

## AGENDA

### Regular Meeting #2022-10

### Kingston Frontenac Public Library Board

**December 14, 2022 at 4:30 PM**

**Virtual Format (with livestream)**

The Kingston Frontenac Public Library acknowledges that our work takes place on the traditional territories of the Algonquin, Anishinaabe, Haudenosaunee and Huron-Wendat and is home to Shabot Obaadjiwan First Nation, one of ten communities that make up the Algonquins of Ontario. We acknowledge the Mohawks of the Bay of Quinte and recognize that our region is home to First Nations, Métis, and Inuit from across Turtle Island, as well as Indigenous Peoples from other areas of the world.

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

### Consent Agenda

4. Adoption of Minutes
  - 4.1. Regular KFPL Board Meeting #2022-09 of November 16, 2022 (attached)
5. Information Items
  - 5.1. Correspondence / Information Received and Sent
    - 5.1.1. To members of the Nominations Advisory Committee for the City of Kingston, a letter and information brief from the Board Chair to assist with the selection of citizen appointees to the KFPL Board for the 2023-2026 term.
    - 5.1.2. From the City of Kingston, a letter dated December 1, 2022 to confirm the City of Kingston Council appointment to the Kingston Frontenac Public Library Board.
    - 5.1.3. From the County of Frontenac, an email dated December 5, 2022 to advise that Councillor Ron Vandewal has been appointed as Warden and Councillor Frances Smith as Deputy Warden of Frontenac County.
6. Monitoring Reports
  - 6.1. Communication and Counsel (report attached)

6.1.1. Key Activities and Highlights (attached)

7. Motion to accept Consent Agenda (motion)

### **Action Agenda**

8. Business Arising from the Minutes

8.1.

9. Items Removed from the Consent Agenda for Discussion

9.1.

10. Action Items

10.1. Strategic Plan (distributed separately) (motion)

- Presentation by Overlap Associates

10.2. Budget Approval Consent – Revised 2023 Operating and Capital Budgets  
**(report ADDED)** (motion)

**Items for Discussion / Exploration** (no items this month)

### **Other Business**

11. Branch Hours Review Update

12. Extended Hours Project Update

13. Legacy Document (attached)

### **Adjournment and Next Meeting**

Regular Board Meeting, Wednesday, January 18, 2023 at 4:30 p.m., location TBD

## MINUTES (unconfirmed)

### Regular Meeting #2022-09

#### Kingston Frontenac Public Library Board

November 16, 2022 at 4:30 PM

Virtual Format (with livestream)

#### Attendance:

Present: Laura Carter (Chief Librarian / Chief Executive Officer), Dr. Mark Asberg (joined at 4:36 p.m.), Dave Kerr, Louise Moody, Natalie Nossal (Vice-Chair), Councillor Alan Revill, Jennifer Ross, Monica Stewart (Chair)

Staff Present: Kimberly Sutherland Mills (Director, Service Design and Delivery), Bill Purvis (Technical Support), Shelagh Quigley (Director, Human Resources), Amy Rundle (Recording Secretary), Tim Stranak (Manager, Facilities)

Regrets: Kate Betts-Wilmott, Mark Kerr, Councillor Robert Kiley, Bhavana Varma

#### 1. Call to Order

The meeting was called to order at 4:33 p.m.

#### 2. Adoption of the Agenda

Motion #: 2022-61

Moved by: A. Revill      Seconded by: J. Ross

That the agenda be adopted as distributed.

Carried

#### 3. Disclosure of Conflict of Interest

There were no declarations of conflict of interest.

#### Consent Agenda

#### 4. Adoption of Minutes

4.1. Regular KFPL Board Meeting #2022-08 of October 19, 2022

4.2. Special KFPL Board Meeting of November 3, 2022

#### 5. Information Items

5.1. Correspondence / Information Received and Sent

Sent / Received since distribution of the agenda

- 5.1.1. From the President, CUPE Local 2202 on behalf of all unionized KFPL workers, an email dated November 16, 2022 restating their opposition to the Extended Hours Pilot Project.

