: Staff Relations and Volunteers

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

Accordingly, the Chief Librarian may not:

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

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

Compliance will be demonstrated:

- a) Written procedures/agreements are in place.

Evidence:

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

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

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

Compliance will be demonstrated:

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

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

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

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

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

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

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

Evidence:

- a) There have been no grievances filed since the last report in October 2021.
- b) Regular Union-Management and Joint Health and Safety Committee meetings are held.

I report compliance.

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

Signed: Original signed copy on file

Date: December 7, 2021

Laura Carter, CEO/Chief Librarian



Kingston Frontenac Public Library
KFPL Vision 2021 and Beyond
Status Report – July to December 2021

Strategic Direction: A. Unique Impactful Services

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

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

We continued to adjust services in response to the pandemic. We reintroduced in-person outdoor programming during Summer 2021. This continued in Fall 2021 and in November and December, we piloted 2 outdoor early literacy programs designed for winter weather.

In 2021, KFPL increased the number of Indigenous-focused programs, offering high-profile speakers and providing an opportunity for settlers to learn about Indigenous history through an Indigenous Canada discussion course. In Fall 2021, KFPL partnered with the Kingston Indigenous Languages Nest to offer outdoor programming at the Sovereignty Garden geared towards Indigenous families. KFPL also offered programs and recommendations to commemorate the National Day for Truth and Reconciliation.

A grant-funded heritage intern worked with our local history and outreach librarians to strengthen relationships with Indigenous communities, identify Indigenous-focused content in our local history collection, and record oral stories for our StoryMe collection.

Radon detectors were added to the borrowing collection with the support of KFL&A Public Health. Patrons can borrow these items to use at home.

A.2 Segment the market for our services.

KFPL's publicity team launched a widespread marketing campaign aimed at people on the go. The ads encourage using our online card registration service to access digital collections on the spot. Ads were placed on Kingston Transit buses, in arenas and community halls, at partner sites, and in the media.

The Publicity Assistant role shifted from temporary to permanent in November 2021; we continue to implement the strategic marketing plan.

KFPL created a TikTok account in December 2021 to better reach teens and new adult audiences. Content creation is underway.

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

All branches of KFPL are currently open to the public. Urban branches continue to operate on reduced hours due to the ongoing COVID-19 pandemic, with additional hours added at Isabel Turner and Rideau Heights in November. Capacity limits, physical distancing and mask wearing continue to be enforced.

In 2020 and 2021, KFPL adapted service delivery models to offer virtual programs in response to the pandemic restrictions. This has provided a unique opportunity for the Library to explore different program delivery modes and we will be continuing with some virtual programming. As restrictions are lifted, we have adapted to offer programs in outdoor spaces or in the community.

KFPL staff launched a community engagement process about proposed greenspace enhancements at the Calvin Park branch; staff continue to seek grant funding to support project costs. Coming out of that process, work is underway to create a community garden at the site in partnership with Loving Spoonful in Q2 2022.

KFPL staff launched a review of branch hours with a community survey in October and November. In-depth analysis will be completed in Q1 2022, with recommendations for adjustments to hours of operation brought to the board in early 2022.

KFPL staff initiated a community engagement process for our Extended Hours Project. A series of information open houses were held in December 2021; additional engagement will take place in Q1 2022.

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

Collection use and budgets are being monitored closely. Impacts of the pandemic, and floods in British Columbia, impacted the publishing industry. We continue to work with our vendors to clear the backlog of materials that have been ordered but not yet received by the Library.

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

Overdue fines were eliminated in 2021 to reduce barriers to accessing library resources.

KFPL is working with the City of Kingston to migrate most of our servers onto their sites.

We anticipate this partnership will offer cost savings to KFPL as we won't be required to maintain as many servers on-site.

Strategic Direction: B. Difference-Making Spaces

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

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

See A.3

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

Self-serve 3D printing was made available in the Create Space in March, with adjustments made to pricing to improve access. Training was moved online to support new users in exploring the technology during pandemic restrictions. The Create Space has now reopened in a self-service capacity and can be booked by patrons.

