

AGENDA

Regular Meeting #2022-02

Kingston Frontenac Public Library Board

February 16, 2022 at 4:30 PM

Virtual Format (with livestream)

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
3. Disclosure of Conflict of Interest
4. Presentation: Friends of the Kingston Frontenac Public Library (FOL) to provide an update on their highlights and accomplishments over the past year.

Consent Agenda

5. Adoption of Minutes
 - 5.1. Regular KFPL Board Meeting #2021-10 of December 15, 2021(with edits) (attached)
 - 5.2. Regular KFPL Board Meeting #2022-01 of January 19, 2022 (attached)
 - 5.3. Committee of the Whole Meeting #2022-01 of February 2, 2022 (attached)
6. Information Items
 - 6.1. Correspondence / Information Received and Sent (no correspondence to report on)
7. Monitoring Reports
 - 7.1. Communication and Counsel (report attached)
 - 7.1.1. Key Activities and Highlights (attached)

- 7.1.2. Statistical Report – Q4 2021 (attached)
- 7.1.3. Requests for Review of Library Materials – 2021(attached)
- 7.2. Financial Condition - Q4 2021(report attached)
 - 7.2.1. Budget Variance Report as of December 31, 2021(attached)
- 7.3. Staff Relations and Volunteers (report attached)
- 8. Motion to accept Consent Agenda (motion)

Action Agenda

- 9. Business Arising from the Minutes
 - 9.1.
- 10. Items Removed from the Consent Agenda for Discussion
 - 10.1.
- 11. Action Items
 - 11.1. Policy Review and Approval
 - 11.1.1. Collection Development (report and policy attached) (motion)
 - 11.1.2. Community Engagement (report, policy and toolkit attached) (motion)
 - 11.1.3. Social Media (report attached)
 - 11.1.3.1. KFPL Employee Online and Social Media (attached) (motion)
 - 11.1.3.2. Public Use of KFPL Online Forums (attached) (motion)
 - 11.2. Canadian Urban Libraries Council (CULC) - Statement on Race and Social Equity (report attached) (motion)
 - 11.3. Governance Model Review (motion)
 - 11.4. Central Branch Renovations Committee
 - 11.4.1. Dissolution of Committee (motion)
 - 11.5. Closed Meeting to discuss the following item(s): (motions)
 - a. Labour Relations or Employee Negotiations

Items for Discussion / Exploration

(No items this month)

Other Business

12. Facilities Master Plan Update

Adjournment and Next Meeting

Regular Board Meeting, Wednesday, March 16, 2022 at 4:30 PM, virtual format 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.



**Minutes of Regular Meeting #2021-10 of the
Kingston Frontenac Public Library Board
December 15, 2021 - 4:30 PM (unconfirmed)
Virtual Meeting – Zoom**

Present: Laura Carter (Chief Librarian / Chief Executive Officer), 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), 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) (joined at 4:53 PM)

Regrets: Kate Betts-Wilmott

1. Call to Order

The meeting was called to order at 4:35 PM.

2. Adoption of the Agenda

The South Frontenac Office Expansion Feasibility Study was added as an item for discussion under Other Business.

2021-52 D. Kerr - Marsh

That the agenda be adopted as amended.

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 #2021-08 of October 20, 2021

5. Information Items

5.1. Correspondence/Information Received and Sent

Sent / received since distribution of the Agenda

- 5.1.1. From the City of Kingston, a letter dated December 9, 2021 confirming the appointment of Bhavana Varma to the Kingston Frontenac Public Library Board.

6. Monitoring Reports

6.1. Communication and Counsel

- 6.1.1. Chief Librarian's Report

6.2. Asset Protection

6.3. Statistical Report (3rd Quarter 2021)

6.4. Strategic Planning – Action Plans for 2022

The Chief Librarian's Report (item 6.1.1.) was pulled from the Consent Agenda for further discussion.

7. Motion to accept consent agenda

2021-53 M. Kerr - Revill

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

Action Agenda

8. Business Arising from the Minutes

There was no business arising from the minutes.

9. Items Removed from the Consent Agenda

9.1. Chief Librarian's Report

A Board member asked if the Extended Hours Project was discussed at the Union-Management meeting listed in the report. L. Carter stated that discussion took place regarding the concerns raised by the Union at the last Board meeting, and how issues are raised in a public forum. S. Quigley stated that the context regarding some of the statistics reported by the Union also took place as the new Executive was unaware of the specific bargaining history that resulted in fewer full-time positions. It was also noted that the inclusion of part-time rural staffing with full-time statistics requires context due to the limited hours of operation in rural locations.

A Board member inquired about KFPL's sponsorship of the Wikwemikong First Nation Public Library's membership in the Federation of Public Libraries (FOPL). L. Carter stated that this initiative, led by the First Nations caucus with the goal to have more First Nations libraries join FOPL, started in 2017. FOPL provides very important advocacy work for public libraries and membership is somewhat expensive. The cost of a First Nations Library sponsorship is \$50 per year.

10. Action Items

10.1. Governance Policy Review and Approval

It was agreed that the sections of the Governance Policy Manual be rearranged in the following order: Governance Process, Executive Limitations, Board-Staff Relationship, Ends.

10.1.1. Executive Limitations (L1-L10)

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

- Financial Condition (L5):
 - o Clause 2 will be removed
 - o The reference to clause 2 will be removed from clause 1
 - o Clause 1 will be amended to read "Expend more funds than will be received in the fiscal year."
 - o Remaining clauses will be renumbered
- Asset Protection (L7):
 - o Clause 1 will be amended to read "Fail to insure against theft and casualty losses at full replacement value and against liability losses to Board members, staff or the library itself."
- Access to Facilities and Maintenance (L10):
 - o Change title of policy to "Service Accessibility"
 - o Clause 2 will be amended to read "Fail to ensure that everyone is treated with fairness, dignity and respect according to the approved Accessibility for Users with Disabilities Policy."
 - o Clause 8 will be amended to read "Fail to keep the public informed on changes to services."
 - o Clauses 4 and 6 will be removed and remaining clauses will be renumbered

2021-54 Nossal - Kiley

That the Board approve the Executive Limitations (Carver) policy as amended.

Carried

10.1.2. Board-Staff Relationship (B1-B5)

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

- Accountability of the Chief Librarian (B3):
 - o The second sentence of the introductory paragraph will be amended to read “Therefore, accountability of staff is to be the responsibility of the Chief Librarian.”

2021-55 Nossal – D. Kerr

That the Board approve the Board-Staff Relationship (Carver) policy as amended.

Carried

10.2. Governance Model Review

10.2.1. Governance Model Review Committee - membership

2021-56 M. Kerr - Marsh

That the Board strike a Committee to oversee the governance model review process: Alan Revill, Louise Moody.

Carried

10.2.2. Terms of Reference

Board members agreed to change the second point under Responsibilities to read “Facilitates an in-depth discussion at the Committee of the Whole meeting in February 2022 with the goal of developing a detailed analysis including financial considerations.”

2021-57 Marsh – Revill

That the Board approve the Governance Model Review Committee Terms of Reference document, as amended.

Carried

10.3. Donations - 2021

2021-58 Marsh – M. Kerr

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

Carried

10.4. Closed Meeting

2021-59 Nossal - Ross

That the Board resolve itself into a Closed Meeting to discuss the following item(s):

- a. Personal matters about an identifiable individual (Chief Librarian/CEO Performance Review and Remuneration).

Carried

B. Purvis stopped the live stream. Board members remained in attendance and all others left the meeting at this time. (5:49 PM)

2021-60 Revill – Nossal

That the Board rise from the Closed Meeting without reporting.

Carried

All who left the meeting returned and the live stream was resumed at this time. (6:08 PM)

Items for Discussion / Exploration – no items this month

Other Business

11. Facilities Master Plan / Strategic Planning Update

L. Carter reported that the request for proposals (RFP) for consulting services for the new Facilities Master Plan was posted by the City of Kingston on Biddingo at the end of November. The RFP closes on December 22nd.

12. 2022 OLA SuperConference

L. Carter noted that the conference will be held virtually again this year and the program is available online. Board members who are interested in attending should let M. Stewart know.

13. Meeting Format

It was agreed that Board meetings will continue to take place virtually.

14. South Frontenac Office Expansion Feasibility Study

L. Carter was contacted by the Chief Executive Officer of South Frontenac in late-November to discuss the Township's need for additional staff office space and the inclusion of the Sydenham branch in the feasibility study. The feasibility study was distributed and discussed at the South Frontenac Township Council Committee of the Whole meeting last night.

Councillor Revill was present at the meeting and noted that the Township is looking at a range of options to increase administrative space, including an expansion of the existing facility. The proximity of the Library to the existing administrative space made it a reasonable inclusion to the study. Councillor Revill will keep the Board informed of Council deliberations as the study progresses.

Adjournment / Next Meeting

The next regular Board Meeting will be held at 4:30 PM, Wednesday, January 19, 2022, virtual meeting via Zoom with livestream.

There being no further business, it was moved by K. Marsh to adjourn at 6:13 PM.

Signatures:

Monica Stewart, Chair

Amy Rundle, Recording Secretary

MINUTES (unconfirmed)

Regular Meeting #2022-01

Kingston Frontenac Public Library Board

January 19, 2022 at 4:30 PM

Virtual Format (with livestream)

Attendance:

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

Staff Present: Ryan Brenders (Manager, 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), Danzel Smith (Manager, Facilities)

Regrets: Kamryn Marsh

1. Call to Order

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

Bhavana Varma, the new City of Kingston appointee, was welcomed to the Board.

2. Election of Officers

In accordance with the By-Laws, L. Carter chaired the meeting pro tem during the election for the position of Chair.

A. Revill nominated M. Stewart for the position of Chair for 2022.

Motion #: 2022-01

Moved by: A. Revill

Seconded by: R. Kiley

That nominations for the position of Chair be closed.

Carried

M. Stewart was elected Chair by acclamation and assumed the position of Chair.

D. Kerr nominated N. Nossal for the position of Vice-Chair for 2022.

Motion #: 2022-02

Moved by: K. Betts-Wilmott

Seconded by: L. Moody

That nominations for the position of Vice-Chair be closed.

Carried

N. Nossal was elected Vice-Chair by acclamation.

3. Adoption of the Agenda

Motion #: 2022-03

Moved by: R. Kiley Seconded by: D. Kerr

That the agenda be adopted as distributed.

Carried

4. Disclosure of Conflict of Interest

There were no declarations of conflict of interest.

Consent Agenda

5. Adoption of Minutes

5.1. Regular KFPL Board Meeting #2021-10 of December 15, 2021

6. Information Items

6.1. Correspondence / Information Received and Sent

6.1.1. From CUPE Local 2202, notification to enter into discussions regarding the terms and conditions of the Collective Agreement with the Board which expires March 31, 2022.

6.1.2. From CUPE Local 2202.01, notification to enter into discussions regarding the terms and conditions of the Collective Agreement with the Board which expires March 31, 2022.

7. Monitoring Reports

7.1. Communication and Counsel

7.1.1. Chief Librarian's Report

7.2. Emergency Executive Succession

8. Motion to accept consent agenda

Motion #: 2022-04

Moved by: A. Revill Seconded by: M. Kerr

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

Carried

Action Agenda

9. Business Arising from the Minutes

There was no business arising from the minutes.

10. Items Removed from the Consent Agenda

There were no items removed from the consent agenda for discussion.

11. Action Items

11.1. Appointment of Library Board Representative to Ontario Library Service Board Assembly

L. Carter reported that the Ontario Library Service North (OLS-N) and the Southern Ontario Library Service (SOLS) merged in 2021 to form the Ontario Library Service (OLS). Board Assemblies are based on population served and provide members with opportunities to share information and concerns. Board Assemblies will meet virtually twice a year, once in the fall and once in the spring. This is a one year commitment.

Motion #: 2022-05

Moved by: A. Revill Seconded by: K. Betts-Wilmott

To confirm the appointment of Louise Moody to the Ontario Library Service Board Assembly.

Carried

11.2. Appointment of Library Board Representative to Kingston Literacy & Skills Board of Directors

L. Carter reported that KFPL was one of the founding members of Kingston Literacy & Skills (KL&S). Guidelines stipulate that a KFPL representative, usually a staff member, participates on the KL&S Board of Directors. COVID-19 and multiple senior staffing changes prevented KFPL from appointing a representative in the past few years. Staff capacity has now stabilized and Kristen Lemay, our new Teen and New Adult librarian has volunteered to represent KFPL in this role.

Motion #: 2022-06

Moved by: J. Ross Seconded by: K. Betts-Wilmott

To confirm the appointment of Kristen Lemay as the Kingston Frontenac Public Library representative on the Kingston Literacy & Skills Board of Directors.

Carried

11.3. Facilities Master Plan – recommendation from the steering committee regarding consultant

The Request for Proposals for a new Facilities Master Plan closed at the end of December and one submission was received. The committee met earlier this week to evaluate the submission from Monteith Brown Planning Consultants Ltd. Monteith Brown has an extensive background on these types of projects and their submission was comprehensive and within budget. Overall the committee was pleased with the submission, but found the community engagement plan focussed mostly on virtual engagement due to COVID-19. The importance of in-person consultation will be addressed when drafting the final agreement.

A Board member asked if local companies were able to apply. L. Carter reported that the RFP was posted through the City of Kingston account on Biddingo. L. Carter also reached out to known firms, including some local ones, to advise them of the RFP. This is a very specific project and the timeline is tight. The RFP has also been posted previously without receiving any submissions.

J. Ross, a member of the steering committee, reassured the Board that Monteith Brown is the most experienced consultant for this type of assessment and they have an extensive list of similar completed projects. There was only one submission received, but it was from the most highly recommended consultant.

Motion #: 2022-07

Moved by: K. Betts-Wilmott Seconded by: D. Kerr

That the Board accept the recommendation of the Facilities Master Plan / Strategic Planning Committee to engage Monteith Brown Planning Consultants Ltd. to develop a new Facilities Master Plan for the Kingston Frontenac Public Library.

Carried

Items for Discussion / Exploration

There were no items for discussion / exploration this month.

Other Business

12. Ownership Linkages and Board Education – develop plan for 2022

Board members made the following suggestions for ownership linkages in 2022:

- Executive Director from Kingston Literacy & Skills to learn about the services offered and how they integrate with library services and programs.
- Connect with local employment services to discuss possible collaboration with KFPL, especially in rural communities.
- Invite members of the Collective Impact on Homelessness Committee to discuss anti-stigma and advocacy issues. Libraries act as warming / cooling centres but some homeless people aren't comfortable in the Library.
- Consider representing both urban and rural perspectives in presentations. If someone from a Kingston service is invited to speak we could also include someone from the rural catchment also.
- There will be opportunities to connect community engagement for the Facilities Master Plan and the Strategic Plan with linkage efforts.

These suggestions will be incorporated into the 2022 Workplan.

12.1. Land Acknowledgement Statement Update

L. Carter reported that staff have reached out to various consultants over the past year to investigate potential workshop opportunities for Board members and senior staff; however COVID-19 restrictions and other priority issues interfered with these efforts. In an effort to move this forward, L. Carter and K. Sutherland Mills recently met with a local consultant to discuss possibilities for the spring.

13. Facilities Master Plan / Strategic Planning Update

See item 11.3.

14. Extended Hours Project Update

L. Carter reported that three Open House events were held in December (two in-person and one virtual) to provide community members with an opportunity to ask questions about the project and give feedback. A summary report of the feedback received at the Open House events has been posted to the Engage KFPL website. Due to winter weather and COVID-19 restrictions only a small number of people attend. Meaningful discussion of concerns took place with the Director, Service Design and Delivery and people were largely worried about risk and safety. Suggestions and other feedback were also recorded for consideration. Overall there was an even split between attendees in favour of the project and those against the project. It was also clear that more work is required to ensure the public understands the project.

City Council approved the 2022 budget in late-December and senior staff are working on project and community engagement plans. L. Carter has also reached out to other libraries to gather resources from their experiences.

A Board member asked about ongoing costs for support and insurance coverage. L. Carter stated that work hasn't begun on a cost-benefit analysis yet. Staff will need to conduct a procurement process to investigate licensing costs as there are several potential vendors. Insurance costs will also be evaluated.

15. Board Self-Evaluation – report on results

N. Nossal reported on the evaluation responses received after the December meeting. Respondents felt a diversity of viewpoints were covered, discussion was limited to items within the Board's governance scope, and decisions were well-informed and made collectively. Some respondents did indicate concern on how ownership input is received, assessed and used by the Board. It might be useful to discuss the general concept of ownership input at a Committee of the Whole meeting for clarity.

Adjournment / Next Meeting

It was moved to adjourn the meeting at 5:17 PM.

The next Committee of the Whole Meeting will be held at 4:30 PM, Wednesday, February 2, 2022, virtual format with livestream.

The next regular Board Meeting will be held at 4:30 PM, Wednesday, February 16, 2022, virtual format with livestream.

Signatures:

Monica Stewart, Chair

Amy Rundle, Recording Secretary

MINUTES (unconfirmed)

Committee of the Whole Meeting #2022-01

Kingston Frontenac Public Library Board

February 2, 2022 at 4:30 PM

Virtual Format (with livestream)

Attendance:

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), Bhavana Varma (left at 6:00 p.m.)

Staff Present: 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), Amy Rundle (Recording Secretary)

Regrets: none

1. Call to Order

The meeting was called to order at 4:32 p.m.

The agenda was adopted as distributed.

2. Policy Review

2.1. Collection Development

L. Carter reported on the proposed amendments to the policy, specifically the proposed updates to the appeal process and having the responsibility for selection of material rest solely with the Chief Librarian/CEO. Staff would like to increase dialogue with people requesting a review of materials and suggest adding an invitation to meet with the review committee/Chief Librarian during the process to encourage meaningful discussion. Conversations about controversial materials are valuable and understanding could be reached in some cases before the appeal stage of the process. Ms. Carter also noted that having appeals decided jointly between the Chief Librarian and Board Chair is problematic if consensus isn't reached. Staff reviewed a number of Ontario public libraries' policies and found that the majority listed the Chief Librarian/CEO as the responsible party for materials in the collection. Advice was also obtained from Ontario

Library Service staff regarding the statement in the current policy that reads “the selection of material rests legally with the Library Board” who found no legal basis for this. Collection development is an operational decision, informed by Board policy, and the final decision on materials should rest with the Chief Librarian/CEO.

Board members stated transparency concerns with the proposed changes to the appeal process and noted that the Board is an oversight mechanism and face of the Library. There was also concern that the current annual schedule of reporting on challenged materials could leave the Board unaware of issues. A Board member asked how many other libraries had Board involvement in the review of materials.

L. Carter agreed that it could be perceived that staff are taking the review of materials out of the public eye, but assured the Board this isn’t the intention. People will continue to have the opportunity to write to the Board or appear as a delegation. Annual reporting to the Board about challenges received and staff decisions would continue. Multiple concerns about materials are expressed each year, but most don’t go any further than an initial email. If a challenge was more contentious the Board would be advised through the monthly Communication and Counsel report.

Ms. Carter noted that the current Board governance structure indicates that the Board will set the policy and staff will apply the policy. The Library’s professional staff are continually paying attention to trends in publishing and intellectual freedom. Applying this professional expertise to a decision is operational in nature. Only one of the public libraries in Ontario who responded to the request for information include the Board in the review process. All others had the final decision rest with the Chief Librarian/CEO.

A suggestion was made to add a statement to the policy about not selecting or purchasing materials that propagate racism and hate. L. Carter stated that staff have looked at other libraries’ policies for sample language and propose the following be added to the Guiding Principles:

“The Library does not keep, acquire or purchase material that the Canadian courts have found to be obscene, hate propaganda, seditious, or otherwise contrary to the Criminal Code and all applicable laws, including the Charter of Rights and Freedoms.”