## **6. Monitoring Reports**

- 6.1. Communication and Counsel
  - 6.1.1. Key Activities and Highlights
  - 6.1.2. Statistical Report – Q3 2022
- 6.2. Employment, Compensation and Benefits
- 6.3. Staff Relations and Volunteers

## **7. Motion to accept consent agenda**

Motion #: 2022-62

Moved by: J. Ross      Seconded by: D. Kerr

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

Carried

## **Action Agenda**

## **8. Business Arising from the Minutes**

There was no business arising from the minutes.

## **9. Items Removed from the Consent Agenda for Discussion**

- 9.1. Statistical Report – Q3 2022

M. Asberg joined the meeting at this time. (4:36 p.m.)

A Board member stated that the decline in usage statistics for both circulation and inquiries compared to 2019 is concerning and asked if other libraries are experiencing similar declines. L. Carter reported that the feedback colleagues at other public libraries is somewhat variable – some are still experiencing a decline in use, while others have bounced back. For the urban KFPL branches, the statistics for 2019 reflect a combination of the pandemic and the impact of the Central Branch reopening after a prolonged closure, with patrons altering their branch usage accordingly. Many large downtown employers continue to have staff working remotely and this reduces the number of patrons stopping into the library on their lunch break or after work. Statistics related to inquiries are a bit of a

challenge as they are self-reported by staff and can be both under and over reported based on a variety of factors. Ms. Carter noted that one of the focus points for the strategic planning discussions later this week is how to get people back to the Library.

A Board member suggested that the elimination of overdue fines might be impacting circulation statistics because patrons aren't as concerned about renewing items to avoid late fees. They were also encouraged to see room rentals rebounding this quarter.

L. Carter stated that M. Berg joined the Library earlier this year in the role of Analytics Librarian, and they are working on building dashboards for branches, pulling in data from Statistics Canada, and integrating information across all of our platforms. This will help staff receive more real-time data on performance metrics.

A Board member inquired about the users of the Pittsburgh Branch and noted that the usage statistics differ from other locations, especially the computer and wi-fi use. L. Carter stated that the most recent demographic data for East Kingston shows the following (as compared to other areas of the City):

- more people are married, and family size is slightly larger;
- there are more residents under the age of 6 years old;
- the median age is slightly older;
- household income skews higher;
- more residents have acceptable housing.

Use of public computers at the Pittsburgh Branch has always been lower than at other branches, possibly a result of the higher household income and access to personal computers/devices. Also, the parking lot at the branch is located further from the building and patrons aren't able to access Wi-Fi from their cars like at other locations. The smaller number of operating hours at the Pittsburgh Branch are also a factor. L. Carter stated that staff are working to build library-specific demographic and cluster data for all locations with recently implemented Savannah software.

A Board member suggested that the demographic profile of the Pittsburgh Branch might change dramatically with the opening of the Wabaan Crossing. It was also noted that statistics currently being captured reflect patrons currently able to attend the library, but do not help us learn about people unable to visit during existing hours.

L. Carter noted that a reciprocal impact might also take place on use of the Rideau Heights Branch as residents in East Kingston will have increased access via the bridge. Staff could do some postal code tracking to see where branches are drawing users from.

## **10. Action Items**

### **10.1. Extended Hours Project Update**

Motion #: 2022-63

Moved by: N. Nossal    Seconded by: D. Kerr

That the Board receive the Extended Hours Project report.

Carried

### **10.2. Closed Meeting**

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

Motion #: 2022-64

Moved by: A. Revill    Seconded by: N. Nossal

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

Carried

B. Purvis stopped the live stream. Board members remained in attendance. All others left the meeting at this time. (5:08 p.m.)

Motion #: 2022-65

Moved by: J. Ross    Seconded by: M. Asberg

That the Board rise from the Closed Meeting without reporting.