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

In December, KFPL is partnering with Downtown Kingston! to offer a What the Dickens Story Walk for adults through downtown storefronts.

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.

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

The Request for Proposals for Consulting Services for a Facilities Master Plan was posted on November 27.

Laura Carter attended the Verona Master Plan Open House on November 30th. The Library's planning reports recommend a branch be built in Verona.

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.

We partnered with Frontenac Business Services, contracting film-maker Suzy Lamont to create six virtual programs featuring makers from across the County.

A new partnership was launched with the Limestone District School Board for the 2021/2022 school year. All grade four students will be registered for library cards, and interested classes will receive a virtual visit with KFPL staff.

KFPL staff began working with a popular local YouTube channel, Ruthy's Reading Room, in October. Monthly book recommendations for children, with a focus on Black, Indigenous, People of Colour (BIPOC) characters and authors, will be featured on YouTube.

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

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

KFPL launched a Truth and Reconciliation page to provide updates on our progress toward implementing the Truth and Reconciliation Commission's 94 Calls to Action in our approach to library service.

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.

The Organizational Design was reviewed in June 2021 when adjustments were made to management portfolios. It will be reviewed again after the development of a new strategic plan.

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

KFPL staff created monthly Training Challenges to reinforce the unique knowledge and perspective of libraries in the community. Examples of Training Challenges include gender expression and identity, “Typical Week” data collection, and service to patrons with dyslexia.

The Manager, Branches and Collections, Manager, Programming and Outreach, and incoming Acting Manager, Technology completed *Developing Your Leadership Presence* through the Queen’s University Executive Education program.

The Manager, Branch and Collections and our Collections Librarian completed *Evaluating, Auditing, and Diversifying Your Collections* workshop facilitated by *Library Journal*.

KFPL staff continues to support the Adverse Childhood Experiences (ACEs) Team, a community resiliency roundtable coordinated by the Community Foundation for Kingston & Area. The Manager, Branches and Collections completed the Community Resilience Initiative’s *Trauma-Informed Training for Trainers* which will allow him to train Library staff in trauma-sensitive approaches to working with community members.

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

In partnership with the City of Kingston, we have implemented a Learning Management System (LMS). With the LMS, we are able to create structured learning plans for our staff and keep track of their progress.

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

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

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

KFPL has been selected by the Ontario Library Service (OLS) to participate in the Connecting Public Libraries Initiative. OLS is working with the Province of Ontario to invest \$4.85M to provide upgrades for over fifty rural, remote, and First Nation Public Library branches that have been identified as having inadequate connectivity. KFPL staff submitted a virtual site assessment to OLS at the end of August. OLS has informed us that they are submitting a Request for Proposal regarding rural internet service. Selected sites will be contacted by OLS in February 2022.

The Systems team evaluated the current Wi-Fi infrastructure and found that some of our sites needed upgrading. The team has worked to upgrade the hardware and software to better manage our systems and collect statistics.

KFPL is working with our vendor to investigate text messaging capabilities. The text messages will let our patrons know about available reservations.

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

KFPL staff reviewed the procedures for library membership, updating them in July to collect patron year of birth to allow better data analysis, and to include patrons' preferred names as well as legal names so that service is offered in a more welcoming and inclusive manner.

Further revisions to the membership and borrowing structure will expand access to online registration to all ages, allow youth 14 and up to register independently, clarify access for patrons with no permanent address, and simplify processes for staff. Changes will be implemented in Q1 2022.

KFPL worked with our vendor, Library Services Centre, to update all Indigenous-focused subject headings, replacing outdated, offensive language with appropriate terminology.

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

Orangeboy's Savannah was connected with the analytics reporting features on our ILS, virtual services, event management tools, Wi-Fi services, and computer booking system. The system can cross-reference demographic data with patron borrowing patterns;

program attendance and in-branch service usage to help us better understand our patrons' needs and measure our market penetration.

KFPL staff implemented Savannah's Net Promoter Score tool in July to measure general public satisfaction with library service.