Another avenue for the Board to take a stance on issues of hate and racism would be to endorse the Canadian Urban Libraries Council (CULC) statement on racism and social diversity. L. Carter offered to bring a report to the Board at the next meeting for consideration.

A Board member raised concern that the limitations on hate speech in Canadian law are

insufficient and don't keep many books off the shelves. A suggestion was made to include a statement of values in the policy to inform decisions instead. The Board has expressed inclusive values that are at odds with some items in the collection and this would be a significant way to articulate our values to the community. Concern was expressed that a value statement would be difficult to enforce in a meaningful and consistent manner. Staff would be required to make judgement-based decisions about collections.

L. Carter acknowledged that few items in Canada are ruled as hate speech or seditious and that there are materials in the collection that most of us would find offensive. However, asking staff and Board members to make value-judgements about materials is problematic. Personal perspectives are undeniably involved in these decisions, but a narrowed set of values could further divide the community. Staff feel that it's better to facilitate conversations and ensure the Library is serving all members of the community even if beliefs diverge.

Several Board members support the Board's continued involvement in the appeal process. The appeal process is important and the Board is a place for voices to be heard. Understanding often evolves through discussion of controversial issues and the shared opinion of the Board and Chief Librarian shows a strong alliance. L. Carter suggested making the option to address the Board as a delegation more explicit in the policy to help address these concerns. Support was expressed for the involvement of the Board as the last-chance option in the appeal process.

A Board member asked for clarification on the outcome of a delegation to the Board as part of the appeal process. If the Chief Librarian has decided to keep an item in the collection can the Board overrule this decision?

It was agreed that the Board needs to demonstrate support of the Chief Librarian and be clear that the Board's role is to set expectations and policy. To that effect, delegates could speak to the Board to inform the overall policy, but not regarding decisions about specific materials. A majority of Board members supported this idea.

L. Carter suggested that staff develop a procedural document outlining how requests for review are handled. This document could include information about speaking to the Board as a delegation. The procedures could be referenced in the Collection Development Policy as a related document, allowing people to understand the process that will be followed. Board members were in support of this suggestion.

Board members requested that reports to the Board on challenged materials take place quarterly going forward.

A revised version of the policy will be brought to the next meeting.

2.2. Community Engagement

2.2.1. Community Engagement Policy

2.2.2. Community Engagement Toolkit

K. Sutherland Mills reported that several changes were made to the policy to improve clarity and better reflect the Library's mission/values:

- Scope has been updated to clarify that the policy applies to higher-level decision making rather than item-level choices regarding programs, collections and services;
- Outdated terminology related to "stakeholders" has been updated to "community" or "interested parties";
- Board Ends Statements have been updated in the Toolkit.

A suggestion was made to ensure that principles of inclusion are consistent with other Board policies that have been reviewed recently.

A suggestion was made to update the wording of question #8 in Step Two of the Engagement Assessment Tool for clarity.

A revised version of the policy will be brought to the next meeting.

2.3. Social Media

2.3.1. KFPL Employee Online and Social Media

2.3.2. Public Use of KFPL Online Forums and Social Media

K. Sutherland Mills reported that minor changes were made to the policies for clarity and accuracy.

3. Other Business

3.1. Governance Model Review

A. Revill discussed the committee's report and recommendation that the Board make the change from the Carver Policy Governance Model© to a Policy Board.

A Board member noted that the report takes a very critical stance of the KFPL's recent governance history without providing any specific evidence of seriously wrongful governance. KFPL has thrived during this time period and has an excellent reputation in the community – evidence of an organization that pays attention to its governance. KFPL should continue to look carefully at our policies, improve metrics and stay the

course with the Carver model. Other Board members also expressed support for the Carver model and noted the following:

- Compared to other agencies the Library always comes in under the budgetary asks of the municipality while continuing to improve programs and services. The current system is working.
- Unconvinced that a new system would streamline things. Learning a new governance model might cause the Board to take a step back from other important ventures.
- Carver is a system that works well for the Library because of the way the Board is put together by the municipalities. The Library Board potentially faces a complete change of members each term and the Carver model presents continuity and trust in the Chief Librarian/CEO.

Board members who support a change in governance model noted the following:

- Find the use of negative language to define Executive Limitations challenging.
- There are shortcomings with monitoring reports.
- Puts distance between staff and the Board.

B. Varma left at this time. (6:00 p.m.)

A. Revill and L. Moody were thanked for compiling a comprehensive and informative report.

A motion regarding the recommendation of the committee will be brought forward at the next meeting.

4. Adjournment and Next Meeting

There being no further business, N. Nossal moved to adjourn the meeting at 6:03 PM.

Regular Board Meeting, Wednesday, February 16, 2022 at 4:30 PM, virtual format with livestream.

KFPL Monitoring Report to the Board

Executive Limitation Policy 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, 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.**

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

- Financial Condition (Q4-2021)
- Staff Relations and Volunteers
- Requests for Review of Library Materials - 2021
- Statistical Report (Q4-2021)

- 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. This shall be done in a timely manner.**

Provincial Pre-Budget Submissions

OLA and FOPL submitted their joint Pre-Budget submission to the Standing Committee on Finance and Economic Affairs and to the Ministry of Finance. They have asked for funding for three priorities:

1. Keep local public libraries across Ontario sustainable by enhancing provincial operating funding and ensure that this increased support reaches those libraries where it is most needed.
2. Working alongside First Nations Public Library leaders, rapidly implement a sustainable funding model for public libraries on reserve to ensure that these

important local hubs are fully-funded and viable. This includes increasing direct provincial funding support for public libraries on reserve to sustainably fund library operations and ensure a living income for frontline library staff in these communities.

3. Provide fair access to modern, digital resources for all Ontario public libraries through the creation of an Ontario Digital Public Library, thereby leveraging the province's significant purchasing power to give all Ontarians access to a common core of high-quality e-learning & online resources and more e-books.

COVID-19 Operational Impacts

The change in government restrictions as of January 31 means that KFPL can resume room rentals, subject to distancing requirements, capacity limits and checking for proof of vaccination. Room rentals will resume in mid-February.

Capacity limits for libraries have also been raised, from 50% capacity to the number of people that are able to maintain a physical distance of at least two metres. Existing capacity limits are outlined in KFPL's COVID-19 Safety Plan and will remain in place for now.

The working from home requirement has been lifted.

South Frontenac Office Expansion Feasibility Study

South Frontenac Township Council have removed any options that considered the use or repurposing of the Sydenham Branch library building from the South Frontenac Township Office Expansion Study.

Comments and Suggestions

Library staff record suggestions and comments made by the public. This feedback is received through multiple avenues, including email, telephone, in person and via social media. Feedback is reviewed by management regularly and is distributed to library staff as appropriate. A summary of patron feedback is being provided for the Board's information.

Meetings, Professional Development and Partnerships

See Appendix A.

KFPL Incident Reports by Category

See Appendix B.

Summary of Patron Feedback

See Appendix C

- 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 Limitation Policy 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.

A handwritten signature in black ink, appearing to read 'LC', with a stylized flourish at the end.

Laura Carter, CEO/Chief Librarian

February 8, 2022

Appendix A:

Meetings, Professional Development and Partnerships

Meeting with S. Kanellos, R. Horne, T. Peterson, Facilities Management and Construction Services, City of Kingston

- January 11, 2022

Meeting with D. Kennedy, City Treasurer

- January 11, 2022

Community Check-in Call with Mayor Paterson

- January 12, 2022

Homelessness Collective Impact Committee Meeting

- January 14, 2022

Facilities Master Plan Steering Committee Meeting

- January 17, 2022

Meeting with T. Brown, A. Desai, Monteith Brown Planning Consultants

- January 21, 2022

Meeting with M. Stewart and N. Nossal

- January 21, 2022

Librarians' Meeting

- January 25, 2022

Homelessness Collective Impact Committee Meeting

- January 28, 2022

Meeting with B. Varma, United Way of Kingston, Frontenac and Lennox & Addington

- February 1, 2022

Facilities Master Plan Project Team Meeting

- February 1, 2022

Appendix B:**KFPL Incident Reports by Category (Jan. 9, 2022 to Feb. 7, 2022)****Alcohol and Drugs**

- 2022-07 Two needles by exterior book drop (Central Branch, Jan. 10, 2022)
 - 2022-10 Drug paraphernalia (Central Branch, Jan. 14, 2022)
 - 2022-18 Drug use in family washroom (Central Branch, Jan. 14, 2022)
-

Facilities

- 2022-09 Elevator outage (Central Branch, Jan. 14, 2022)
 - 2022-12 Patron stuck in elevator (Central Branch, Jan. 5, 2022)
 - 2022-15 Lots and lots of snow (Cloyne Branch, Jan. 18, 2022)
 - 2022-16 Alarm not set (Plevna Branch, Jan. 18, 2022)
 - 2022-20 Alarm not set (Cloyne Branch, Jan. 21, 2022)
 - 2022-22 Slow leak (Central Branch, Jan. 22, 2022)
 - 2022-25 Alarm not set (Sydenham Branch, Jan. 27, 2022)
-

General

- 2022-18 Patron asked to move items from entrance (Central Branch, Jan. 23, 2022)
 - 2022-23 Person sleeping outside in the cold (Central Branch, Jan. 26, 2022)
 - 2022-26 Disruptive group of teens (Isabel Turner Branch, Jan. 27, 2022)
 - 2022-27 Ban delivered (Isabel Turner Branch, Jan. 27, 2022)
 - 2022-28 COVID – no food requirement (Isabel Turner Branch, Jan. 29, 2022)
-

Patron Behaviour

- 2022-08 Banned patron at Central (Central Branch, Jan. 11, 2022)
 - 2022-19 Patron asked to leave (Central Branch, Jan. 22, 2022)
 - 2022-21 Teens asked to leave (Isabel Turner Branch, Jan. 24, 2022)
 - 2022-29 Patron in distress in washroom (Calvin Park Branch, Feb. 1, 2022)
 - 2022-30 Problematic patron behaviour (Central Branch, Feb. 2, 2022)
 - 2022-31 Belligerent patron outside of library (Central Branch, Feb. 6, 2022)
-

Theft or Property Damage

- 2022-14 Outdoor sign vandalism (Calvin Park Branch, Jan. 18, 2022)
-

Appendix C:**Summary of Patron Feedback (Jan. 1, 2022 to Feb. 7, 2022)****Branch Operations**

- Request for computer classes for seniors at the Isabel Turner Branch (Jan. 24, 2022)
 - Suggestion to post the classification categories on shelf ends (Feb. 4, 2022)
 - Comment on Sydenham Branch closure due to burst pipe (Jan. 31, 2022)
-

General

- Thank you for highlighting the Truth and Reconciliation Commission action steps and committing to reconciliation (Jan. 2, 2022)
 - Response to receiving the Branch Hours Review survey report (Jan. 12, 2022)
 - Comment about distribution of Branch Hours Review survey (Jan. 12, 2022)
 - Message of appreciation for libraries (Jan. 13, 2022)
 - Response to receiving the Branch Hours Review survey results (Jan. 14, 2022)
 - Positive feedback about KFPL during COVID-19 (Jan. 14, 2022)
 - Message of thanks for KFPL's YouTube channel, collections and focus on life-long learning (Jan. 14, 2022)
 - Response to receiving the Branch Hours Review survey report – message of thanks (Jan. 21, 2022)
 - Message of appreciation for the Isabel Turner Branch and support for the Extended Hours Project (Jan. 24, 2022)
 - Message of thanks to everyone at the Library who creates meaningful spaces for the community (Jan. 24, 2022)
-

Programs

- Student was inspired by virtual class visit (Jan. 21, 2022)
 - Positive feedback about child's experience in virtual program (Jan. 22, 2022)
 - Message of appreciation for Rhythm and Rhyme program and request of song list (Jan. 25, 2022)
 - Question about the resumption of in-person programs (Jan. 29, 2022)
-

Collections

- Mystery packs are the best (Jan. 13, 2022)

- My neighbour's kids love the mystery packs (Jan. 13, 2022)
-

Customer Service

- Library service is brilliant (Jan. 19, 2022)
-

Other

- Patron found phone system very confusing (Feb. 5, 2022)
 - Patron likes the new top book loan feature on social media (Feb. 2, 2022)
-

Staff

- Books are what motivated me through COVID and it's all thanks to all the KFPL staff (Jan. 4, 2022)
-

KFPL Key Activities and Highlights February 2022

Programming and Outreach

- ▶ KFPL and Loving Spoonful staff met with community members who had volunteered to support the **community garden project at Calvin Park**. The garden will be dedicated entirely to the Community Harvest program, and Loving Spoonful staff will provide oversight. A formal application will be submitted to the City this month with a goal of building in late March. The garden is designed to be fully accessible with 24” raised beds throughout. Loving Spoonful has reached out to agencies serving newcomer and refugee communities to engage them in the project.
- ▶ The Kingston Climate Change Symposium and the Kingston Canadian Film Festival were supported by connecting participants to KFPL resources. Our **Climate Change shelf in cloudLibrary** was updated and promoted, and read-alikes connected to each film festival screening will be highlighted.
- ▶ KFPL’s partnership with the CBC continues to progress. A **call for artists** was released in January and a **Human Library** will be happening in March which showcases issues of importance in Kingston and Frontenac County.
- ▶ KFPL is excited to announce some unique Valentine’s Day programming for adults this February. In partnership with the Queen’s Sexual Health Resource Centre and HIV/AIDS Reginal Services, KFPL is offering “**Between the Covers Romance Reading Kits**”, take home kits which include romance titles to borrow and condoms, personal lubricant, dark chocolate, bath bombs, and a variety of sexual health resources. On February 16 KFPL is pleased to welcome Trinda Penniston and Nina Micanovic, researchers from the Queen’s Sexuality and Gender Lab (SAGElab), to present “The Sex Ed You Didn’t Get”, an intro to the science of sexual desire, sexual arousal, and sexual desire through a diverse lens.
- ▶ **February is Black History Month** and KFPL has put together branch displays, social media reading recommendations and a music list, and a variety of programming to showcase Black History and celebrate the accomplishments of the Black community. For children, KFPL welcomes Michelle McDonald from Ruthy’s Reading Room and Awet T. Weldemichael from Queen’s as guest readers in Storytime Express. For teens and adults, the Library has partnered with LDSB to offer a Writer’s Workshop with Britta B. on Black life along with a virtual showcase of

written work around the theme of Black History month through poetry and prose. There will also be a felting workshop on February 23rd offered by local artisan, Carol Burnett.

- KFPL is developing a **partnership with Repair Café Kingston** to bring a virtual Repair Café to library patrons starting in March. Patrons will be able to learn how to repair common household items through this dynamic program that demonstrates sustainability in action.

Services and Collections

- Check out these **new releases** for February:



- **Engage KFPL** was added to our **newsletter options**, making it easier for community members with a particular interest in KFPL's planning and decision-making to stay up to date. It also simplifies communication with these patrons while protecting their privacy.

Digital

- Patrons now have the **option to pay** for their KFPL subscriptions or fees **online by credit card** (option to pay using online debit is coming soon).

Staff News

- ▶ To support the ongoing implementation of our strategic marketing plan, **a new initiative** will bring together a broad group of staff every two months for a **guided conversation with the marketing team**. Each gathering will include representatives from rural and urban branches, along with members of the programming, collections, web and marketing teams.
 - ▶ KFPL staff participated in the Ontario Library Association's **annual Superconference** at the beginning of February.
 - ▶ Connor MacNeil has joined KFPL as an Information Systems Assistant.
 - ▶ Sebastian Huber-Oikle has joined KFPL as a temporary Systems Application Technician.
-

Facilities

- ▶ A **new electric lift** has been installed in the workroom at the Calvin Park Branch to improve ergonomic efficiency for staff.
 - ▶ **Completed the annual fire inspection requirements**, including a review of Fire Safety Plans for each location and correction of any deficiencies.
-

KFPL Monitoring Report to the Board

Communication and Counsel

Statistical Report – 4th Quarter 2021

Performance data for the fourth quarter of 2021 is available in Appendix A and reports 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

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:
 - Central resumed offering access to public computers on July 6
 - Isabel Turner, Calvin Park and Central reopened with reduced hours during the last week of July
 - Sydenham reopened for all regular hours on August 4
 - Pittsburgh reopened on Tuesdays, Wednesdays and Thursdays on August 18
 - Rideau Heights reopened on Mondays and Fridays on September 11
 - Wolfe Island opened on Tuesdays starting September 15, other hours remained curbside
 - Storrington opened on Thursdays starting September 29, other hours remained curbside
 - Arden opened on Thursdays starting October 1, other hours remained curbside

- Cloyne, Plevna, Mountain Grove, Parham and Hartington remained curbside only.
- Library Branches re-opened 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. Rural branches operated at full hours, urban branches on reduced hours. Evening hours were re-introduced at the Isabel Turner branch the week of November 15.
- Rideau Heights opened for Saturday service from 10-2 beginning March 13, 2021. Starting November 17, 2021, the branch opened Wednesdays from 10-6.
- Room rentals resumed at the Calvin Park, Isabel Turner and Central Branches on November 15, 2021, having been paused since April 8, 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 was 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.