Carried

L. Carter, A. Rundle and B. Purvis returned to the meeting at this time and the live stream was resumed. (5:17 p.m.)

## **Items for Discussion / Exploration**

There were no items for discussion / exploration.

## **Other Business**

## **11. Board Planning Cycle – 2023 Workplan**

The 2023 Workplan was accepted as presented. The new Board will work to fill in education needs and ownership linkages in the new year.

## **12. Strategic Planning Update**

L. Carter reported that Board members and senior staff are participating in a 2-day workshop facilitated by Overlap Associates later this week. Discussion during the session will be informed by internal staff feedback received via survey earlier in November. Based on the outcome of the workshop, the consultant will draft strategic directions and host three community engagement sessions (2 in-person and 1 virtual) to get additional feedback. Board members and staff will also be encouraged to provide feedback on the draft directions before the final plan is presented to the Board for approval at the December meeting.

## **Adjournment / Next Meeting**

There being no further business, it was moved by A. Revill to adjourn the meeting at 5:23 p.m.

The next regular Board Meeting will be held at 4:30 p.m., Wednesday, December 14, 2022, Virtual Format (with livestream).

## **Signatures:**

Monica Stewart, Chair

Amy Rundle, Recording Secretary

## 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:

- No monitoring reports are included this month
- 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.**

#### Federation of Ontario Public Libraries Advocacy on Bill 23, *More Homes Built Faster Act*, 2022

The Federation of Ontario Public Libraries (FOPL) provided a written submission regarding Bill 23, the *More Homes Built Faster Act*, 2022. They highlighted the importance of development charges in supporting public library capital needs in growing communities across Ontario in the context of Bill 23. Along with the Ontario Library Association, FOPL urged the Ontario Government “to ensure that any such changes not adversely undermine the much-needed contribution that development charges have made and continue to make in helping to maintain strong, sustainable public libraries for current and future residents alike.”

Development charges have been used in Kingston to support the Library’s collections and for major capital projects. In partnership with our municipalities, we will be monitoring the financial impact of Bill 23 for libraries.



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', is positioned above the name of the signatory.

Laura Carter, CEO/Chief Librarian

December 6, 2022

## **Appendix A:**

### **Meetings, Professional Development and Partnerships**

City of Kingston Climate Leadership Working Group Meeting

- November 14, 2022

Strategic Planning Workshops

- November 17 and 18, 2022

Union-Management Committee Meeting

- November 22, 2022

Request for Reconsideration of Library Materials Meeting

- November 23, 2022

Library Services Centre Annual General Meeting

- November 25, 2022

Administrators of Rural-Urban Public Libraries of Ontario (ARUPLO) Executive Meeting

- November 25, 2022

Meeting with D. Kennedy, City of Kingston regarding 2023 budgets, with C. Ridgley

- November 29, 2022

Community Feedback Sessions for Strategic Plan

- November 29, December 1 and 2, 2022

Meeting with Limestone District School Board staff regarding Kingston Secondary School service point

- December 5, 2022

Meeting with City of Kingston Facilities Management and Construction Services Staff and D. Kennedy regarding facilities shared services model

- December 5, 2022

## **Appendix B:**

### **KFPL Incident Reports by Category (Nov. 5, 2022 to Dec. 4, 2022)**

#### **Alcohol and Drugs**

- 2022-347 Syringe found on ramp (Central, Nov. 6)
  - 2022-356 Youth vomits in Teen Space (Isabel Turner, Nov. 11)
  - 2022-361 Disruptive yelling outside library (Calvin Park, Nov. 15)
  - 2022-369 Agitated patron in parking garage (Central, Nov. 18)
  - 2022-390 Alcohol bottle found (Central, Nov. 30)
- 

#### **Facilities**

- 2022-376 Exterior railing detached at bottom (Plevna, Nov. 18)
  - 2022-374 Snow removal required (Plevna, Nov. 19)
  - 2022-398 Sharps container in men's washroom opened (Isabel Turner, Dec. 3)
- 