KFPL Report to the Board

Subject: Governance Policy Manual
Date: December 7, 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 the October 20, 2021 Board meeting. The Governance Process policies and a new Definitions section of the manual were finalized at the November 17, 2021 Board meeting and approved by Board motion. Additional discussion of the Executive Limitations and Board-Staff Relationship policies is required.

The attached Governance Policy document has been updated to reflect approved edits to the Governance Process policies and new Definitions section, as well as recommendations for changes to the Executive Limitations and Board-Staff Relationship policies that were discussed at previous meetings or received by the Board Chair. Red text indicates suggested removals; blue text indicates suggested additions and comments/discussion points are noted in the right margin.

Recommendations:

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



Kingston Frontenac Public Library Board

Policy Manual

Carver Governance Model

December 2021

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Policy Type: **Definitions**

Comment [#1]:
Definitions for terms used in the Executive Limitations and Board-Staff Relationship sections can be added here for clarity.

Ends (E1-E4) 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 (L1-L10) are policies that define the constraints within which all executive activity and decisions must take place.

Governance Process (G1-G9) policies specify how the Board conceives, carries out and monitors its own task.

Board–Staff Relationship (B1-B5) policies establish how power is delegated and its proper use monitored; and outlines authority and accountability for the Chief Librarian role.

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.

Comment [#2]:

Suggest rearranging the order of the sections in the manual for better flow:
Governance Process>Executive
Limitations>Board-Staff
Relationship>Ends

NN:

This is a very good idea – and makes the flow of the document very much smoother and rational.

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 [#3]:

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

NN:

Good and clear wording.

Comment [#4]:

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.

NN:

Although both points deal with the concept of "unfair retribution, etc" I think they could very well remain separate points for clarity. Point 2 feels like it deals with a more active personnel situation, while point 3 seems like it deals with an ongoing ethical difference of opinion.

Comment [#5]:

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

NN:

Discipline is active, while retribution can take more subtle forms ... how about "discriminate or discipline any staff member" and that would cover all eventualities?

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~~ except with the authorization of the municipal councils, as stipulated in the *Public Libraries Act*, Sec 24.
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.

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: 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, she or he may not:

1. Neglect to submit monitoring data required by the Board (see policy on Monitoring Chief Librarian Performance) in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.
2. Let the Board be unaware of relevant trends, significant changes in provincial or municipal policies, anticipated adverse media coverage, and/or public reaction, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established. This shall be done in a timely manner.
3. Fail to advise the Board if, in the Chief Librarian's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Staff Relationship, particularly in the case of Board behaviour which is detrimental to the work relationship between the Board and the Chief Librarian.
4. Fail to marshal for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.
5. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types; monitoring, decision-preparation or other.
6. Fail to provide a mechanism for official Board, officer or committee communications.
7. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
8. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.
9. Fail to supply for the consent agenda all items delegated to the Chief Librarian, yet required by law or contract to be board-approved, along with the monitoring assurance pertaining thereto.

Policy Type: Executive Limitations

Policy Title: **Access to Facilities and Maintenance (L-10)**

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

Accordingly, the Chief Librarian may not:

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

Comment [#6]:

A suggestion was made at the COW that this policy is unnecessary and could be removed.

Comment [#7]:

A suggestion was made at the COW for the policy to end here (remove clauses below).

Comment [#8]:

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

Comment [#9]:

It was suggested at the COW that the clauses for this policy could be "beefed up" to better reflect the policy title. Clauses 1-9 are suggested wording to start discussion.

Comment [#10]:

NN: How about "Fail to ensure that all people are treated with fairness, dignity and respect in an inclusive environment"?

Comment [#11]:

NN: How about "Fail to ensure that resources are accessible for customer use", or is that too broad a statement?

Comment [#12]:

NN: I would change this to read "Fail to keep the public informed of locations, hours, etc" and skip the 'routinely' – just for clarity.

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”) achieves its stated Ends within the parameters of the accepted Executive Limitations.