Appendix A:

Performance Statistics – 4th Quarter 2021

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

Branch	2018	2019	2020	2021	19 vs 21
Arden	1,708	1,409	1,198	1,499	6%
Calvin Park	70,482	54,384	46,374	42,082	-23%
Central*	16,613	44,517	30,181	30,229	-32%
Cloyne	1,829	1,871	956	1,433	-23%
Hartington	1,583	1,787	896	1,381	-23%
Howe Island	699	569	458	636	12%
Isabel Turner	86,540	77,063	62,213	67,092	-13%
Mountain Grove	651	562	412	535	-5%
Parham	850	694	687	639	-8%
Pittsburgh	19,840	15,341	12,868	12,470	-19%
Plevna	718	721	388	619	-14%
Rideau Heights**	9,301	7,165	4,012	6,279	-12%
Sharbot Lake	2,970	2,886	1,845	1,893	-34%
Storrington	2,119	2,097	1,881	2,122	1%
Sydenham	9,620	9,071	7,868	7,626	-16%
Wolfe Island	2,443	1,617	1,317	1,366	-16%
Mobile	422	0	0	0	0
Virtual (renewals)	66,910	71,013	64,697	60,296	-15%
Telephone (renewals)	444	486	495	45***	n/a
TOTAL	295,742	293,253	238,746	238,380	-14%

*Central statistics includes WE, StR for 2018 and POP for 2019

**Rideau Heights statistics include POP for 2018

***Telephone renewal system needs to be replaced. Staff are investigating options and pricing.

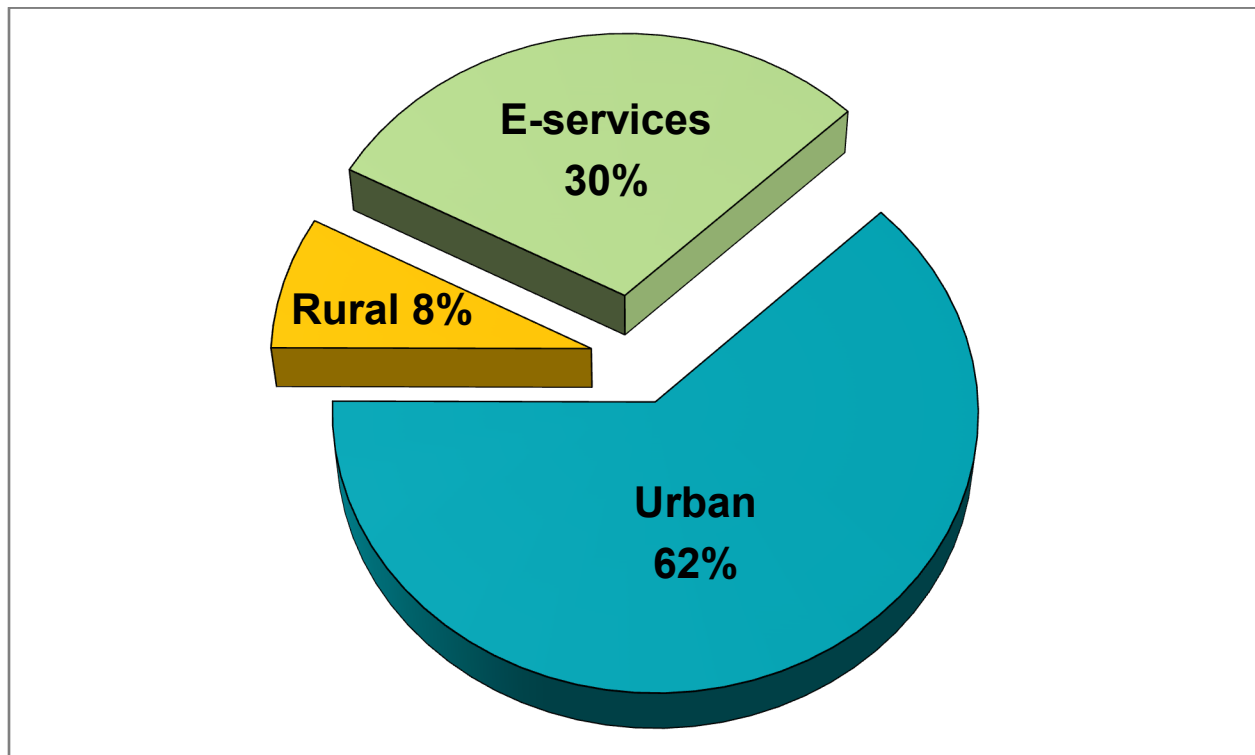
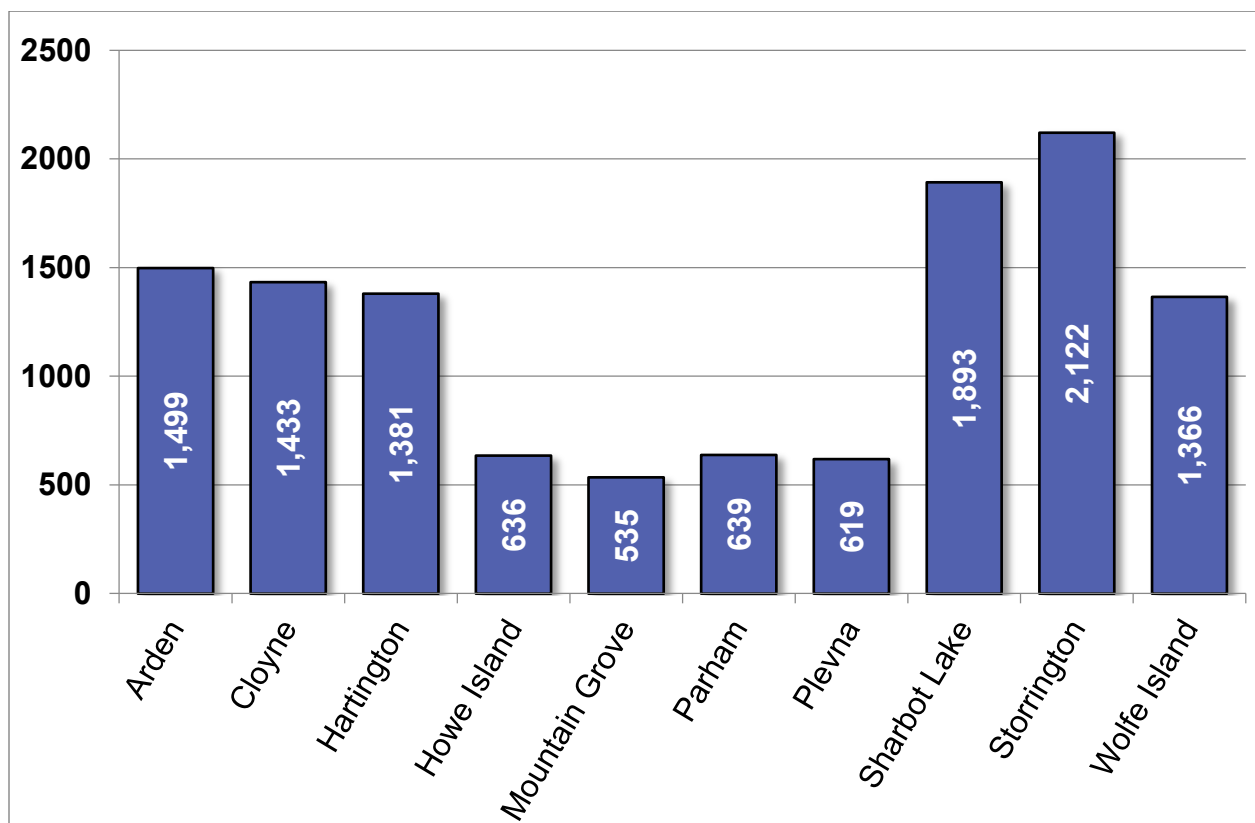
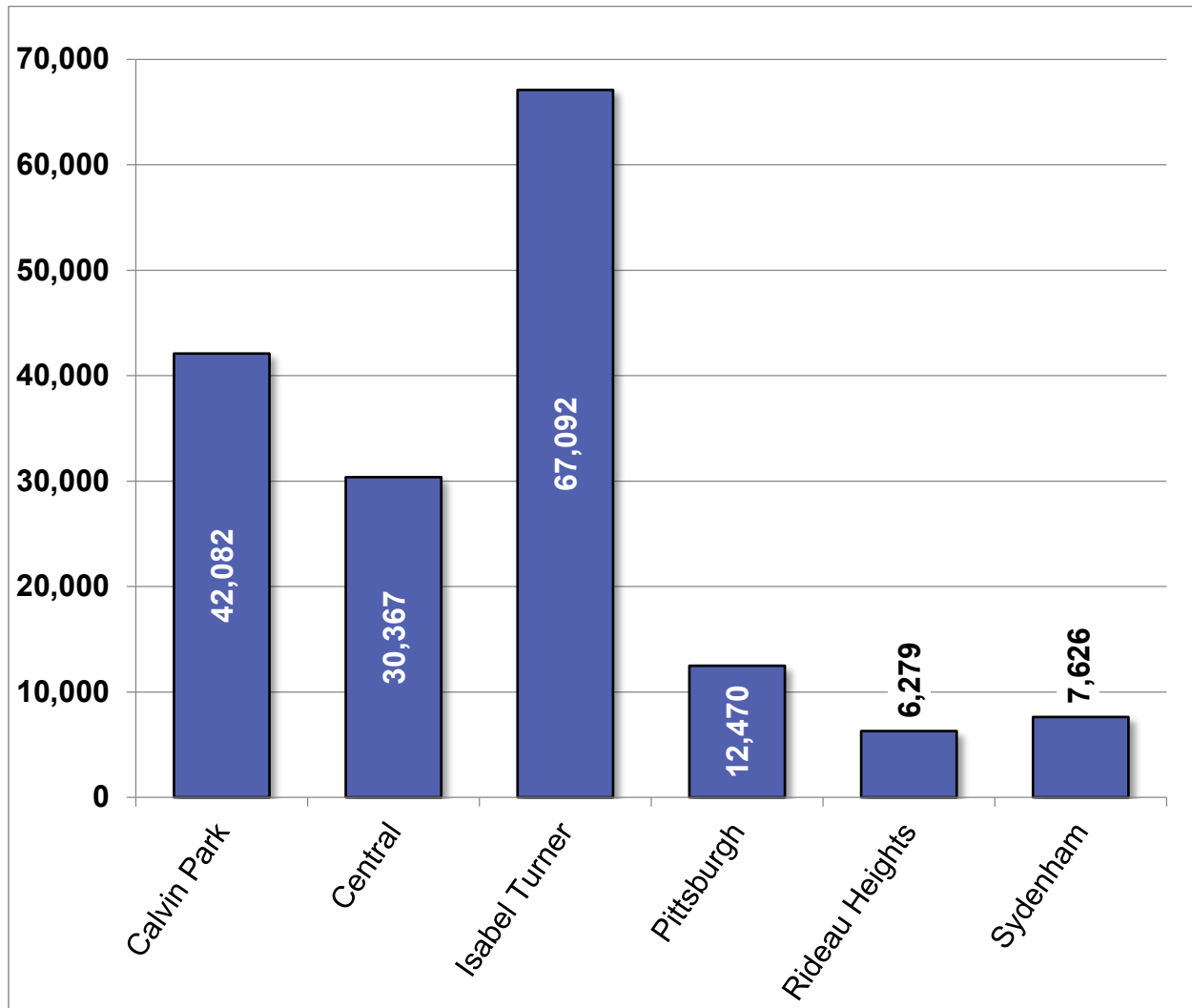
Figure 2: Circulation Percentages Overview**Figure 3: Circulation – Rural Branches**

Figure 4: Circulation – Kingston and Sydenham**Figure 5: Circulation Per Capita**

Region	Population 2016	Circulation Q4 2021	Circulation per capita
City of Kingston	123,798	158,290	1.28
Township of South Frontenac	18,646	11,129	0.60
Township of Central Frontenac	4,373	4,566	1.04
Township of North Frontenac	1,898	2,052	1.08
Township of Frontenac Islands	1,760	2,002	1.14

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

Branch	2018	2019	2020	2021
Arden	325	395	337	314
Calvin Park	3,385	2,172	2,578	3,713
Central*	2,017	5,362	4,681	4,010
Cloyne	361	386	181	285
Hartington	566	436	226	142
Howe Island	50	49	46	15
Isabel Turner	6,536	6,214	3,677	3,690
Mountain Grove	79	104	103	232
Parham	423	389	208	375
Pittsburgh	1,919	1,067	1,420	1,516
Plevna	261	274	50	116
Rideau Heights	1,510	951	321	852
Sharbot Lake	532	600	464	423
Storrington	93	60	66	178
Sydenham	635	498	328	772
Wolfe Island	545	752	252	406
Virtual	1,567	1,936	2,773	2,334
TOTAL	20,804	21,645	17,711	19,269

*includes Wellington and Pop-Up statistics for 2018

**includes Pop-Up statistics 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 online public access catalogues (OPAC) and research stations are not included).

Figure 7: Computer Bookings and WiFi

Branch	Category	2018	2019	2020	2021
Arden	Computer	90	48	n/a	7
	WiFi	352	238	136	446
Calvin Park	Computer	5,693	4,901	2,427	1,919
	WiFi	3,814	3,321	1,575	1,268
Central*	Computer	1,341	4,069	1,724	1,812
	WiFi	1,537	8,295	4,239	4,169
Cloyne	Computer	62	49	n/a	9
	WiFi	510	423	385	1,514
Hartington	Computer	39	19	n/a	1
	WiFi	75	111	173	1,782
Howe Island	Computer	1	2	n/a	3
	WiFi	18	29	27	73
Isabel Turner	Computer	6,973	6,064	2,932	2,455
	WiFi	7,078	5,941	2,279	3,166
Mountain Grove	Computer	49	16	n/a	6
	WiFi	45	38	33	106
Parham	Computer	12	6	n/a	5
	WiFi	13	14	9	68
Pittsburgh	Computer	490	304	93	78
	WiFi	325	280	79	114
Plevna	Computer	23	38	n/a	13
	WiFi	259	307	412	1,689
Rideau Heights	Computer	779	810	92	207

Branch	Category	2018	2019	2020	2021
	WiFi	388	540	304	2,094
Sharbot Lake	Computer	167	204	4	43
	WiFi	388	323	247	591
Storrington	Computer	2	12	2	13
	WiFi	91	107	30	291
Sydenham	Computer	321	377	203	142
	WiFi	340	411	140	549
Wolfe Island	Computer	107	88	1	13
	WiFi	94	75	20	173
TOTALS	Computer	16,149	17,007	7,478	6,726
	WiFi	15,327	20,453	10,088	18,093

*Central includes Wellington and St. Remy statistics 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

Platform	Measure	2018	2019	2020	2021
Facebook	Engagement	6,790	3,384	2,929	2,878
	Likes	3,203	3,711	4,276	4,561
	Posts	142	92	71	375
Instagram	Engagement	1,690	1,542	1,638	6,658
	Followers	1,070	1,486	2,041	2,440
	Posts	89	44	35	74
	Views of Video	2,783	5,887	1,092	5,256
Twitter	Engagement	465	215	607	1,534
	Followers	3,503	3,621	3,814	4,094
	Mentions	389	163	201	331
	Tweets	179	186	308	732
YouTube	Posts	n/a	n/a	72	41
	Subscribers	n/a	n/a	610	927
	Views	n/a	n/a	8,188	8,667

Figure 9: Engagement

Engagement Type	Description / Title	Subscribers / Participants
KFPL Newsletters	Grow	514
	Connect	10,426
	Create	800
KFPL Surveys	Branch Hours Review	2,077
KFPL Consultation	Extended Hours Open House	13

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's advisory) and other products.

Figure 10: E-Services

Resource	Category	2018	2019	2020	2021
cloudLibrary	E-audiobooks	10,073	11,968	17,796	20,615
	E-books	27,255	33,196	48,734	45,140
Hoopla	Uses	3,544	3,258	3,841	4,244
Kanopy	Uses	n/a	n/a	n/a	2,264
Lynda.com	Certificates completed	63	88	265	107
	Users	247	272	532	248
Online Databases	Uses	24,059	30,169	52,018	57,706
RB Digital / Flipster	Uses	4,685	6,325	7,292	2,588
Website	Visits	252,314	237,779	173,748	227,820
TOTAL		322,240	323,055	304,226	360,732

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	Session / Events	260	200	65	66
	Attendance	873	4,491	697	1,149
Children and Family	Session / Events	283	291	138	148
	Attendance	7,873	5,236	521	870
Mixed / All Ages*	Session / Events	47	55	0	0
	Attendance	176	187	2,214*	888*
Outreach	Session / Events	43	29	n/a	n/a
	Attendance	2,287	1,896	n/a	n/a
Teen	Session / Events	29	25	25	8
	Attendance	250	347	176	133
TOTALS	Session / Events	662	600	228	222
	Attendance	11,459	12,157	3,608	3,040

*Attendance statistics for participants at any Library program whose age is unknown is tracked in the "Mixed/All Ages" category, but the number of sessions/ events is limited to programs that are specifically targeted for the "Mixed/All Ages" user group.

Meeting Room Bookings

Room bookings to external groups in Q4 were limited due to COVID-19 restrictions.

Total Uses

Figure 15: Total Uses

Branch	Internet	Wireless	Program Attendance	E-services	Patron Queries	Circulation	TOTAL
Arden	7	446	-	-	314	1,499	2,266
Calvin Park	1,919	1,268	-	-	3,713	42,082	48,982
Central*	1,812	4,169	-	-	4,010	30,367	40,358
Cloyne	9	1,514	-	-	285	1,433	3,241
Hartington	1	1,782	-	-	142	1,381	3,306
Howe Island	3	73	-	-	15	636	727
Isabel Turner	2,455	3,166	-	-	3,690	67,092	76,403
Mountain Grove	6	106	-	-	232	535	647
Parham	5	68	-	-	375	639	944
Pittsburgh	78	114	-	-	1,516	12,470	13,037
Plevna	13	1,689	-	-	116	619	3,837
Rideau Heights	207	2,094	-	-	852	6,279	9,432
Sharbot Lake	43	591	-	-	423	1,893	2,950
Storrington	13	291	-	-	178	2,122	2,604
Sydenham	142	549	-	-	772	7,626	9,089
Wolfe Island	13	173	-	-	406	1,366	1,958
System-wide	n/a	n/a	3,040	360,732	2,334	60,341	426,447
TOTAL	6,726	18,093	3,040	360,732	19,269	238,380	646,228

KFPL Report to the Board

Subject: 2021 Requests for Review of Library Materials
Prepared by: G. Langdon, Manager, Branches and Collections
Date of meeting: February 16, 2022

Background:

Kingston Frontenac Public Library provides a process for members of the public to identify concerns about books and other material in the Library's collection. These Requests for Review of Library Materials are dealt with in the context of the Collections Development Policy. The relevant section of the policy is restated here:

The Kingston Frontenac Public Library Board regards the right of access by an individual to information, controversial or non-controversial, through the public library as an important element of a democratic society.

The presence of any material in the Library does not indicate an endorsement of its contents. The Library recognizes that many materials are controversial and that any given item may offend some patrons. In the case of controversial issues, an effort is made to see that all points of view are represented. While library staff will attempt to guide individuals and groups to materials suitable for their use, the ultimate responsibility for the choice made by the patron lies with the patron and/or their parent(s) or guardian(s).

Library users who object to materials located in a library collection are asked to complete a written request for reconsideration of the materials. Completed Request for Review of Library Materials forms are forwarded to the Collections Librarian. Acknowledgement of the request is sent within 2 business days and the written decision of the review committee is sent within 30 days.

Requests for Review of Library Materials are evaluated by a review committee drawn from a group of experienced public service librarians with expertise in adult, children's and teen materials in a variety of formats. The committee researches the disputed title and considers the factors outlined in the Selection Principles and Selection Criteria sections of the Collection Development Policy.

Analysis:

In 2021, KFPL received one request for reconsideration of library materials. The item was ultimately removed from the collection for reasons other than those cited in the

request for reconsideration.

Item Description

Rabbids 1. Bwaaaaaaah! (2014). Written by Thitaume, illustrated by Roman Pujol. Children's graphic novel based on the Ubisoft media franchise.

Summary of Patron Comments

Graphic imagery; crude language; not appropriate for a 9-12 year old child.

Findings and Actions Taken

- *Rabbids* was a formerly popular graphic novel series based on the Ubisoft media franchise. In recent years the series has declined in popularity.
- The item was previously challenged by a parent at another public library in Ontario. The parent wanted the book moved from the children's section. The library rejected the challenge as the item had "received good reviews and was in other public libraries in their children's graphic novel collections".
- The KFPL review team could not locate "good reviews" of the item in any reputable review journals.
- Lacking good reviews, the review team agreed that the item should be removed from the collection because of declining franchise popularity and low circulation.
- The decision of the review team accords with Collection Development Policy language around collection maintenance:

In order to maintain a current and relevant collection, it is necessary to withdraw materials from the library collections regularly and systematically. The following criteria are considered when withdrawing materials: accuracy, timeliness, physical condition, frequency of use, availability of other copies and relevance to needs and interests of the community.

- The review team's decision did not require consideration of the item's imagery, language, or appropriateness for children.

Date Resolved: December 2021

Recommendations:

This report is for informational purposes only.

KFPL Monitoring Report to the Board

Executive Limitation Policy L-5

Financial Condition – 4th Quarter 2021

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

Accordingly, the Chief Librarian may not:

1. Expend more funds than will be received in the fiscal year.

CEO Interpretation:

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

Compliance will be demonstrated:

When revenues are equal or greater than expenses at all times.

Evidence:

The budget variance report to December 31, 2021 shows that expenses were at 92% while revenues came in at 99% ending the year with a surplus of \$556,787 (unaudited).

While the Library is showing an overall surplus, the financial report dated December 31, 2021 shows that some lines or accounts are over budget. The Materials account, for example is showing \$24,781 over the annual budget with the budget lines for adult and children's popular materials and electronic resources over expended. This is offset by donations and expenditure recovery from grants, resulting in an actual overage of around \$11,700, or 1% of the Materials budget. This Materials line is typically within 3% of the budget due the nature of the supply chain and uncertainty regarding order fulfilment and timing of shipments.

Programming, internet and furniture lines are also offset by grants and donations.

2. Use any specifically designated Long Term Reserves, except for their designated purposes.

CEO Interpretation:

I interpret long term reserves to mean a fund designated for a specific purpose and identified as such.

Compliance will be demonstrated:

- The reserves are used for the purposes designated by the Board and Council.
- Bequests and other gifts held in long term reserves are used for the purposes designated by the donor.

Evidence:

The Board's reserve accounts for capital projects are held and administered by the City of Kingston.

The Verna Steele bequest is held in a reserve account with the City of Kingston and is administered by the Library. It has been used to purchase accessible library materials as per the terms of the bequest.

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

3. Conduct inter-fund shifting except with the authorization of the municipal councils, as stipulated in the *Public Libraries Act*, Sec 24.

CEO Interpretation:

I interpret this to mean that funds are not moved from one fund to another fund (e.g. from one reserve account to another).

Compliance will be demonstrated:

No inter-fund shifting has occurred, unless authorized by the municipal councils.

Evidence:

The City of Kingston administers the payroll and account payable functions. Quarterly budget reports are provided to the Library Board. There is no inter-fund shifting by Kingston Frontenac Public Library staff.

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

CEO Interpretation:

I interpret this to mean that the Library will never be in a financial position where it is unable to meet payroll or other financial obligations.

Compliance will be demonstrated:

When revenues are equal or greater than expenses at all times and payroll and other financial obligations are processed in a timely manner.

Evidence:

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

5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.**CEO Interpretation:**

I interpret "tax payments" to mean source deductions for employee income taxes.

"Other government ordered payments or reports" include employee source deductions for pensions, workers' compensation, employment insurance and associated monthly and annual reports related to these payments. "Government reports" also include the Ministry of Heritage, Sport, Tourism and Culture Industries annual survey and grant application and the Registered Charity Information return.

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

Compliance will be demonstrated:

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

Evidence:

- The City of Kingston administers the payroll and accounts payable functions and submits source deductions and tax instalments on behalf of the Kingston Frontenac Public Library.
- The Library's charitable return was completed by the auditor, KPMG, submitted by mail on May 31, 2021 and received by the Canada Revenue Agency on June 4, 2021. Receipt of the return was received on July 26, 2021 (dated July 7, 2021).
- The 2020 annual survey data was submitted to the Ministry of Heritage, Sport,

Tourism, Culture Industries on April 22, 2021, due April 30, 2021

- The applications for the Ministry of Heritage, Sport, Tourism, Culture Industries Public Library Operating Grant and Pay Equity report were submitted on August 24, 2021 (due September 23, 2021).
- The Public Library Operating Grant and Pay Equity Subsidy were received on October 29, 2021.
- The 2021 audited financial statement is scheduled to be reviewed at the May 2022 board meeting.

6. Make a single purchase or commitment of greater than the amount allowed in the Procurement of Goods and Services Policy.

CEO Interpretation:

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

Compliance will be demonstrated:

The CEO has not made purchases or commitments of greater than the amount allowed in the Procurement of Goods and Services Policy.

Evidence:

No purchases or commitments of greater than the amount allowed in the Procurement of Goods and Services Policy were made during the period covered by this report.

7. Acquire, encumber or dispose of real property.

CEO Interpretation:

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

Compliance will be demonstrated:

Written procedures/agreements are in place.

Evidence:

The Library Board receives operating funding for the operation and maintenance of

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

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

In compliance with the *Public Libraries Act* and this policy I did not acquire, encumber or dispose of real property on behalf of the Library Board during the time period covered by this report.

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

CEO Interpretation:

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

Compliance will be demonstrated:

Quarterly financial statements are presented to the Library Board.

Evidence:

The budget variance report to December 31, 2021 has been provided to the Library Board at the February 16, 2022 meeting.

I hereby present my monitoring report on Executive Limitation Policy L-5, Financial Condition: 4th Quarter 2021.

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.

A handwritten signature in black ink, appearing to read 'Laura Carter', with a stylized, cursive script.

Laura Carter, CEO/Chief Librarian
February 8, 2022

Kingston Frontenac Public Library
Budget Variance Report - Unaudited
December 31, 2021

Description	Actuals 2021	Annual Budget	Variance \$	Actuals to Budget %	2020 Comparison	
					Actuals 2020	Actuals to Budget %
EXPENSES						
Salaries and wages	2,905,250	3,133,868	-228,619	93%	2,789,349	90%
Part-Time Wages	1,023,642	1,126,490	-102,848	91%	1,023,110	94%
Pages Part-Time Wages	227,406	306,260	-78,855	74%	208,764	69%
Overtime	22,759	31,432	-8,673	72%	18,179	59%
Payroll benefits	1,248,657	1,397,729	-149,072	89%	1,176,563	84%
Retirees benefits	70,127	67,861	2,265	103%	67,998	134%
WSIB	243	300	-57	81%	0	0%
Total Staff Costs	5,498,083	6,063,941	-565,859	91%	5,283,963	88%
Adult popular mat'l's	433,172	415,630	17,542	104%	464,900	111%
Child/youth pop mat'l's	184,128	170,200	13,928	108%	156,519	90%
Electronic resources	157,340	147,500	9,840	107%	171,778	125%
Serials	25,692	42,000	-16,308	61%	40,667	99%
Collection databases	127,143	127,365	-222	100%	118,554	98%
Total Material	927,476	902,695	24,781	103%	952,418	107%
Office Supplies	54,275	60,000	-5,725	90%	65,451	109%
Computer Supplies	5,002	5,000	2	100%	4,803	96%
Vehicle repairs & maintenance	10,756	5,000	5,756	215%	5,979	120%
Vehicle fuels and lubricants	8,368	9,400	-1,032	89%	4,811	51%
Computer Equipment	55,650	70,000	-14,350	80%	71,526	102%
Software	8,278	9,000	-722	92%	8,803	98%
Furniture and fixtures	18,262	14,250	4,012	128%	26,190	184%
Advertising	8,542	9,000	-458	95%	4,980	55%
Telephones/Cell Phones	27,636	34,889	-7,253	79%	26,506	77%
Internet Connectivity	47,922	37,000	10,922	130%	35,423	78%
Fees, subscription, membership	9,521	10,850	-1,329	88%	10,611	102%
Mileage	7,620	11,600	-3,980	66%	6,738	54%
Education and training	39,935	40,600	-665	98%	37,646	93%
Misc Expense	12,134	7,000	5,134	173%	8,002	84%
Delivery, postage & shipping	4,203	10,000	-5,797	42%	2,771	28%
Cash over (short)	1	0	0	0%	64	0%
Professional services	0	26,500	-26,500	0%	19,536	75%
Contracted services - system wide	300,356	302,569	-2,214	99%	256,750	92%
Programs	52,480	24,500	27,980	214%	31,463	131%
Equipment rentals	7,955	12,700	-4,745	63%	10,525	78%
Interest & Service Charges	2,266	2,500	-234	91%	1,816	73%
Allocated Insurance	24,467	20,000	4,467	122%	20,350	102%
Total System-Wide	705,630	722,359	-16,729	98%	660,745	98%
Facilities						
Protective Clothing	1,621	2,025	-404	80%	2,028	101%
Cleaning supplies	26,972	28,700	-1,728	94%	23,219	110%
Tools & Equipment	2,806	3,200	-394	88%	3,264	75%
Furniture and equipment	7,152	7,550	-398	95%	5,821	91%
Repairs & maintenance	6,807	6,500	307	105%	13,737	103%
Water and Sewer	15,667	12,575	3,092	125%	10,025	69%
Natural Gas	39,102	55,438	-16,336	71%	36,420	62%
Electricity	164,907	207,984	-43,077	79%	171,787	80%
Contracted Services	167,370	164,250	3,120	102%	163,300	104%
Total Facilities	432,405	488,222	-55,817	89%	429,601	87%
Total Expenditures	7,563,594	8,177,217	-613,623	92%	7,326,726	91%
REVENUES						
Provincial Subsidy	-297,138	-297,138	0	100%	-297,138	100%
Project Grants	-40,047	-30,000	-10,047	133%	-21,262	71%
Printer/Photocopier Revenue	-8,116	-23,465	15,349	35%	-11,271	38%
Fines/Damages	-5,602	-14,000	8,398	40%	-24,698	26%
Non-Resident Fees	-6,357	-9,289	2,932	68%	-5,211	55%
Facility Rentals	-2,323	-45,000	42,677	5%	-12,731	23%
Donations	-24,343	-10,000	-14,343	243%	-23,880	341%
Expenditure Recovery	-37,570	-40,000	2,430	94%	-22,936	57%
Miscellaneous Revenue	-559	-10,000	9,441	6%	-19,408	144%
County of Frontenac	-886,505	-886,505	0	100%	-863,489	100%
City of Kingston	-6,811,820	-6,811,820	-0	100%	-6,631,582	100%
Total Revenue	-8,120,381	-8,177,217	56,836	99%	-7,933,605	98%
Net Deficit (Surplus)	-556,787	0	-556,787		-606,879	

KFPL Monitoring Report to the Board

Executive Limitation Policy L-2

Staff Relations and Volunteers

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

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.**

CEO Interpretation:

KFPL promotes a workplace that is diverse and inclusive, free of discrimination and harassment, and that provides equal opportunity employment.

Compliance will be demonstrated:

When organizational documents and conduct reflect the Library's commitment to inclusion.

Evidence:

- Several policies, procedures and initiatives outline the Library's commitment to a diverse and inclusive workplace. These include the Workplace Harassment policy – reviewed and approved by Board annually; the Anti-nepotism policy – reviewed and approved by Board once per term; the Accommodation policy and the Standards of Conduct for KFPL Employees Policy, reviewed and approved by Board once per term. The Workplace Inclusion Committee is working to implement the Workplace Inclusion Charter, and diversity and accessibility statements are included on all job postings. Training has been provided to staff on a variety of topics, including cultural competence, gender identity and gender expression, workplace harassment, violence in the workplace and human rights. The Patron Code of Conduct is in place to establish expectations of patron behaviour and treatment of staff, including harassment. Signs have been posted prominently in City of Kingston branches regarding treatment of staff and other patrons.
- Banning guidelines have been developed to provide guidance for staff in dealing with inappropriate patron behaviour.

2. Operate without personnel procedures which clarify personnel rules for 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:

- Written procedures/agreements are in place.

Evidence:

- KFPL has collective agreements with its unionized staff (Canadian Union of Public Employees (CUPE) 2202 and 2202.01).
- KFPL has an agreement with its permanent non-union employees.
- Written policy and program descriptions are in place for KFPL volunteer positions.
- Several policies outline expectations for staff. These include the Standards of Conduct for KFPL Employees Policy, reviewed and approved by Board once per term; the KFPL Employee Online and Social Media Policy, reviewed and approved by Board annually; the Procurement of Goods and Service Policy and Asset Disposal Policy, reviewed and approved by Board once per term.
- Additional staff policies, such as, but not limited to, Service Feedback Standards and Impairment in the Workplace are in place to clarify expectations .

3. Discriminate against or discipline any staff member for expressing an ethical dissent.

CEO Interpretation:

I interpret dissent to mean the holding or expression of opinions at variance with those commonly or officially held and ethical to refer to moral principles that govern a person's behaviours. I interpret discriminate to mean unjust or unfavourable treatment of a person.

Compliance will be demonstrated:

No staff member has been disciplined or discriminated against for expressing an ethical dissent.

Evidence:

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

4. 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.

Compliance will be demonstrated:

When staff are provided with the time to review relevant policies and procedures and the opportunity to ask questions and seek clarification to confirm understanding.

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.

Staff are regularly assigned KFPL policy documents to review through the Library's Learning Management System (LMS).

5. Allow an employment environment that is detrimental to the morale and productivity of staff.**CEO Interpretation:**

I interpret this to mean that KFPL operates efficiently and effectively and offers mechanisms for staff to ask questions, state concerns and to provide feedback.

Compliance will be demonstrated:

Written procedures/agreements are in place and 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:

- Written policies and procedures are in place to provide direction to staff in carrying out their duties, and training is provided.
- Regular Union-Management and Joint Health and Safety Committee meetings are held.
- There has been one grievance filed since the last report in November 2021.

- 2022-01 - Right to Re-Assign Work and Individual Accommodations
-

I hereby present my monitoring report on Executive Limitation Policy L-2, Staff Relations and Volunteers.

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.

A handwritten signature in black ink, appearing to read 'LC', with a large, stylized initial 'L' and a cursive 'C'.

Laura Carter, CEO/Chief Librarian

February 8, 2022

KFPL Report to the Board

Subject: Collection Development Policy

Prepared by: L. Carter, Chief Librarian / CEO

Date of meeting: February 16, 2022*

*This report was originally presented at the Committee of the Whole Meeting of February 2, 2022. New and updated content is indicated with a black box outline.

Background:

The Collection Development Policy is reviewed and approved annually by the Library Board. Major changes were made to the policy in 2016 to remove procedural clauses and to modernize the policy.

Changes were made in 2021 to the Selection Criteria and Controversial Materials sections and to the Request for Review of Materials form. The 2020 revision of the Ontario Library Association Statement's on Intellectual Freedom and the Intellectual Rights of the Individual replaced the previous version.

The draft policy was discussed at the Committee of the Whole meeting on February 2, 2022. Suggestions from the meeting have been incorporated into this report and the accompanying draft policy.

Analysis:

Several revisions are being suggested to the policy. Proposed changes to the policy are indicated in the draft as follows:

- ~~Red strikethrough~~ indicates text that staff propose be removed from the policy.
- **Blue** indicates text that staff propose be added to the policy.
- **Blue text** surrounded by a black box has been added based on discussion at the COW meeting of February 2, 2022.
- ~~Green double strikethrough~~ indicates text that staff propose be moved to a different location in the policy. Green underlined style indicates the proposed new location for this text in the policy.

Guiding Principles

Edits for grammar, consistency or copy-editing.

Responsibility for Selection

The current policy states that “the selection of material rests legally with the Library Board.” This may have originated from section 3 of the *Public Libraries Act*, which says that “A public library shall be under the management and control of a board, which is a corporation known in English as The (insert name of municipality), Public Library Board and in French as Conseil de la bibliothèque publique de (insert name of municipality). R.S.O. 1990, c. P.44, s. 3 (3).”

Section 15(2) seems more applicable: “A Board shall appoint a chief executive officer who shall have general supervision over and direction of the operations of the public library and its staff....”

Library staff reviewed a number of Ontario public libraries’ policies and the majority listed the Chief Librarian/CEO as the responsible party. Advice was also obtained from Ontario Library Service staff.

It is suggested that Library Board be changed to CEO/Chief Librarian.

The other revision for this section is the move of the paragraph on patron requests for purchase to the Selection Criteria section.

Controversial Materials

The most substantive change to this section, which staff suggest be renamed to Review of Library Materials, is around the process for reviewing library materials. Following from the CEO being responsible for the selection of materials, the CEO should make the final decision on any requests to remove or reclassify materials. The updated process also provides for a greater degree of community engagement in the review process with an explicit invitation for patrons dissatisfied with the response to the request for review of materials to meet with the CEO and members of the review committee.

As suggested at the COW meeting, the policy has been amended to clarify that delegates may speak to the Board to inform overall policy, but not regarding decisions about specific materials.

To ensure people understand the process that will be followed, a procedural document is being developed by staff outlining how requests for review are handled. These procedures are now referenced in the policy as a related document.

Practice has been that a report on challenged materials is brought to the Library Board each year in February. Based on discussion at the COW meeting of February 2, 2022, the reporting frequency on challenged materials will increase and take place quarterly going forward. It is suggested that the report be formally added to the policy.

Revisions in other sections are for flow, clarity and readability. The basic ideas are the same.

A section on third-party vendors and shared collections is suggested as an addition.

Revisions to the Request for Review of Library Materials form to mirror changes to the policy are suggested.

Recommendations:

That the Board approve the revised Collection Development Policy.

Collection Development (DRAFT)

1. Purpose

The purpose of this policy statement is to clarify the criteria used for selecting and acquiring materials, as well as the responsibility for maintaining the collections.

2. Scope

The Collection Development Policy applies to all formats in the Library collection, including print, non-print, audio-visual and electronic materials.

3. Guiding Principles

The mission of the Kingston Frontenac Public Library is to make a positive difference in the lives of everyone in Kingston Frontenac. The Library's collections are one of the primary ways the mission is realized. The Library strives 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.

The Library aims to provide community-driven and community-focused collections. Community input is obtained through direct suggestions from the public, discussions with ~~stakeholder~~ community groups and ~~continuously evaluating~~ evaluation of the needs of the various ~~cultural~~ groups within Kingston and Frontenac County. Special consideration is given to materials with Kingston and Frontenac County authorship, content or relevance.

The Library endeavors to provide equitable access to its extensive collections through a multi-tiered service delivery model ~~which~~ that rationalizes the location, scope and focus of collections. In addition, items may be delivered to any branch at the user's request. The materials budget is maximized through coordinated and controlled expenditure.

The Library does not keep, acquire or purchase material that the Canadian courts have found to be obscene, hate propaganda seditious, or otherwise contrary to the Criminal Code and all applicable laws, including the Charter of Rights and Freedoms.

~~Basic to the~~ The Library's Collection Development Policy fundamentally depends on ~~is~~ the Ontario Library Association's Statement on Intellectual Freedom and the Intellectual Rights of the Individual (2020). (See Appendix A)

4. Policy

4.1. Responsibility for Selection

The responsibility for the selection of material rests ~~legally with the Library Board with the Chief Librarian/CEO who-~~It, in turn, delegates the selection and withdrawal of materials to the professional staff who are responsible for the collection on a day-to-day basis.

~~Suggestions for purchase are welcomed from members of the public. All suggested purchases are reviewed by library staff who apply the same selection criteria that are applied to all other materials purchased by the Library.~~

4.2. Selection Principles

The materials purchased for the Library are selected with the purpose of carrying out the mission, vision and values of the institution. To that end, the Library has established the following goals of selection:

- To maintain a well-balanced and broad collection of materials for information, enjoyment, reference and research
- To foster intellectual growth, lifelong learning and the formal and informal education and enlightenment of the community
- To provide materials for the recreational and leisure pursuits of the public
- To stimulate thoughtful participation in community affairs by providing access to a variety of opinions and ideas

To assist in the process of selection, the following principles are used to judge the quality and the quantity of the items that are chosen:

- Contemporary materials representing various points of view, which are of current interest and possible future significance, including materials which reflect current conditions, trends and controversies
- Materials designed to increase the individual's ability to function effectively as a member of society
- Materials which provide access to practical information which develops the individual's dependence on self, thereby enhancing the quality of life
- Materials which provide an aesthetic experience, stimulate imagination and increase the individual's potential for creativity
- Materials, including the experimental or controversial, which may extend the individual's capacity to understand the world in which they live
- Materials which entertain and which may enhance the individual's enjoyment of life
- Source materials which thoughtfully interpret, document or illuminate the past

- In addition to English, French and Indigenous language materials, materials which reflect the diverse linguistic or cultural heritage of the community.
- Recognizing the responsibility to make works by Kingston Frontenac and Canadian writers widely available, the Library shall acquire Canadian materials in all categories.