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

Policy Type: Governance Process

Policy Title: Governing Style (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 residents of the City and the 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: 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: 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-Staff Relationship: 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. Understand and react appropriately to legislation that impacts on the library system.
7. Co-operate with the municipal councils' recruiting of Board members.
8. Advocate for the library.

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 to reinforce the Board's job 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 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 not speak or act for the Board except when formally given authority for specific and time-limited purposes. This authority will be clearly defined so that there is no conflict with the authority of the Chief Librarian.
4. Board committees cannot exercise authority over staff. The Chief Librarian works for the entire Board, 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.

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 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 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)

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. 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.

Policy Type: Governance Process

Policy Title: Ownership Linkages (G-9)

Ownership Linkages serve to foster intentional and constructive dialogue and deliberation between Owners and Board members primarily with respect to the achievement of organizational Ends.

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

The Board will gather information to support understanding of the diverse perspectives of the Ownership. Mechanisms of information gathering should ensure that the perspective of the Ownership as a whole is reflected as inclusively as possible.

Ownership Linkage activities 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 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.

Policy Type: Board-Staff Relationship

Policy Title: Board-Chief Librarian Linkage (B-1)

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.

Policy Type: Board-Staff Relationship

Policy Title: Unity of Control (B-2)

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 (B-3)

As far as the Board is concerned, ~~T~~the Chief Librarian is the Board's only link to operational achievement and conduct. ~~Therefore, 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~~ not give instructions to persons who report directly or indirectly to the Chief Librarian.
2. The Board will refrain from ~~formally or informally~~ evaluating, ~~either formally or informally,~~ any staff other than the Chief Librarian.
3. The Board will view the Chief Librarian's performance as central and critical to organizational performance. Organizational accomplishment of ~~Board-stated~~ ~~e~~Ends within ~~Board-prescribed~~ ~~e~~Executive-~~L~~imitations 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 (B-4)

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. ~~The Board will allow~~ing 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 ~~achieving results. choosing the organizational means.~~ These ~~Executive Limitation~~ 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 t~~The Chief Librarian ~~may~~ 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 a~~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 (B-5)

Systematic and rigorous monitoring of Chief Librarian job performance will be based primarily on the expected job outputs. ~~These outputs will reflect organizational accomplishments of~~ Board policies on Ends ~~as achieved and organizational operation~~ within the boundaries established ~~by in-Board policies on stated~~ Executive Limitations.

1. Monitoring is simply to determine the degree to which Board policies are being met. ~~Data not related to this goal that do not do this will~~ 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~~ The standard for compliance shall be any reasonable ~~Chief Librarian~~ interpretation of the Board policy ~~made by the Chief Librarian. 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 [#13]:
Suggest moving this policy higher in the list so that policies are listed in the correct number order.

Comment [#14]:
A suggestion was made at the COW to remove this policy from the Executive Limitations. This list will be updated as appropriate.

Policy Type: Ends

Policy Title: Ends Statement (E-1)

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

1. Residents and visitors find welcoming, inclusive public spaces where they can build a shared sense of community and belonging.
 - 1.1. People engage in inter-cultural experiences and expand their awareness of social issues.
2. Library spaces, collections and services are responsive to people's needs and lived experiences including those persons facing systemic barriers.
 - 2.1. Library resources and services are accessible and culturally relevant.
 - 2.2. Indigenous members in the service area experience decolonized and Indigenized library services.
3. Community members find opportunities that spark imagination and ignite creativity.

Policy Type: Ends

Policy Title: Vision (E-2)

We will:

- Offer programs and services to inspire a love of reading, thereby opening up literature, the deep Web and the authors of yesterday, today and tomorrow for everyone in our community.
- Innovate and experiment with services and approaches that are uniquely aligned with community needs and not necessarily with how a library is perceived.
- Focus more on services than buildings.
- Activate imagination, intellectual freedom and free access to information with high-quality targeted services.
- Connect the communities within our community to discussions within Kingston- Frontenac and beyond.
- Be a part of most people's lives, recognized as a problem-solver, a source for reading, and a key supporter of learning.
- Welcome all to an inviting, barrier-free, non-judgmental community with virtual spaces, services and programs that meet all citizens where they are on their road of life-long learning.