4.3. Selection Criteria

When selecting materials for the collection, Library staff may consider:

Non-fiction

- Purpose and importance
- Authority and reputation
- Accuracy
- Style, clarity and presentation
- Access
- Format
- Need
- Demand
- Price
- Relationship to other items in the collection
- Quality of illustrations or art
- Reviews in library reviewing sources (e.g. *Publishers Weekly*, *Library Journal*)

Fiction

- Style
- Creativity
- Characterization
- Literary merit
- Appeal
- Demand
- Price
- Need
- Relationship to other items in the collection
- Quality of illustrations or art
- Reviews in library reviewing sources (e.g. *Publishers Weekly*, *Library Journal*)

Suggestions for purchase are welcomed from members of the public. All suggested purchases are reviewed by library staff who apply the same selection criteria that are applied to all other materials purchased by the Library.

4.4. Accessible Collections

Many of the resources available at the Kingston Frontenac Public Library are suitable for patrons with print disabilities.

Vision Enhancements:

- Downloadable audiobooks
- Downloadable eBooks – the settings can be adjusted with the majority of our downloadable eBooks to suit personal preferences for text size and typeface
- Books on CD
- DAISY (Digital Accessible Information System) books
- Large Print Books

Hearing Enhancements:

- Many DVDs have a sub-title option
- Many of our databases have text-to-speech capabilities

4.5. Children's Collections

The Library's children's collections serve children from infancy through age twelve. Materials for these collections reflect the wide range of reading and interest levels that this age group includes. The children's collections exist to encourage children to develop a lifelong habit of reading for both recreational and informational needs. Materials for children shall be chosen in accordance with the Kingston Frontenac Public Library's overall collection development policy.

4.6. Teen Materials

Teen materials are selected to meet the informational and recreational needs of teens aged thirteen through eighteen. An effort is made to provide materials that support the developmental stages of all teens. The teen collections are not intended to be comprehensive, serving all the needs and interests of teens, nor is it the Library's intention that teens should be confined to the use of these materials. Materials for teens shall be chosen in accordance with the Kingston Frontenac Public Library's overall Collection Development Policy.

4.7. Parental Responsibility

Responsibility for a child's or teen's choice and use of materials rests with their

parent(s) or legal guardian(s). The Kingston Frontenac Public Library believes in the freedom of the individual, and the right and obligation of parents(s) or legal guardian(s) to guide, develop, interpret and maintain their own code of values in their family.

Library users of all ages have open access to the Library's collections. Selection for the adult collection is not restricted by the possibility that children or teens may access materials their parent(s) or legal guardian(s) may consider inappropriate.

4.8. Textbooks/Homeschooling Needs

School libraries serve the curriculum needs of students. The Library does not attempt to acquire textbooks or other curriculum-related materials except as such materials may also serve the general public. The Library recognizes the need to provide a wide variety of cultural and recreational reading matter for students in traditional schools and those being homeschooled, and to provide basic materials for students seeking to complete assignments outside school hours.

4.9. Collection Maintenance

In order to maintain a current and relevant collection, it is necessary to withdraw materials from the library collections regularly and systematically. The following criteria are considered when withdrawing materials:

- Accuracy
- Timeliness
- Physical condition
- Frequency of use
- Availability of other copies
- Relevance to needs and interests of the community

If still needed, items may be replaced or rebound. Replacement depends on the demand for the title, the availability of more current materials on the topic and the extent of the coverage of the subject in the collection.

4.10. ~~Controversial~~ Review of Materials

The Kingston Frontenac Public Library Board regards ~~the right of access by~~ an individual's ~~right of access~~ to information, ~~controversial or non-controversial~~, through the public library as an important element of a democratic society. The presence of any material in the Library does not indicate an endorsement of its contents.

~~The content or manner of expressing ideas in material that is purposely selected to fill the needs of some Library users may be considered to be offensive by other Library~~

users. The Library recognizes the right of any individual or group to reject Library material for personal use, but does not accord to any individual or group the right to restrict the freedom of others to make use of that same material. ~~The Library recognizes that many materials are controversial and that any given item may offend some patrons. In the case of controversial issues, an effort is made to see that all points of view are represented.~~ While Library staff will attempt to guide individuals and groups to materials suitable for their use, the ultimate responsibility for the choice made by the patron lies with the patron and/or their parent(s) or guardian(s).

Requests for ~~reconsideration~~ review of Library materials must be made in writing by submitting a Request for Review of Library Materials form (see Appendix B). ~~and on the understanding that selection will not be determined by pressure from any group or individual nor will materials serving the purpose of the Library be removed from the collection. Completed Request for Review of Library Materials forms (See Appendix B) are forwarded to the Collections Librarian for review.~~ Acknowledgement of the request will be sent within 2 business days and a written response will be sent within 30 days. ~~If the patron is still not satisfied, a written request for the review to be appealed will be forwarded to the Board for their consideration. The Board and the Chief Librarian will jointly rule on the appeal and report the decision to the complainant within 30 days of the next Board meeting.~~

Requests for review will be formally reviewed by Library staff following the process outlined in the KFPL Guidelines for Requests for Review of Library Materials document. Their decision will be communicated to the requestor. Patrons who are not satisfied with the response will be invited to meet with the CEO and members of the review team.

The final decision on any challenge to the collection rests with the CEO.

As outlined in the KFPL by-laws, community members wishing to address the Board on issues relating to the collection policy and its future development may request to attend a board meeting as a delegation.

~~An annual~~ Information reports on challenges to Library materials are provided to the Board quarterly.

Some of the Library's digital content is provided using third-party vendors and/or shared collections with other library systems. The Library subscribes to services in which the third-party vendor, and not Library staff, determines the specific titles or materials made available through the service. In these circumstances, the Library is unable to reconsider specific materials that Library users object to but may inform the third-party

vendor or other library of user concerns and/or take these concerns into consideration in determining whether to continue using the vendor.

4.11. Labeling of Collections

The Library does not label materials to indicate approval or disapproval of the content, ~~nor does it expurgate any material in the collection~~. No catalogued book or other item will be placed on closed shelves, except due to space limitations or to protect it from damage or theft.

5. Related Documents

KFPL Guidelines for Requests for Review of Library Materials

6. Appendices

- a) Ontario Library Association (OLA) Statement on Intellectual Freedom and the Intellectual Rights of the Individual (2020)
- b) Request for Review of Library Materials form

7. Document Control

This policy shall be reviewed on an annual basis.

Original Policy Date: 2007 February

Last Reviewed: 2022 February

Changes made: see report to Board dated February 16, 2022

Next Review: 2023 February

Appendix A:

Ontario Library Association Statement on Intellectual Freedom and the Intellectual Rights of the Individual

Introduction

The Ontario Library Association and its divisions are committed to the fundamental rights of intellectual freedom, the freedom to read and freedom of the press, as embodied in the Canadian Charter of Rights and Freedoms.

Ontario Libraries have the important responsibility to facilitate expressions of knowledge, creativity, ideas, and opinion, even when viewed as unconventional or unpopular.

The Ontario Library Association declares its acceptance of the following principles for libraries:

1. Equitable access to library service to the public is based upon the right of the citizen, under the protection of the law, to judge individually on questions of politics, religion and morality.
2. Intellectual freedom requires freedom to critically examine and create other ideas, opinions, views, and philosophy of life, other than those currently approved by the local community or by society in general and including those ideas and interpretations which may be unconventional, uncommon or unpopular.
3. The free traffic in ideas and opinions is essential to the health and growth of a free society and that the freedom to read, listen, view, and create is fundamental to such free traffic.
4. Library governance ensures that the principles of intellectual freedom and expression of thought are upheld.

Library Service, Collections and Resources

5. It is the responsibility of libraries to maintain the right of intellectual freedom and to implement it consistently in the selection of books, periodicals, films, recordings, and other materials including the provision of access to electronic sources of information and access to the internet. Materials are not excluded from library collections based on race, place of birth, origin, ethnic origin, ethnicity, citizenship, age, creed, disability, family structure, sex, and sexual orientation.

6. It is part of the library's service to its public to resist any attempt by any individual or group within the community it serves to abrogate, censor or curtail access to information, the freedom to read, view, listen or participate by demanding the removal of, or restrictions to library information sources in any format.

Library Programming, Events, and Space Bookings

7. It is the responsibility of libraries to maintain the right of intellectual freedom and expression by implementing it consistently when hosting programs and events within the public space of the library including rented public space by individuals and community organizations.
8. Libraries create welcoming community spaces where community members are free from discrimination and may engage in peaceful assembly. Libraries may cancel or deny permits to individuals or organizations when speech or displays are used in a way that is unlawful.

Applicable Legislation

[Canadian Charter of Rights and Freedoms](#): Section 2(b) of the Charter of Rights and Freedoms protects “freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication”.

[Criminal Code](#): Section 63 pertains to Unlawful Assemblies and Riots. Section 297 pertains to defamatory libel. Section 318 pertains to hate propaganda.

[Ontario Human Rights Code](#): Sub-section 13 pertains to infringing on freedom from discrimination.

Appendix B:

KFPL Request for Review of Library Materials

The Kingston Frontenac Public Library Board regards ~~the right of access by~~ an individual's ~~right of access~~ information, ~~controversial or non-controversial~~, through the public library as an important element of a democratic society. ~~In the case of controversial issues, an effort is made to see that all points of view are represented.~~ All requests for reconsideration of material must be made in writing.

Completed Request for Review of Library Materials forms ~~are forwarded to the Collections Librarian for review~~ can be dropped off at any branch or emailed to collections@kfpl.ca.

Acknowledgement of the request will be sent within 2 business days and a written response will be sent within 30 days.

Name: _____

Address: _____

Phone: _____ Email: _____

I represent: ☐ myself ☐ other: _____

Please confirm that you have read the following:

☐ KFPL Collection Development Policy ☐ OLA Statement on Intellectual Rights & Freedoms

.....

Item for Review:

Title: _____

Author/Publisher/Producer: _____

1. Did you read / listen / view the entire work?

☐ yes ☐ no (*please explain*):

-
- 2. What do you find objectionable or unsuitable about the material? Please be specific (include page numbers if possible).**
- 3. What do you feel might be the result of reading, viewing or hearing this material?**
- 4. What would you like the Library to do about this material?**

Signature: _____

Date: _____

Requests for Review of Library Materials

1. Introduction

As stipulated in KFPL's Collection Development Policy, concerns about books and other materials in the Library's collection are addressed through the Request for Review of Library Materials process. The review process provides a means for patrons to communicate their concerns about specific materials to Library staff and encourages meaningful conversation about intellectual freedom.

The procedures outlined in this document have been developed to ensure that the process for Requests for Review of Library Materials:

- Is applied in a consistent and transparent manner;
- Is accessible and ensures that everyone is treated with fairness, dignity and respect;
- Is compliant with KFPL's Access to Information and Protection of Privacy Policy;
- Is completed within a reasonable timeframe.

2. Review of Library Materials Process

Oversight of the Request for Review of Library Materials process is the responsibility of the Manager, Branches and Collections. In their absence, the process will be managed by the Director, Service Design and Delivery.

2.1. Submitting a Request

Requests for Review of Library Materials must be made in writing using the Request for Review of Library Materials Form (see Appendix A). This form is available in paper format at all KFPL branches and electronically as a PDF document on the [Library's website](http://www.kfpl.ca) [www.kfpl.ca]. Completed forms can be dropped off at any branch or submitted via email to collections@kfpl.ca.

2.2. Acknowledgement of the Request

Requests for Review of Library Materials are received by the Manager, Branches and Collections and a letter of acknowledgement outlining the review process will be sent in response within 2 business days of receipt. The preferred delivery method for letters of acknowledgement is electronically via email. Delivery will take place using standard letter mail if no email address is provided.

2.3. Collections Review Team

A Collections Review Team is selected by the Manager, Branches and Collections to

evaluate each Request for Review of Library Materials received. Multiple requests for the same item received within a reasonable length of time will be handled by the same team.

All librarians employed by the Library participate in collection development through the selection of materials and together offer a diverse range of expertise in subject area, format, target audience, publishing trends and current events. Collection development responsibilities include serving as a member of a Collections Review Team as required.

Composition of a Collections Review Team:

- The Manager, Branches and Collections
- At least 2 KFPL librarians (in addition to the Manager, Branches and Collections)
 - Expertise relevant to the specific Request for Review will be considered in the selection of members
- Additional resource staff, experts, consultants, etc. as required.

2.4. Evaluation of the Request

1. The Manager, Branches and Collections selects a Collection Review Team and notifies members that a Request for Review has been received.
2. The Collections Review Team reviews the complaint, designates one person to write the Summary Report and determines if external expertise is required.
3. The Collections Review Team evaluates the request by:
 - reading, listening to or viewing the material;
 - researching the disputed title;
 - considering the item in relation to the Selection Principles and Criteria outlined in the Collection Development Policy;
 - reaching a decision.
4. A Summary Report outlining the Team's findings and recommendations is drafted by the designated team member within one week after the final decision is made. The Summary Report is forwarded to the Manager, Branches and Collections for review.
5. The Manager, Branches and Collections reviews the Summary Report, makes revisions as appropriate and drafts a formal response letter. The letter, Summary Report and relevant background material is forwarded to the Director, Service Design and Delivery for final review.
6. The Director, Service Design and Delivery reviews the response letter and Summary Report, making revisions as appropriate.

7. The Manager, Branches and Collections sends the signed response letter containing the decision of the Collections Review Team and the final Summary Report to the patron. This will take place within 30 days of receipt of the original request.

2.5. Appeals

Patrons who are not satisfied with the response are invited to meet with the Chief Librarian/CEO and members of the review team to engage in further discussion.

The final decision on any challenge to the collection rests with the Chief Librarian/CEO and this decision will be communicated in writing within 14 days of the conclusion of any additional discussion.

2.6. Accountability and Engagement

The summary report for each Request for Review of Library Materials will be posted on the KFPL website.

Information reports on Requests for Review of Library Materials will be provided to the Board on a quarterly basis.

2.7. Board Involvement

As outlined in the KFPL Board By-laws, community members wishing to address the Board on issues relating to the Collection Development Policy and its future development may request to attend a Board meeting as a delegation.

3. Related Documents

Collection Development Policy

Service Feedback Standards

KFPL Board By-laws

4. Appendices

- a. Request for Review of Library Materials Form

5. Document Control

This procedure shall be reviewed on an annual basis.

Last Reviewed: February 2022

Next Review: February 2023

Appendix A:**KFPL Request for Review of Library Materials**

The Kingston Frontenac Public Library Board regards an individual's right of access information, through the public library as an important element of a democratic society. All requests for review of material must be made in writing.

Completed Request for Review of Library Materials forms can be dropped off at any branch or emailed to collections@kfpl.ca. Acknowledgement of the request will be sent within 2 business days and a written response will be sent within 30 days.

Name: _____

Address: _____

Phone: _____ **Email:** _____

I represent: ☐ myself ☐ other: _____

Please confirm that you have read the following:

☐ KFPL Collection Development Policy ☐ OLA Statement on Intellectual Rights & Freedoms

.....

Item for Review:

Title: _____

Author/Publisher/Producer: _____

1. Did you read / listen / view the entire work?

☐ yes ☐ no (*please explain*):

2. What do you find objectionable or unsuitable about the material? Please be specific (include page numbers if possible).

3. What do you feel might be the result of reading, viewing or hearing this material?

4. What would you like the Library to do about this material?

Signature: _____

Date: _____

KFPL Report to the Board

Subject: Community Engagement Policy and Toolkit

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

Date of meeting: February 16, 2022*

*This report was originally presented at the Committee of the Whole Meeting of February 2, 2022. New and updated content is indicated with a black box outline.

Background:

In 2016 the Library Board struck an ad hoc committee composed of Library Board members and two members of the community to develop a community engagement policy and process. The community engagement policy and toolkit were approved at the March 22, 2017 Library Board meeting.

The Library Board changed the scope of the policy at the June 28, 2017 meeting when it passed the following motion: "That the Library Board exempt maintenance and repair issues from the community engagement process, except for the requirement to "inform" the public".

At the June 28, 2017 meeting it was agreed that a group of board members would review the community engagement toolkit. Proposed revisions to the toolkit were included in the September 27, 2017 agenda. The revisions include reducing the number of questions and revising the assessment matrix to make it more basic, resulting in an assessment of low, medium, or high. The changes were approved at the September 27, 2017 meeting. At the same meeting it was agreed that because internal staff policies are between management and employees, they do not require community engagement.

The policy was approved with no changes in 2018, 2019 and 2020.

In 2021, the INCLUSION statement was updated.

The draft policy was discussed at the Committee of the Whole meeting on February 2, 2022. Suggestions from the meeting have been incorporated into this report and the accompanying draft policy.

Analysis:

Scope has been updated to clarify that the policy applies to higher-level decision-making rather than item-level choices regarding programs, collections and services.

Outdated terminology related to “stakeholders” has been updated to “community” or “interested parties” throughout the policy document and the toolkit.

The guiding principle previously titled “Accountability” has been revised to “Responsiveness”, with adjusted wording that more clearly articulates how and when we report back to the community. The term Responsiveness more adequately describes the impact of community feedback during the engagement process.

Guiding principles are clearly stated at the beginning of the policy and in the toolkit. Rationale-focused statements that appear in the toolkit have been removed from the policy document to provide greater clarity in the policy statements.

The Board Ends Statements have been updated in the toolkit.

No other changes are recommended at this time.

Proposed changes to the policy are indicated in the draft as follows:

- ~~Red strikethrough~~ indicates text that staff propose be removed from the policy.
- **Blue** indicates text that staff propose be added to the policy.

- **Blue text** surrounded by a black box has been added based on discussion at the COW meeting of February 2, 2022.

- ~~Green double strikethrough~~ indicates text that staff propose be moved to a different location in the policy. Green underlined style indicates the proposed new location for this text in the policy.

Recommendations:

That the Library Board approve the revised policy and toolkit.

Community Engagement (DRAFT)

1. Purpose

The purpose of this policy is to ensure that community engagement is integrated into decision making and planning at KFPL. The policy also serves to ensure that community consultation is conducted in a manner that appropriately reflects the complexity, community interest and impact of KFPL decisions.

Community engagement is an important tool for building and sustaining community trust.

2. Scope

The policy applies to all KFPL services and operations, with the exception of maintenance and repair issues which are exempt except for the requirement to “inform” the public.

The policy applies to higher-level decision-making rather than item-level choices regarding programs, collections and services.

3. Definitions

~~Stakeholders~~ “The community” and “interested parties” are defined as library users, individuals and/or communities, funding bodies or organizations that have an interest in the outcomes of a project or initiative.

4. Guiding Principles

4.1. Inclusion

We want to hear from and include all who have an interest ~~or stake~~ in the outcome of a decision. The Library is committed to reach out to the rural and urban populations across our vast geographic areas. KFPL prioritizes relationship building outside of the formal engagement process and is actively building connections with agencies and grassroots groups that work with underserved and underrepresented populations. These connections will be leveraged during any community engagement process to ensure feedback includes those voices. We will maximize accessibility by utilizing a variety of engagement tools.

4.2. Respect

Our engagement with the community will take place in an atmosphere of mutual

respect.

4.3. Transparency

We will be open about decision processes, procedures and limits. We will communicate clearly in a timely and publicly accessible way. We will provide relevant background and context when informing or engaging the community about the initiative.

4.4. Clarity

We will be clear about defining the community's role in any public participation process. The promise, purpose and limitations on engaging the community and all ~~stakeholders~~ interested parties will be clear.

4.5. Effectiveness

We will allocate sufficient resources to provide the appropriate level of engagement, use these resources wisely, setting and meeting reasonable timelines.

4.6. Responsiveness

At each stage of the process, we will report back to the community regarding what we heard. When an outcome has been determined, we will share how engagement results were used in decision-making. ~~4.6 Accountability We will be accountable for the process and outcome during and after the engagement process. We will report back to stakeholders the community regarding what we heard and how these results were used in reaching the decision.~~

5. Policy

The Community Engagement Toolkit shall be used to determine when and what level of community engagement is needed.

6. Communication

When communicating with ~~stakeholders~~ the community, the Library will do so in accordance with the complexity and impact of the issue as determined by the Community Engagement Toolkit and in a manner that reflects the guiding principles.

~~In order for owners and stakeholders to provide meaningful input, they need to understand the project or initiative. KFPL will build this knowledge by sharing the details.~~ Details of the project will be shared in plain language, and ~~Details~~ shall include what has been done so far, why engagement is needed, what is being considered, what are the constraints, and how input is going to be used. To build credibility and trust in

the engagement process, ~~stakeholders~~ interested parties will also need to understand:

- The overall engagement timeline
- Details of the engagement activities
- Who will be reviewing the input and making decisions
- ~~What is expected of them as a stakeholder~~ Their role in the process

~~It is important to develop a~~ A clear communication plan ~~that~~ will be developed to shape the whole engagement process and provide clear answers to ~~stakeholder~~ community questions/concerns from the earliest stages to reporting back results. ~~Owners and stakeholders are unable to provide input if they don't know about the opportunity to do so.~~

The engagement plan ~~should~~ will work together with the project's communication plan to generate awareness about the engagement opportunities.

7. Engagement Planning

The Library will utilize the Community Engagement Toolkit to help shape a plan for engagement. The engagement plan serves as a roadmap for the engagement process and helps clarify:

- Engagement goals and objectives
- What KFPL ~~is~~ are seeking input on
- Who KFPL ~~stakeholders are~~ has identified as interested parties
- Details such as engagement scope, budget, timelines, dates, roles and responsibilities
- ~~At what level on t~~The Spectrum of Strategies and Promises level at which ~~stakeholders~~ the community will be engaged
- Decisions that are not open to input

8. Reporting Back and Evaluation

~~One of the foundations of a good engagement process is to ensure stakeholders know what has been done with their input. If stakeholders take the time to provide input they want to know what was done with it.~~

KFPL will compile and consider ~~stakeholder~~ feedback received and report back on:

- What was heard (pulling all sources of input together).
- What decision was made and how the input was used.
- If nothing was changed as a result of the feedback, why?

~~It is best to include r~~Raw data ~~will be included~~ in an Appendix in order for contributors to see their individual voices represented and ensure the reporting is an accurate reflection of the data.

~~By ensuring this feedback loop happens, stakeholders will be more inclined to participate in future engagement opportunities. If they know their time and efforts are being respected, we will continue to gain trust and credibility.~~

Evaluation is important for continuous improvement. KFPL will evaluate both the engagement process and engagement outcomes, ~~Good engagement is not a formula.~~ document~~ing~~ lessons learned that can be applied to future projects, ~~.This extra step ensures we continually~~ refin~~e~~ing and improv~~e~~ing our engagement efforts and approach.

9. ~~Appendices~~ Related Documents

KFPL Community Engagement Toolkit (internal use only)

10. Document Control

Original Policy Date:	2017 March
Last Reviewed:	2022 February
Changes made:	see report to Board dated February 16, 2022
Next Review:	2023 February



Kingston Frontenac Public Library Community Engagement Toolkit

~~February 2021~~ February 2022

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The KFPL Community Engagement Toolkit is the preferred method to ensure that our projects and initiatives are undertaken with appropriate levels of engagement. This toolkit is designed to be used by the KFPL Board, CEO and senior staff as part of their project planning.

Engagement shouldn't be considered a separate step or process within a project. It should be seamlessly integrated into a project as a part of the decision-making process. Engagement works together with project management best practices and relies on communication for its success.

Assessing the need for community engagement and building in an engagement plan ensures that you set your project up for success. The consequences of not consulting on projects that have community impact can lead to:

- Damaged relationship between the community and the Library
- Decisions that inadvertently exclude people
- Unexpected costs or delays
- An erosion of public trust in the Library, its programs and its staff.

Engagement Tools

This toolkit includes a suite of tools to help KFPL staff and board success in their engagement activities:

Tool	Description	Who should use this tool	Page
Understanding and identifying stakeholders	This tool will help you understand who the stakeholders are and why they are critical to the project or initiative.	All staff and board members should review this tool.	3
Engagement Process	These are the steps to follow to execute a good engagement process.	The project lead will follow these steps when executing an engagement process.	4-6
KFPL Engagement Assessment Tool	This tool will help you determine if engagement is required for your project, and will outline the approval level and next steps.	The project lead should complete the Assessment tool with input from the department or business unit responsible	7-12
Spectrum of Strategies and Promises	This tool will help clarify at what level each stakeholder will be involved.	The project lead, in consultation with the CEO/Chief Librarian, will determine the level(s) of engagement.	13
Public Participation Toolbox	This tool shows techniques that can be used for stakeholder involvement for different levels on the Spectrum of Strategies.	The project lead, in consultation with the CEO/Chief Librarian, will determine the appropriate tool(s) to use for the engagement plan, as per step 1 of the toolkit.	14
Values and Guiding Principles	The Values and Principles to Guide Community Engagement lays out KFPL engagement values of inclusion, respect, transparency, clarity, effectiveness and accountability.	All staff and board members should follow the guiding principles.	15

Understanding and Identifying Interested Parties

This tool will help you understand who the interested parties are and why they are critical to the project or initiative.

All staff and board members should review this tool.

Engagement Process

These are the steps to follow to execute a good engagement process.

The project lead will follow these steps when executing an engagement process.

KFPL Engagement Assessment Tool

This tool will help you determine if engagement is required for your project, and will outline the approval level and next steps.

The project lead should complete the Assessment tool with input from the department or business unit responsible.

Spectrum of Strategies and Promises

This tool will help clarify at what level each interested party will be involved.

The project lead, in consultation with the CEO/Chief Librarian, will determine the level(s) of engagement.

Public Participation Toolbox

This tool shows techniques that can be used for interested party involvement for different levels on the Spectrum of Strategies.

The project lead, in consultation with the CEO/Chief Librarian, will determine the appropriate tool(s) to use for the engagement plan, as per Step 1 of the toolkit.

Values and Guiding Principles

The Values and Principles to Guide Community Engagement lays out KFPL engagement values of inclusion, respect, transparency, clarity, effectiveness and accountability.

All staff and board members should follow the guiding principles.

Understanding and identifying interested parties

Interested parties can be members of the community at large, specific populations and groups, patrons, businesses, non-profit organizations, community organizations and

partners, government agencies, funders, volunteers, donors, Friends of the KFP Library, and internal departments and staff.

These individuals and/or groups may:

- Be directly or indirectly affected by your project or initiative.
- Have an interest in your project or initiative.
- Have something to offer your project or initiative.
- Impact your ability to carry out your project or initiative.
- Have influence on your project or initiative.

The engagement process should include as many interested parties as can be identified and are willing to participate. An inclusive process is needed to:

- Understand all perspectives on an issue and ensure diverse views are shared, heard and understood between interested parties themselves as well as with KFPL.
- Balance the loud voices of a few with the silent thoughts of many.
- Ensure those parties who are typically difficult to reach because of barriers and constraints, are identified, invited and encouraged to participate by removing the barriers.

As we demonstrate our commitment to better engage and include the community in the decision-making process, there are some things we need to remember:

- Interested parties often have knowledge of their communities and/or information KFPL doesn't have.
- KFPL needs to ensure that all voices are heard.
- There are often multiple engagement projects taking place at any given time. We need to respect the time of interested parties, and align our engagement efforts where possible.
- Engagement needs to be meaningful and well executed.

Engagement Process

The Engagement Process is a six step process for determining whether engagement is required as part of a project or initiative at KFPL.

- Step 1 – Assess engagement requirement
- Step 2 – Develop a plan
- Step 3 – Communicate to build community trust
- Step 4 – Implement the plan
- Step 5 – Analyze and report back
- Step 6 – Evaluate

Step 1 – Assess engagement requirement

Complete the Engagement Assessment Tool (Page 7). Use the other assessment tools to assess the impact and complexity of the project and the level of engagement indicated. This should be done at the earliest stages of project planning so that an engagement plan and budget can be incorporated into the project plan.

Step 2 – Develop a plan

Developing an engagement strategy and plan is a critical part of any good engagement process. Once your Assessment is complete, use the roles and responsibilities chart to determine whether the plan is to be developed/approved by Senior Staff, CEO or the Board. An engagement plan serves as a roadmap for the engagement process and helps clarify:

- At what level on the Spectrum of Strategies and Promises you are engaging ~~your stakeholders~~ the community.
- Engagement goals and objectives.
- What you are seeking input on.
- Decisions that are not open to input.
- Who the interested parties are.
- Methods you will use to collect community input, report back, etc.
- Details such as engagement scope, budget, timelines, dates, roles and responsibilities.

Step 3 – Communicate to build community trust: Tell the story

It is important to develop a clear communication plan that will shape the whole engagement process and provide clear answers to community questions and concerns from the earliest stages to the reporting back of the results.

- To provide meaningful input, the community needs to understand the project. Build this knowledge by sharing the details of the project in plain language including what has been done so far, why engagement is needed, what is being considered, what are the constraints, and how input is going to be used.
- To build credibility and trust in the engagement process, the community will also need to understand: the overall engagement timeline; details of the engagement activities; who will be reviewing the input and making decisions; and what is expected of them as a participant. Community members need to know that their input will be heard and is valued.
- To ensure transparency, the communication plan needs to raise awareness, amongst all interested parties, of the opportunities for engagement.
- To build knowledge in order for the community to provide meaningful input, they need background information about the project such as: What is the project? Why do we need it? Who is impacted? What are the options? What are the constraints?
- To build credibility and trust in your engagement process. Community members are often reluctant to provide input if they aren't sure it will make a difference. People need information about the engagement process such as:
 - The overall engagement timeline. Dates, times and locations of engagement events / links to online engagement opportunities.
 - Information about who will be reviewing input and making decisions.

Step 4 – Implement the plan

This is the step where you connect and work with your community through the engagement opportunities that have been outlined in the engagement plan. Do so in a genuine, open and honest manner as laid out in [KFPL Values and Principles to Guide Community Engagement](#).

Step 5 – Analyze and report back

One of the foundations of a good engagement process is to ensure participants know what you have done with their input. If community members take the time to provide input they want to know what was done with it.

KFPL will compile and consider community feedback and report back on:

- What was heard (pulling all sources of input together)
- What decision was made and how the input was used.
- If nothing was changed as a result of the feedback, why?

It is best to include raw data in an Appendix in order for contributors to see their individual voices represented and ensure the reporting is an accurate reflection of the data.

By ensuring this feedback loop happens, community members will be more inclined to participate in future engagement opportunities. If they know their time and efforts are being respected, we will continue to gain trust and credibility.

The mechanisms for reporting back should be included in the communication plan.

Step 6 – Evaluate

Evaluation is important for continuous improvement. KFPL will evaluate both the engagement process and engagement outcomes. Good engagement is not a formula.

The engagement plan should be designed to meet the unique needs of the community and the project at hand. By evaluating the process and engagement outcomes, KFPL can document lessons learned that can be applied to future projects. This extra step ensures we continually refine and improve our engagement efforts and approach.

Engagement and confidence will take time. As the organization's confidence in public participation increases it will move along the spectrum. Part of the process is to learn and grow.

KFPL Engagement Assessment Tool

The Engagement Assessment Tool is a four-step process designed to help you navigate and develop a consistent approach to engagement in the work conducted by KFPL. Information from this Engagement Assessment Tool may be used in whole or in part for future project reports to indicate how the decision to engage or not and/or depth and breadth of engagement were determined.

Step 1 - Project definition and engagement consideration

Step 2 - Assess impact and complexity of the project

Step 3 - Actions and responsibilities

Step 4 - Engagement Assessment approval

Outcome

By completing the Engagement Assessment, you will be able to determine:

- If engagement is required.
- The actions and responsibilities with respect to the engagement process.
- Approval levels for your engagement plan.

Step 1 – Project definition and engagement consideration

What is the policy or initiative?

What is the planned outcome? *(i.e., a new policy, a revision of an existing policy, significant branch change)*

Please explain if any decisions are not open for input from **stakeholders the community.**

What decisions have already been made?

Have any promises about **stakeholder community involvement been made? If yes, please explain.**

Is there legislation or regulations which make engagement a requirement?

~~Assess the following questions on a scale of 1-3 (1 = No; 2 = Possibly; 3 = Yes / Likely)
Provide a brief rationale for your answer.~~

~~Does the initiative:~~

1 2 3	1. Have the potential to negatively impact, marginalize or exclude a specific group of library users or members of the community?
1 2 3	2. Represent a significant departure from existing library policy / processes?
1 2 3	3. Have the potential to generate conflict between the library and social, economic and/or cultural values of concern to the public, library users or other agencies / organizations?
1 2 3	4. Provide the potential to learn from the community or a specific community/ies and thereby improve the project, planning or other outcomes?
1 2 3	5. Have the potential to impact staff and thereby staff's relationship with the public, patrons, or other agencies / organizations?

Does the initiative have the potential to negatively impact, marginalize or exclude a specific group of library users or members of the community?

☐ No

☐ Possibly

☐ Yes / Likely

Rationale:

Does the initiative represent a significant departure from existing library policy / processes?

☐ No

☐ Possibly

☐ Yes / Likely

Rationale:

Does the initiative have the potential to generate conflict between the library and social, economic and/or cultural values of concern to the public, library users or other agencies/organizations?

☐ No

☐ Possibly

☐ Yes / Likely

Rationale:

Does the initiative provide the potential to learn from the community or a specific community/ies and thereby improve the project, planning or other outcomes?

☐ No

☐ Possibly

☐ Yes / Likely

Rationale:

Does the initiative have the potential to impact staff and thereby staff's relationship with the public, patrons, or other agencies/organizations?

☐ No

☐ Possibly

☐ Yes / Likely

Rationale:

Any additional considerations:

Step 2 – Assess sensitivity of the project

Project Type	<input type="checkbox"/> standard / routine	<input type="checkbox"/> unique / pilot	<input type="checkbox"/> precedent setting / multiple phases / new program or service
Community Impact	<input type="checkbox"/> Low	<input type="checkbox"/> Medium	<input type="checkbox"/> High
Internal Impact (Staff)	<input type="checkbox"/> Low	<input type="checkbox"/> Medium	<input type="checkbox"/> High
Given your knowledge of stake holders, what is the stakeholder ability to impact decisions (refer to Spectrum of Strategies and Promises)	<input type="checkbox"/> Inform	<input type="checkbox"/> Consult / involve	<input type="checkbox"/> Collaborate / empower
What is the political sensitivity of this project or decision?	<input type="checkbox"/> Little attention — project or decision unlikely to be a public issue.	<input type="checkbox"/> There has been some attention. Some disagreement or differing of opinions is anticipated.	<input type="checkbox"/> Highly sensitive topic — either currently or anticipated.
How inclined will citizens and stakeholders be to accept this project or decision?	<input type="checkbox"/> The stakeholders are not likely to be concerned.	<input type="checkbox"/> Some issues are anticipated.	<input type="checkbox"/> There are many issues or there is at least one stakeholder group that is opposed.
Based on what you know, what do you anticipate will be the level of disagreement between stakeholder groups?	<input type="checkbox"/> No disagreement or can be easily managed.	<input type="checkbox"/> There will be a few competing positions — but can be managed with some effort.	<input type="checkbox"/> Competing positions by multiple stakeholder groups or more than a few different strongly held positions.

1. Project Type

- ☐ standard / routine
- ☐ unique / pilot
- ☐ precedent setting / multiple phases / new program or service

2. Community Impact

- ☐ low
- ☐ medium
- ☐ high

3. Internal Impact (staff)

- ☐ low
- ☐ medium
- ☐ high

4. Given your knowledge of stakeholders the community, what is the stakeholder ability of interested parties to impact decisions? (refer to Spectrum of Strategies and Promises)

- ☐ inform
- ☐ consult / involve
- ☐ collaborate / empower

5. What is the political sensitivity of this project or decision?

- ☐ Little attention – project or decision unlikely to be a public issue.
- ☐ There has been some attention. Some disagreement or differing of opinions is anticipated.
- ☐ Highly sensitive topic – either currently or anticipated.

6. How inclined will citizens and stakeholders the community be to accept this project or decision?

- ☐ The stakeholders community are is not likely to be concerned.
- ☐ Some issues are anticipated.
- ☐ There are many issues or there is at least one stakeholder community group that is opposed.

7. Based on what you know, what do you anticipate will be the level of disagreement between stakeholder-different groups within the community?

- ☐ No disagreement or can be easily managed.
- ☐ There will be a few competing positions – but can be managed with some effort.
- ☐ Competing positions by multiple ~~stakeholder~~ groups or more than a few different strongly held positions.

8. Based on the above assessment, is engagement required for this initiative or project?

- ☐ Yes, engagement is required.
- ☐ No, engagement is not required.

If yes, please state the level of engagement required based on the Spectrum of Strategies and Promises:

9. Comments:

Project Name: _____

Business Unit: _____

Project Start Date: _____

Project Contact: _____

Role: _____

Project Manager contact email: _____

Form Completion Date: _____

Project Approver Name: _____

Title: _____

Signature: _____

Additional comments:

Please provide any additional comments.

Spectrum of Strategies and Promises

The Spectrum of Strategies and Promises¹ helps define the public's role in the engagement. It shows an increasing level of public participation as it moves from Inform to Empower. Whenever KFPL embarks on an engagement process, the Public Participation Goal of the engagement and the 'Promise to the Public' will be clarified at the beginning of the process.

KFPL has consistently engaged in public consultation – previous engagements and where on the Spectrum they fit is shown in Appendix A: Public Participation Spectrum – Previous Practices for KFPL.

	Inform	Consult	Involve	Collaborate	Empower
Public Participation Goal	To provide the public with balanced and objective information.	To obtain public feedback on alternatives and/or decision.	To work directly with the public to ensure that concerns and aspirations are consistently understood and considered.	To partner with the public in the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the Library community.
Promise to the Public	We will keep you informed	We will listen and learn about your views, issues, concerns and ideas. We will seek your feedback on drafts and proposals. We will provide input on how your feedback influenced the decision	We will work with you for direct advice and innovation and incorporate your advice and recommendations into the decisions and provide feedback on how your feedback influenced the decision	We will look to you for advice and innovation and will incorporate your advice and recommendations into decisions to the maximum extent.	We will implement what you decide.

¹ KFPL gratefully acknowledges the International Association for Public Participation (IAP2) who provided permission to use the IAP2 Spectrum of Public Participation.

Public Participation Goal:

Inform: To provide the public with balanced and objective information

Consult: To obtain public feedback on alternatives and / or decision.

Involve: To work directly with the public to ensure that concerns and aspirations are consistently understood and considered.

Collaborate: To partner with the public in the development of alternatives and the identification of the preferred solution.

Empower: To place final decision-making in the hands of the Library community.

Promise to the Public:

Inform: We will keep you informed.

Consult: We will listen and learn about your views, issues, concerns and ideas. We will seek your feedback on drafts and proposals. We will provide input on how your feedback influenced the decision.

Involve: We will work with you for direct advice and innovation and incorporate your advice and incorporate your recommendations into the decisions and provide feedback on how your feedback influenced the decision.

Collaborate: We will look to you for advice and innovation and will incorporate your advice and recommendations into decisions to the maximum extent.

Empower: We will implement what you decide.

Public Participation Toolbox:

There is a range of practical tools and techniques that can be used at all five levels of the Spectrum of Strategies.

IAP2's Public Participation Toolbox (Appendix B – for internal purposes only) gives an overview of more than 20 tools and techniques along with practical advice for selecting, using and evaluating a broad range of public participation activities.