Policy Type: Ends

Policy Title: Values (E-3)

Collections – We strive to provide a dynamic collection of materials that is regularly evaluated and available in a variety of formats to serve the needs and support the interests of all members of our community.

Quality of Services – We seek to provide exceptional service by providing reliable, responsive, courteous service, from a competent, informed, understanding and responsive staff.

Respect and Dignity – We treat all people with respect. Each individual in our community will receive the best, free library service possible.

Creativity and Innovation – We encourage and support creative approaches and innovative solutions in all aspects of library service. The most appropriate technical innovations will be implemented while maintaining a strong commitment to traditional library services.

Stewardship – We value the ethical, fiscally responsible, sustainable use of public resources. Each employee of the Kingston Frontenac Public Library is a steward of the public trust. All staff exercise prudence when using and/or allocating any library funds or resources. We work with other community partners when possible to best utilize all resources.

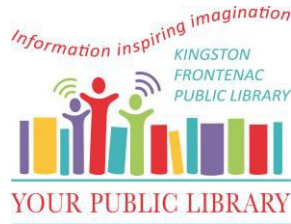
Work Environment – We provide a positive work environment that respects each staff member's unique contributions. Our talented, well trained, knowledgeable staff are a vital part of the cultural, social, business/entrepreneurial and educational life of the community. We offer opportunities for professional growth.

Intellectual Freedom – We support freedom of speech and the right of residents to select the information appropriate for their needs. Open and unrestricted access to information from all library resources will be available in multiple formats to meet the individual needs of all residents of Kingston Frontenac.

Policy Type: Ends

Policy Title: Mission Statement (E-4)

Our primary purpose is to make a positive difference in the lives of everyone in Kingston Frontenac. We aim to achieve this purpose by helping residents transform today's vast information resources into the solutions, facts, know-how, inspiration, and entertainment they need to learn, solve problems, read, engage with their community and reach their personal aspirations.



Governance Model Review Committee Terms of Reference

Purpose:

The Governance Model Review Committee is a committee of the Kingston Frontenac Public Library Board.

Responsibilities:

- Researches and reports on a variety of governance models (excluding Carver) including examples of governance models used by comparative organizations in the province.
- Facilitates an in-depth discussion at the Committee of the Whole meeting in February 2022 with the goal of developing a detailed cost-benefit analysis for each governance option (including Carver).
- Presents final analysis and makes a recommendation to the Board for approval.
- Ensures that the review process is appropriately managed.

Composition of the Committee:

- Chair - Member of the Kingston Frontenac Public Library Board
- Members – Minimum of two (2) appointed members of the Library Board (including the Chair of the Committee)
- 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. Committee meetings will be held virtually and members of the public may register to receive link to attend.

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 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 Report to the Board

Subject: Donations Received in 2021
Date: December 7, 2021
Prepared by: C. Ridgley, Budget / HR Analyst

Background:

The Kingston Frontenac Public Library receives cash donations either sent directly to the Library or through CanadaHelps, a registered charity that serves both donors and charities. Some of these donations are received without any stipulation or direction attached. These donations become part of the Library's operating budget and are used to purchase supplies and material that aid in the services provided to the community.

Analysis:

Because of the ongoing impacts of the COVID-19 pandemic, KFPL will be in a budget surplus for 2021.

The Library is promoting contributions to the Kingston Frontenac Public Library Endowment Fund to grow the fund and to take advantage of a matching opportunity through the Community Foundation for Kingston & Area. A total of \$3,842 received by the Library through unrestricted donations could be contributed to the Library's endowment fund thereby providing future support of Library services.

The Library budgeted for \$10,000 of revenue in donations in 2021. Any funds moved to the KFPL Endowment Fund would be over and above that amount.

Recommendations:

That the Board approve moving \$3,842 in unrestricted donations made in 2021 to the Kingston Frontenac Public Library Endowment Fund held by the Community Fund for Kingston & Area.