Values and Principles to Guide Community Engagement

KFPL Board of Directors Ends Statement,

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.

Excerpt from KFPL Vision 2020, ~~October 2013~~

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 the community and reach their personal aspirations.

We will:

- Connect the communities within our community with discussions specific to Kingston Frontenac.
- Treat all people with respect.
- Encourage and support creative approaches and innovative solutions in all aspects of library services.

Guiding Community Engagement

KFPL is committed to the following principles:

- **INCLUSION:** We want to hear from and include all who have an interest in the outcome of a decision. We will provide equitable opportunity to participate.
- **RESPECT:** Our engagement with the community will take place in an atmosphere of mutual respect.
- **TRANSPARENCY:** We will be open about decision processes, procedures and limits. We will communicate clearly in a timely and publicly accessible way. We will provide relevant background and context when informing or engaging the community about the initiative.
- **CLARITY:** We will be clear about defining the community's role in any public participation process. The promise, purpose and limitations on engaging the community and all ~~stakeholders~~ interested parties will be clear.
- **EFFECTIVENESS:** We will allocate sufficient resources to provide the appropriate level of engagement, use these resources wisely, setting and meeting reasonable timelines.
- **RESPONSIVENESS:** At each stage of the process, we will report back to the community regarding what we heard. When an outcome has been determined, we will share how engagement results were used in decision-making. **ACCOUNTABILITY:** ~~We will be accountable for the process and outcome during and after the engagement process. We will report back to stakeholders regarding what we heard and how these results were used in reaching the decision.~~

Acknowledgements

With permission we are able to use resources from the City of Kingston, the City of Calgary and the International Association for Public Participation (IAP2).

List of Resources

Community-Led Service Philosophy Toolkit May 2010 (revised March 2013) Edmonton Public Library

Engage Framework and tools, City of Calgary

International Association for Public Participation (IAP2):

- Spectrum of Public Participation
- Public Participation Toolbox – Planning for Effective Public Participation (2016)

KFPL Board Carver Governance Model 2015-2018

Libraries Transforming Communities (LTC): Community Conversation Workbook, American Library Association (ALA)

Ontario Library Boards' Association's (OLBA) Leadership by Design: Cut to the Chase September 2012

REALBoard Toolkit: Connect! A Guide to Ownership Linkage, Vol. 3, The Governance Coach, Jannice Moore, 2008

Appendix A: Public Participation Spectrum – Previous Practices for KFPL

	Inform	Consult	Involve	Collaborate	Empower
Initiatives and projects	<ul style="list-style-type: none"> Programs New Programs Events Board Decisions Board Policies Budget Postcards 	<ul style="list-style-type: none"> Teen and New Adult Initiatives Parham Branch Central Renovation Strategic Plan Post-programming Requests for Purchase Central Branch Renovation Project 	<ul style="list-style-type: none"> Strategic Plan 		
Participation tools used by KFPL	<ul style="list-style-type: none"> KFPL Website In Branch TV screen Fact Sheets Newsletters printed copies and e-blasts Advertising Social media Attendance at Community Fairs / Events Physical Displays Partnership Committees 	<ul style="list-style-type: none"> Advisory Committees Community Meetings Discussion groups / workshops Focus Groups One-on-one interviews Surveys Polls Suggestion Forms 			

1. Initiatives and Projects

Inform

- Programs
- New Programs

- [Events](#)
- [Board Decisions](#)
- [Board Policies](#)
- [Budget](#)
- [Postcards](#)

Consult

- [Teen and New Adult Initiatives](#)
- [Parham Branch](#)
- [Central Renovation](#)
- [Strategic Plan](#)
- [Post-programming](#)
- [Requests for Purchase](#)
- [Central Branch Renovation Project](#)

Involve

- [Strategic Plan](#)

2. Participation Tools Used by KFPL

Inform

- [KFPL Website](#)
- [In Branch TV screen](#)
- [Fact Sheets](#)
- [Newsletters – printed copies and e-blasts](#)
- [Advertising](#)
- [Social media](#)
- [Attendance at Community Fairs / Events](#)
- [Physical Displays](#)
- [Partnership Committees](#)

Consult

- [Advisory Committees](#)
- [Community Meetings](#)
- [Discussion groups / workshops](#)
- [Focus Groups](#)
- [One-on-one interviews](#)
- [Surveys](#)

- [Polls](#)
- [Suggestion Forms](#)

Appendix B: Public Participation Toolbox

IAP2 2016 version

For internal purposes only – [link to document](#)

KFPL Report to the Board

Subject: Social Media Policies

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

Date of meeting: February 16, 2022*

*This report was originally presented at the Committee of the Whole Meeting of February 2, 2022. No further updates were requested by the Board.

Background:

KFPL uses selected social media platforms as tools to promote the Library and to communicate with the public regarding library programs and services. These policies outline appropriate use of these platforms by both staff and the public, guide staff decision-making around new content, and aid staff in addressing problematic public posts and comments.

Analysis:

We will be launching a TikTok channel in 2022. The current policy provides sufficient guidance to manage content and public engagement on the site.

The policies require the Library to set and follow best practices, outline the Library's commitment to monitoring social media to ensure timely responses, and provide guidelines to determine whether content is inappropriate or inaccurate with appropriate steps of action.

Two changes were made to the Public Use of KFPL Online Forums and Social Media Policy. We added a phrase to indicate that screen capture or other means of recording inappropriate content may be used when addressing a problem. The two most common challenging interactions were moved to the top of the list of inappropriate behaviour for greater visibility.

In the KFPL Employee Online and Social Media Policy, changes were made to:

- Align responsibilities with changes to the management team structure
- Clarify the intent of a statement regarding inappropriate employee behaviour
- Reference KFPL policies that apply to employee behaviour
- Broaden a statement that previously listed specific social media platforms

No significant changes to either policy are required at this time.

Proposed changes to the policy are indicated in the draft as follows:

- ~~Red strikethrough~~ indicates text that staff propose be removed from the policy.
- **Blue** indicates text that staff propose be added to the policy.
- ~~Green double strikethrough~~ indicates text that staff propose be moved to a different location in the policy. Green underlined style indicates the proposed new location for this text in the policy.

Recommendations:

That the Board approve the revised Public Use of KFPL Online Forums and Social Media and KFPL Employee Online & Social Media policies.

KFPL Employee Online and Social Media (DRAFT)

The Kingston Frontenac Public Library uses online and social media to extend library service and engage with the community in a manner consistent with the Library's mission, vision and values, within the framework of the Library's Strategic Plan.

This policy will:

- promote the effective use of social media to support customer service;
- explain what is expected of KFPL staff in the use of KFPLs online and social media outlets;
- help to minimize exposure to risk by setting out clear guidelines for use and participation.

1. Scope

This policy applies to Library social media and online activities including, but not limited to, blogs, social networks and online communities, websites and mobile applications.

This policy applies to all KFPL staff. Employees are expected to seek clarity from supervisors or managers should they encounter instances not anticipated or fully addressed by this policy.

This policy is applied in conjunction with other library policies where applicable, including the Standards of Conduct for KFPL Employees policy.

2. Roles and Responsibilities

The official KFPL corporate social media channels are managed and monitored by the ~~Manager, Programming and Outreach~~ Director, Service Design and Delivery, the Publicity Assistant, and designated social media users. Designated social media users are approved by the ~~Manager~~ Director.

While using KFPL corporate social media channels, employees should adhere to the same guidelines as outlined in the Public Use of KFPL Online Forums and Social Media policy. Other forms of inappropriate communication that are applicable to KFPL employees [contributing to KFPL social media](#) are as follows:

1. Violation of any policies or procedures of KFPL including the Standards of Conduct for KFPL Employees policy.
2. Violation of provincial and federal legislation such as the *Municipal Freedom of Information and Protection of Privacy Act* and the *Canadian Anti-Spam Legislation*.

3. Expression of opinion regarding government policies (municipal, provincial or federal).

KFPL employees are committed to providing high quality service to their patrons; the Library expects this to be the case whether service is provided through traditional or online channels.

Postings, comments and online content should reflect the mission and values of KFPL and serve to enhance the Library's position in the community. If an employee becomes aware of library content that contravenes service policies, or undermines the image of the Library, then they should bring it to the attention of a supervisor at once.

Responses to public comments and suggestions regarding library services and programs shared via social media will be governed by the KFPL Service Feedback Standards policy.

Staff are encouraged to promote KFPL and KFPL programs using their personal accounts as appropriate, although this is not a requirement.

When using social media for personal use, staff should be mindful of their role in the organization, [and the policies of KFPL \(e.g. Harassment\)](#), and consider the potential impact of their communications on the reputation and brand of the Library, and therefore act appropriately and with good judgement.

3. Library Content

Content is created by KFPL staff to assist in fulfilling our mission in serving the informational, educational, recreational, and cultural needs of our community. As such it will represent a broad range of ideas and opinions, and library materials referenced in online or social media content may come from any area of the collection. Online or social media content created by an employee in the performance of his or her duties is the property of KFPL, not the employee.

4. Risk Management

This policy, along with guidelines and training for staff, are intended to prevent incidents or problems that may occur when communicating online.

The Library will engage in best practices for managing online and social media channels, including:

- requiring approval for establishing channels;
- adhering to the terms and conditions of each social media platform;

- creating guidelines to assist employees in the effective and appropriate use of channels;
- monitoring channels to assess relevance and adherence to guidelines;
- providing appropriate staff resources to manage channels;
- training staff prior to use of KFPL online and social media channels;
- creating, posting and enforcing social media policies;
- evaluating the success and sustainability of channels.

In the event that an issue or an incident occurs, the Library will investigate the matter and take appropriate action, which may include one or more of the following:

- issuing a response, correction or apology;
- deleting a comment or post;
- pursuing legal advice and/or action;
- applying human resources procedures, including disciplinary action up to and including dismissal of an employee;
- reviewing incidents after the fact to determine if preventive measures or the Library's response could be improved.

~~Following on Twitter or Instagram, or joining/liking a page or group on Facebook,~~
~~Connecting to an individual or group on any social media platform~~ is a means of gathering content and information. It does not imply endorsement by the Library.

5. Specific Directives

No new online or social media channels will be established without prior approval of the Director.

The Library will post the KFPL Online and Social Media policy on online and social media channels. From time to time, as appropriate, the Library may post excerpts of the policy.

6. Accountability

The Director, ~~Outreach and Technology~~ Service Design and Delivery is responsible for the implementation of this policy.

7. Appendices

- a) List of Related KFPL Policies and Documents

8. Document Control

Original Policy Date: February 2020

Last Reviewed: February 2022

Changes made: see report to the Board dated February 2, 2022

Next Review: February 2023

Appendix A: List of Related KFPL Policies and Documents

Standards of Conduct for KFPL Employees

Service Feedback Standards Policy

~~Online & Social Media Policy~~

KFPL Social Media Guidelines

Public Use of KFPL Online Forums and Social Media Policy

KFPL Strategic Plan

Collection Development Policy

Public Use of KFPL Online Forums (DRAFT)

1. Purpose

The Kingston Frontenac Public Library uses online and social media forums to extend and promote library services, engaging with the community in a manner consistent with the Library's mission, vision and values.

This policy outlines expectations regarding public participation in KFPL's online and social media forums.

2. Scope

This policy applies to Library social media and online activities including, but not limited to, blogs, social networks and online communities, websites and mobile applications. Other library policies, including the Patron Code of Conduct, may also apply.

3. Patron Responsibilities

KFPL encourages the community to engage with our social media communities. Photos, videos, comments, posts, messages and creative content are welcome. Contributors must not post content that infringes on the rights and privacy of others.

KFPL may capture community-created content for use in marketing materials and the KFPL annual report. Written content may be edited for length, spelling or grammar.

KFPL is committed to providing a safe and welcoming online community. If communication received through social media contains any of the following, KFPL will not respond and content may be removed at the discretion of Library. This includes:

- [comments unrelated to the topic or article being discussed;](#)
- [harassment of the Library or the online community by means of trolling;](#)
- profane language or content, or violent, threatening, abusive, harassing, or disruptive language;
- content that promotes, or would have the effect of promoting discrimination, contempt or hatred for any group or person on the basis of race, ethnic origin, place of origin, citizenship, colour, ancestry, language, creed (religion), age, sex, gender identity, gender expression, marital status, family status, sexual orientation, disability, political affiliation, membership in a union or staff association, receipt of public assistance, level of literacy or any other similar factor;

- inappropriate sexual content or links to such content;
- conduct or encouragement of illegal activity;
- information that may compromise the safety or security of the public, public systems or employees of KFPL;
- personal information or personal information of others;
- content that violates legal ownership interests of any other party;
- seriously inaccurate or intentionally misleading information;
- commercial endorsements or solicitations;
- ~~or~~ content that otherwise violates the policies or procedures of KFPL, including the library's Patron Code of Conduct.
- ~~• comments unrelated to the topic or article being discussed;~~
- ~~• or harassment to the Library or to the online community by means of trolling.~~

KFPL reserves the right to hide, remove or block content and/or users who interact inappropriately with any of KFPL's social media accounts. Contributors of such content may be blocked from the Library's social media properties, and may result in the loss of library privileges, including access to library locations. All appeals for suspension must be directed to the Chief Librarian in writing.

Social media channel use shall abide by all legislation, regulation and other legal obligations of the library regarding privacy and freedom of information. KFPL is subject to Ontario's *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56 ("*MFIPPA*"), as amended and other privacy legislation. Information and communication contained on the Library's social media channels are subject to *MFIPPA* and may be deemed releasable under this legislation. Anonymity or confidentiality of the sender and any information contained within the correspondence cannot be presumed or relied upon.

4. Risk Management

The Library will engage in best practices for managing online and social media channels, including:

- monitoring channels to assess relevance and adherence to guidelines;
- creating, posting and enforcing our social media policies.

In the event that an issue or an incident occurs, the Library will investigate the matter and take appropriate action, which may include one or more of the following:

- issuing a response, correction or apology;

- capturing and saving content as needed to address a problem;
- deleting a comment or post;
- pursuing legal advice and/or action;
- applying the Patron Code of Conduct to exclude patrons from use of Library facilities, depending on the seriousness of the incident;
- reviewing incidents after the fact to determine if preventive measures or the Library's response could be improved.

5. Accountability

The Director, ~~Outreach and Technology~~ Service Design and Delivery is responsible for the implementation of this policy.

6. Appendices

- a) List of Related KFPL Policies and Documents
- b) Online & Social Media Policy Statement

7. Document Control

Original Policy Date:	February 2020
Last Reviewed:	February 2022
Changes made:	see report to the Board dated February 2, 2022
Next Review:	February 2023

Appendix A: List of Related KFPL Policies and Documents

Patron Code of Conduct

Collection Development Policy

KFPL Strategic Plan

Service Feedback Standards Policy

Online and Social Media Policy Statement ([see Appendix B](#))

KFPL Social Media Guidelines

[KFPL Employee Online & Social Media Policy](#)

Appendix B: KFPL Online and Social Media Policy Statement

Thank you for connecting with the Kingston Frontenac Public Library (KFPL) through our official online channels. Our virtual community extends library service outside our walls, connecting you to our resources and community news.

~~The Kingston Frontenac Public Library (KFPL)~~ KFPL is committed to operating its social networking sites as an effective method of communication with interested users. Sites will be monitored during regular business hours of Monday to Friday, 9:00 a.m. to 5:00 p.m.

KFPL welcomes your participation in the Library's virtual community. Your comments, photos, messages and creative content are welcome. KFPL reserves the right to hide, remove, or block content and/or users who post, tweet, comment, or communicate inappropriately with the library's social media accounts as outlined in our Online and Social Media Policy.

KFPL may capture community-created content for use in marketing materials and the KFPL annual report. Written content may be edited for length, spelling or grammar.

While KFPL will make every effort to respond to concerns and questions directed to our social media accounts. [For confidential communication, please use our Contact Us web page.](#) ~~a~~At our discretion, we may request that ~~the discussion~~ [a discussion started online](#) be redirected to either our phone or email support channels. The reason(s) for this would include, but is not limited to, privacy concerns (yours, a fellow resident(s) or employee(s) of KFPL), character limitations for messages, and amount of detail required to resolve a situation.

Social media channel use shall abide by all legislation, regulation and other legal obligations of the Library regarding privacy and freedom of information. KFPL is subject to Ontario's *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56 ("*MFIPPA*"), as amended and other privacy legislation. Information and communication contained on the library's social media channels are subject to *MFIPPA* and may be deemed releasable under this legislation. Anonymity or confidentiality of the sender and any information contained within the correspondence cannot be presumed or relied upon.

KFPL Report to the Board

Subject: CULC Statement on Race and Social Equity

Prepared by: L. Carter, Chief Librarian / CEO

Date of meeting: February 16, 2022

Background:

The Kingston Frontenac Public Library is a member of the Canadian Urban Libraries Council (CULC). CULC originally adopted the Urban Libraries Council Statement on Race and Social Equity in October 2017. CULC members reaffirmed their support in June 2020. The statement was distributed to the staff and Board in June 2020 and is included for reference.

Analysis:

During discussions of racism and hate speech with respect to the Collection Development Policy at the February 2, 2022 Committee of the Whole meeting, it was suggested that the Statement could be brought to the Board for formal endorsement.

Recommendations:

That the Board endorse the Canadian Urban Libraries Council (CULC) Statement on Race and Social Equity.

STATEMENT ON RACE & SOCIAL EQUITY

As leaders of North America's public libraries, we are committed to achieving racial and social equity by contributing to a more just society in which all community members can realize their full potential. Our libraries can help achieve true and sustained equity through an intentional, systemic and transformative library-community partnership. Our library systems are working to achieve equity in the communities we serve by:

- Eliminating racial and social equity barriers in library programs, services, policies and practices
- Creating and maintaining an environment of diversity, inclusion and respect both in our library systems and in all aspects of our community role
- Ensuring that we are reaching and engaging disenfranchised people in the community and helping them express their voice
- Serving as a convener and facilitator of conversations and partnerships to address community challenges
- Being forthright on tough issues that are important to our communities

Libraries are trusted, venerable and enduring institutions, central to their communities and an essential participant in the movement for racial and social equity.

Originally endorsed by the Urban Libraries Council

CULC/CBUC also supports the CFLA Position Statement on Diversity & Inclusion:

<http://cfla-fcab.ca/en/programs/guidelines-and-position-papers/position-statement-on-diversity-and-inclusion/>

DÉCLARATION SUR L'ÉGALITÉ RACIALE ET SOCIALE

En tant que chef de file des bibliothèques publiques en Amérique du Nord, le CBUC est déterminé à instaurer l'égalité raciale et sociale, en contribuant à la création d'une société plus juste où tous les membres peuvent exploiter pleinement leur potentiel. Nos bibliothèques peuvent contribuer à la recherche d'une équité véritable et durable grâce à un partenariat choisi, systémique et transformateur avec les collectivités. Nos réseaux de bibliothèques visent l'équité dans les collectivités que nous servons, par les moyens suivants :

- En éliminant les obstacles en matière d'égalité raciale et sociale dans les programmes, les services, les politiques et les pratiques des bibliothèques;
- En créant et en préservant un environnement de diversité, d'inclusion et de respect, tant dans nos réseaux de bibliothèques que dans les divers aspects de notre vocation communautaire;
- En veillant à atteindre et à mobiliser les personnes privées de leurs droits, et en les aidant à faire entendre leur voix;
- En agissant à titre de médiateur et de facilitateur de discussions et de partenariats, en vue de relever les défis au sein de la collectivité;
- En étant franc face aux enjeux difficiles qui sont importants pour nos collectivités.

Les bibliothèques sont des institutions vénérables et inaltérables qui inspirent la confiance. Elles sont au cœur des collectivités, où elles jouent un rôle essentiel en vue d'instaurer l'égalité raciale et sociale.

Originellement approuvé par l'Urban Libraries Council

Le CULC/CBUC soutient également l'Énoncé sur la diversité et l'inclusion de la FCAB :

<http://cfla-fcab.ca/fr/programmes/lignes-directrices-et-exposes-de-position/enonce-sur-la-diversite-et-linclusion/>

KFPL Report to the Board

Subject: Governance Model Review
Prepared by: Governance Model Review Committee (A. Revill and L. Moody)
Date of meeting: February 16, 2022*

*This report was originally presented at the Committee of the Whole Meeting of February 2, 2022. A summary of the discussion can be found in the meeting minutes.

Background:

On December 15, 2021 at the regular monthly meeting, the Board confirmed the appointment of Louise Moody and Alan Revill to form the Governance Model Review Committee. The committee was tasked to conduct a review of governance options and report back to the Board for the February 2nd Committee of the Whole meeting. The review was to research and evaluate a range of governance models how they might be used and to consider staff and Board time to implement the preferred options as well as estimates of financial cost.

Louise brings a wealth of experience to the committee having both served on several local, provincial and national Boards and also as CEO/ED for seven not for profit charities over her 35-year career. Having been both a staff and a Board member she brings a unique perspective to the committee.

Alan's background to support the work of the committee included 18 years of municipal council experience, 30 years of community Board work (many as Chair) and governance development in the Not-for-Profit housing sector.

The attached report provides the details of the review that was carried out.

The identification of different models came from a variety of sources including the websites, published works and Provincial legislation. Specific sources are identified in Appendix A.

Organizational governance is established to guide the activities of the Board, protect shareholders, protect owners and to support connections with the community.

It should be noted that the mandate for governance in Ontario comes from four different bodies of Legislation depending on the organization. They are the *Ontario Corporations Act* 1990, the *Business Corporations Act* 1990, the *Not-for-Profit Corporations Act* 2010

and Acts that deal with specific public entities and in our case; it is the *Public Libraries Act* 1990 (PLA).

There are many similarities between the first three, namely Board members are held personally liable for wages (six months) and vacation pay if the corporations fail to meet those obligations, disclosure of conflict of interest as well as a broad fiduciary duty of care.

The *PLA* does not specifically identify the obligation of Board members for wage and vacation pay securement by staff and there are generally less structured requirements for Board members. In the *PLA*, the Board authority resides in Sec 15 dealing with staff, Sections 17-20, 22 & 23 specifically (4)(f) (overall Board authority). Regulation 976 provides for a list of services that are to be provided free of charge to library users.

While the above corporate legislation provides a framework for organizations, specific governance options allow different ways to implement operations so long as the specifics of the Acts are not ignored.

Governance Models:

Advisory Board Governance

As its name implies, an Advisory Board is a formally constituted group of independent people who provide high quality objective advice to the CEO and organization in areas of strategic importance. This model is commonly used in the business world to support family-owned businesses where there may not be a formal governance Board. Board members might offer insights and resources to complement discussion raised by an owner or consider ways of improving operations and organizational efficiency. The same benefit could apply to other Boards including Not-for-Profit organizations; however, this model does not fit the Public Library system since all appointments to the Board come from the two municipal entities that support the Library and this model should not receive further consideration.

Cooperative Model

This model is most commonly found in the non-profit field. Typically there is no hierarchy among the Board and no CEO. Decisions are based on consensus made by a group of peers. The expectations of the Board are that members are expected to work together effectively, making key decisions for common goals and speaking with a unified voice and while relevant to our library, the *PLA* requires the Board to appoint a CEO. This model also lies outside expectations of our municipal partners as well as the Act so it should not receive further consideration.

Management Team Model

This model may also be considered as a Working or Administrative Board. This model organizes committees and activities along functional lines which tend to mirror the organizational structure. Committees are formed to support staff roles in human resources, fund raising, finance, planning and programs. Recruitment of Board members is often based on certain skills necessary to support the individual committees. Committees may make decisions directly or report to the Board. In some cases, rather than hiring paid staff to be responsible for various organizational functions, the Board forms committees to perform those duties. While this does not directly contravene the *PLA*, it is a paradigm shift in our current operation and does not appear to need further review.

Patron Model

This model is similar to the advisory model where Board members are typically wealthy and influential individuals and the Board serves primarily as a figurehead for fundraising purposes. They sometimes serve as a companion to a governing Board within an organization, and while valuable in many ways are not typically suited for governance tasks such as vision development, organizational planning or program monitoring. This model is not aligned with the expectation of our appointing municipalities and should not receive further consideration.

The next four models are most common as Corporate Governance Models.

Traditional Model

This model is the oldest model for corporate governance and it gives legal responsibility to the collective Board and the Board speaks with one voice on all matters. The model identifies the structures, but the Board outlines the processes as stated in the by-laws. The Board is directly responsible to the shareholders with a corporate focus on profit. This model does not fit with the Act or the values of the appointing municipalities so should not receive further consideration

Cortex Board Governance Model

This model challenges the Board to focus on the customer/clients, the community/marketplace, legislation, best practices of other similar organizations and employee knowledge in order to define the standards, expectations and performance outcomes to which the organization aspires. It focuses on the value that the organization brings to the community. Clarifying and setting outcomes to achieve success becomes the primary duties of the Board under this model.

Consensus Board Governance Model

The Consensus or Process model is a form of the Cooperative Model that non-profit organizations use. It gives all Board members an equal vote, equal responsibility and equal liability. The Consensus Model is also considered appropriate for corporations without major shareholders. The model focuses on the way decision making is made within the Board. As such the Board will have to develop policy or by-laws to convey its important processes and then add attention to strategy, planning, reporting on operational issues in addition to the decision-making framework.

Competency Board Governance Model

A corporate Board that is interested in developing the knowledge and skills of the Board members will benefit from the Competency Model, a model that focuses on communication, trust and relationships to improve the overall Board performance. The organizational by-laws do the work of outlining practices and strategies. While the Library Board is committed to supporting Board member development, this is clearly not its primary focus and this model should not receive further consideration

Policy Governance Model

This model directs that the primary role of the Board is to develop the necessary policies required to meet the strategic objectives set out by the Board. The Board is involved with budget development and strategic planning but is never involved in the daily management or operations. This Board model typically recognizes the one employee concept with the CEO often having wide latitude to implement policy as a trust relationship between the Board and CEO develops. This model is widely used by many non-profits, municipal corporations and business corporations and would be relevant for the Library Board.

Governance Model Conclusions:

The committee has scanned several areas for governance models and makes no claim to have uncovered all of the named models. What has become clear is that there are aspects of several models that are at least partially incorporated into other models, which would suggest there are adaptations among governance models to suit particular Board needs sometimes without clear dividing lines between models. The experience from committee members also notes that fundraising may play an important role for some Boards, outside of those whose primary mandate is fundraising. Often these fundraising activities become a shared responsibility between staff and members of the Board and if frequent enough like bi-weekly bingo, the lines between staff and Board become blurred, which can complicate the relationship.

All Policy Board Models share the view that the job of the Board is:

- to establish the guiding principles and policies for the organization;
- to delegate responsibility and authority to those who are responsible for enacting the principles and policies;
- to monitor compliance with those guiding principles and policies;
- to ensure staff and the Board alike are held accountable for their performance.

Where models diverge is the way these jobs are done and the extent to which strategic planning and budgeting are seen as Board jobs. Board members are selected/elected for the unique perspective and experience they bring to a Board that enhances the work of the organization.

When **The Policy Governance Model**® patented by John Carver is included in the review, there are some clearer distinctions. The Carver system requires the Board to develop the Ends statements, which in effect are the “creation of policies that prescribe what is to be produced, for whom, and at what worth.” As for “operational means, the Board in order to optimally control the operating organization, creates policies with a peculiar but very important characteristic: these policies tell the CEO what not to do rather than what to do.” (Carver, *The Policy Governance Model and the Role of the Board Member*, 2006, p. 11)

There appears to be some flexibility in how the governance in various organizations is implemented. This does not suggest that there is any lack of commitment to the system from members of those Boards or that they are ultimately less effective. The Carver system does not offer that flexibility.

According to Carver, everything the Board is accountable for can be divided into ends and means. “The Board remains accountable for everything and must control everything at some level. It must make policies about everything” (Carver, *The Policy Governance Model and the Role of the Board Member*, 2006, pp. 10-11) Carver also states “if there is sufficient discipline to use the Policy Governance Model in its entirety, Board leadership and the accountability of organizations can be transformed. It is important that we underscore this point. Using parts of the system can result in inadequate or even undesirable performance.” (Carver, *Carver's Policy Governance Model in Nonprofit Organizations*, 2001)

From the review of the various governance models, it appears that the only the Policy Governance and the Carver Governance models merit further review and consideration by the KFPL Board. It is unclear from our review where specific examples of

organizations that might use the other governance models are, aside from the general comments that were included with each.

There are some distinct differences between the two models and we have considered several key areas to highlight.

Organizational Planning

- Policy Governance: The Board establishes policies to guide the organization but a principal document developed by the Board is the strategic plan, which sets out the goals to be achieved within a specified time frame
- Carver Governance: The Board is responsible for developing general policies but the principal document is the Ends statements, which describes what is to be produced, for whom and at what value. The Ends statements are refined as necessary, but there is no time frame attached.

Agendas

- Policy Governance: The Board chair and CEO jointly prepare the agenda, based on interests of the Board and those of the CEO
- Carver Governance: The Board chair develops the agenda based on Board priorities. The CEO is not involved.

Budget

- Policy Governance: The Board gets to approve the assumptions that are used by staff to develop the budget.
- Carver Governance: The CEO develops the budget and the estimates are approved by the Board.

Relationship with CEO

- Policy Governance: There is a working relationship between the Board/Chair and the CEO to jointly reach the goals of the organization.
- Carver Governance: There is a diminished working relationship between the Board/Chair with the CEO due to total delegation of action to the CEO.

Community Engagement

- Policy Governance: The Board is able to engage with the community in many different methods and there are no restrictions. The Board speaks with one voice.
- Carver Governance: The Board responds to the concept of moral ownership with the community and often the engagement is more structured and formalized. The Board speaks with one voice.

CEO Evaluation

- Policy Governance: The Board is able to evaluate the performance of the CEO based on successfully meeting the objectives of the Strategic Plan, often considering an annual Work Plan
- Carver Governance: The Board is able to evaluate the performance of the CEO based on successfully meeting the Ends goals and monitoring reports.

Policy Review

- Policy Governance: The Board will review policy based on legislative requirements, changes in jurisprudence, policy problems, changing needs
- Carver Governance: The Board establishes a regimented review of policy documents on a structured schedule, but is also able to amend policy for legislative requirements, changes in jurisprudence, policy problems or changing needs.

Board Training

- Policy Governance: Is conducted on an as needed basis particularly relevant for onboarding new Board members. Can also be done in a retreat format.
- Carver Governance: Is embedded in the Carver model. Intended to occur at Board meetings and typically more rigorous and structured to align with the Carver system.

Management Reports

- Policy Governance: The Board can request reports on any subject, but would typically focus on new initiatives and progress in meeting work/strategic plan. Reports may include any perceived/upcoming risks or opportunities that would benefit from Board review or input.
- Carver Governance: Restricted to evaluation of compliance with Ends statements and Monitoring reports.

Analysis:

When the committee started to delve more deeply into the two systems, the positive and negative aspects of each became more pronounced.

Policy:

This model in use does not typically follow a rigid structure. It is easy to understand and the success or failure lies primarily in how close the Board adheres to the Strategic Plan they have developed, but as importantly in developing the budget, ensures the allocation of financial resources to match the strategic priorities. Peter Drucker an

influential thinker on management is quoted as saying “strategic management is not a box of tricks or bundle of techniques. It is analytical thinking and commitment of resources to action.”

This model, as in all others, allows for and encourages communication and understanding of the needs and interests of the people they are in business for. It seems unimaginable that an organization or Board would choose to work in a vacuum.

While this is a system that is probably most familiar to most Board members, there can be problems in making it work effectively. The Board may be inclined to offer guidance for operational matters and, as noted previously, where fundraising is an important component of the Board and shared with staff, the separation between policy making and operations can become blurred. It is important that the Board develop clear policy that separates the two roles, as well as including in the Board education a section on Board roles vs staff roles.

The Board needs to ensure that CEO reports have the necessary detail and relevance so that the Board can make informed decisions. Reports are usually prepared at the request of the Board or when the CEO chooses to inform or seek guidance from the Board. “Successful CEO’s realize that their Boards need timely and useful information as they jointly consider changing trends, dynamics, demographics and public expectation. Confident CEO’s share their wisdom and seek advice from their Boards without feeling vulnerable. This form of transparent communication enhances the partnership on one hand and on the other does not intrude on the CEO’s authority”. (Hayes, 2002) The committee also notes that CEOs often develop a wide latitude for decision making and independence as the Board observes the judgement demonstrated over a period of time.

In this model, there is a working relationship between the Chair and CEO as there may be joint consideration of policy implementation as well as a shared development of the Board meeting agendas. Problems can arise when there is a tendency to work too closely together and the Board is left out of decision making, or staff feel isolated from the process. It is important for the Board to be aware of this possibility and ensure there is clear guidance for the authority of the Chair. This is often embedded in the operating by-laws of the organization that clearly outlines the roles and responsibilities of the Chair and Board.

Carver:

This model in use follows a rigid structure. The overarching framework for the Carver model in simplistic terms is that the Board establishes the policy direction for the

organization (Ends) and allows freedom for the CEO to act creatively and independently within the policies while being held accountable for achieving the Board's goals.

While there are several different terms used in the implementation of the model, its primary deviation from any other governance model is providing boundaries for the CEO using negative language called executive limitations. This is intended to provide policy that does not tell the CEO what they should do but rather tell the CEO what they cannot do. It essentially pre-approves any action taken by the CEO that falls within the boundaries established by the Board. While its intention according to Carver is to allow for creativity and flexibility for the CEO, it can be problematic for the Board. In this model, it is essential that the executive limitations are understood, examined and updated regularly by the Board to ensure the monitoring reports by the CEO contain the substance and meaning that the Board needs to ensure that organizational ends are achieved. Failure to meet this requirement leaves a gap in the Board's ability to evaluate the performance of the CEO and the organization as a whole.

The Board considers all of the areas they feel require oversight and try to anticipate the various levels of control they wish impose in any given area. Carver relates the Board's actions to a series of nested bowls, with each smaller bowl having greater limitations. The intent is that at some point the Board is supposed to accept that anything the CEO does within those most stringent limitations is acceptable, provided it is not illegal or unethical. The practical challenge for the Board is finding the right balance for many areas of corporate activity that protects the organization, but leaves some independence for the CEO. These limitations also need to have metrics attached to them since adherence to the limitations forms one of the key elements in annual evaluation of the CEO's performance.

The Carver model characterizes CEO reports frequently as monitoring reports. In order to be effective and useful for the Board, they need to be substantive, factual, supportable and tied to the Ends.

The committee notes that in practical terms there are 26 KFPL positively worded policies that include collections, programming, community engagement, financial, including procurement, the *PLA* and with carefully developed executive limitations, that the concept of allowing creativity and independence for the CEO is largely illusory. In theory the CEO needs to respond to Board requests, but the CEO's "independence" can isolate them from the Board and the understanding of the CEO's judgement. This may in fact tend to tighten the limitation that the Board may impose.

The KFPL Ends statement at the close of our agenda reads as follows: “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”

When one considers the Mission statement for the City of Kingston which reads as follows: “To enhance the quality of life for present and future generations by providing progressive, professional services and leadership that reflects the needs of all those who work, live, visit or play in the City of Kingston”. The two are largely indistinguishable.

Carver attempts to distinguish his system from others by attributing a higher import to understanding the “moral” owners of an organization and the need to have a structured engagement with them. We are not aware of any organization that is not cognizant of the people they serve or that may be customers. Any organization that ignores them risks becoming obsolete.

Tom Coyne, who has worked on corporate performance for more than 30 years cites one of his concerns of the Carver Policy Governance model “Carver’s rigid and damaging separation of Ends (determined by the Board) from the means (i.e., strategy and budget) of achieving them (determined by management) which is particularly unrealistic in a complex, uncertain and fast changing environment.”

Board / Staff time and Expense Estimates:

Policy Governance

If the Board felt there was merit to switch to a Policy Board Model, there will certainly be some Board and staff work to prepare for the change. One of the key areas will be the creation of a strategic plan that will have Board involvement. Of note, the Facilities Master Plan project will be including a separate community engagement study/survey that is planned to also support strategic planning. If the strategic planning is done using a facilitator, there could be costs in the \$10,000 range and would still require some Board and staff time although the staff time would be reduced. If the plan is to be prepared “in-house” using staff resources and Board time, one could expect about 3 meetings of the Board (two Committee of the Whole formats and one for passage) and \$5,000 - \$7,000 for staff involvement.

As a companion to the Strategic Plan, the Board should have greater involvement with the budget process and its final development. Implementation of the Strategic Plan

needs to have the necessary financial resources allocated to ensure the work can get done. Currently, staff prepare the budget, so there should be very little change in staff involvement except for the extra time needed during Board involvement (approximate cost of \$1,000). The Board would need 4-5 hours for their involvement.

There are 26 policies that would remain in place largely untouched, but a quick scan by staff might uncover some minor areas where the Board should be involved (approximate cost of \$600 for two staff days to scan those policies). The Board should also do a scan of the policies that are Carver-related to assess areas that may remain relevant for Board guidance. Some will need to be rewritten, some can be incorporated into existing policies and some can be amalgamated. This will probably take a year to complete either as a part of the scheduled COW meetings, or a modest amount of time during each of the regular Board meetings. Staff time is estimated at 10 days at a cost of approximately \$3,000.

Carver Policy Governance

If the Board wishes to retain the Carver Policy Governance Model®, then there is significant Board and staff work to do. In Carver's model, the CEO is evaluated against their performance in meeting the goals expressed in the Ends statements and the Means policies. To carry this out in an objective manner the Board needs to revise those policies to include metrics for each. This is the manner that Carver insists as the only objective way to carry out a proper CEO evaluation. This Board work will certainly take the rest of the year, which could be done utilizing COW meetings (possibly additional ones) and/or as part of the regular Board meetings. Board time is estimated at 25-30 hours and if done "in-house" the cost for staff time is estimated at \$5,000. If outside guidance is considered, it could range \$5,000 - \$7,000.

Under the Carver model, the monitoring reports are required to be factual, substantive and supportable. While some of this is starting to occur, it will involve more time from the CEO and other staff. It is difficult to estimate, but might be as high as an additional three hours per Board meeting at an annual cost of \$3,000.

There are many nuances to the Carver system and it is recommended that all of the Carver Governance Series booklets be acquired by the Library for reading by all Board members. The cost for one set is \$250 - \$300 and would require a minimum of 12 hours per Board member to review.

The Board Chair is expected to develop the agenda for each meeting, which allowing an hour for each would be roughly 13-14 hours to account for both regular and COW meetings.

It is the complexity and rigidity of the mostly contrived governance system that supports the recommendation of the committee.

Recommendations:

The recommendation of the committee is to make the change from the Carver Policy Governance Model© to a Policy Board. While it should be clear that the preceding estimates of time and costs for each potential option are similar, despite 20 plus years trying to function as a Carver Model, the Board has still not been able to accomplish many of the core attributes of the Carver system, namely appropriate End or Means policies accompanied by the type of Executive Limitations that allow the Board to monitor CEO performance and organizational performance as the Carver system expects.

Appendix A

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