#### **General**

- 2022-349 Unattended children (Rideau Heights, Nov. 7)
  - 2022-352 Aggressive person in covered parking garage (Central, Nov. 9)
  - 2022-353 Elderly patron needing support (Calvin Park, Nov. 9)
  - 2022-354 Person harassing Jehovah's Witnesses (Isabel Turner, Nov. 10)
  - 2022-355 Elderly patron needs additional support (Calvin Park, Nov. 11)
  - 2022-358 Patron unwell, difficult to wake (Calvin Park, Nov. 12)
  - 2022-359 Youth throwing cabbage (Rideau Heights, Nov. 14)
  - 2022-364 Broken glass on front entrance ramp (Central, Nov. 16)
  - 2022-366 Personal items left near front entrance (Central, Nov. 17)
  - 2022-367 Patrons arguing (Calvin Park, Nov. 19)
  - 2022-368 Banned patron tried to enter branch (Central, Nov. 20)
  - 2022-378 Banned patron asked to leave (Isabel Turner, Nov. 22)
  - 2022-391 Patron slipped on wet leaves (Isabel Turner, Nov. 30)
  - 2022-392 Banned patron asked to leave (Central, Dec. 1)
  - 2022-395 Youth assaulted by another youth outside branch (Rideau Heights, Dec. 2)
  - 2022-396 Banning notice given to patron (Central, Dec. 2)
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**Patron Behaviour**

- 2022-350 Patron yelling aggressively at closing (Central, Nov. 8)
  - 2022-348 Patron asked to leave (Central, Nov. 7)
  - 2022-351 Patrons arguing (Central, Nov. 8)
  - 2022-362 Patron asked to leave (Central, Nov. 15)
  - 2022-360 Banned patron in branch (Isabel Turner, Nov. 15)
  - 2022-365 Staff member invited for a drink (Isabel Turner, Nov. 16)
  - 2022-372 Youth asked to leave library (Rideau Heights, Nov. 21)
  - 2022-373 Patron yelling and cursing (Calvin Park, Nov. 21)
  - 2022-379 Disoriented patron offered assistance (Isabel Turner, Nov. 22)
  - 2022-380 Patron asked to leave (Central, Nov. 23)
  - 2022-381 Disruptive, angry behaviour – patron banned (Calvin Park, Nov. 24)
  - 2022-382 Patron in crisis outside library (Central, Nov. 24)
  - 2022-385 Teen in distress (Isabel Turner, Nov. 26)
  - 2022-383 Teen feels unsafe, afraid of other teens (Isabel Turner, Nov. 26)
  - 2022-386 Patron shouts abusive language, spits at staff (Central, Nov. 28)
  - 2022-387 Teen in distress, assistance offered (Isabel Turner, Nov. 28)
  - 2022-394 Patron playing loud music in library (Central, Dec. 1)
  - 2022-393 Patron sleeping in vending machine alcove (Central, Dec. 1)
  - 2022- 397 Patron yelling and cursing (Central, Dec. 3)
  - 2022-399 Banned patron in library (Central, Dec. 4)
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**Theft or Property Damage**

- 2022-363 Stolen wallet (Calvin Park, Nov. 11)
  - 2022-371 Missing hand sanitizer (Calvin Park, Nov. 21)
  - 2022-377 Damage to exterior outlet and garbage (Isabel Turner, Nov. 23)
  - 2022-388 Arson in parking lot (Central, Nov. 29)
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## **Appendix C:**

### **Summary of Patron Feedback (Nov. 5, 2022 to Dec. 4, 2022)**

#### **Branch Operations**

- “Many thanks to the folks who curated a wonderful Remembrance Day display of adult and children’s literature at the Pittsburgh Branch.” (Nov. 7)
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#### **Facilities**

- “I would like to see a second entrance/exit to the parking lot. Even have traffic one way. Less dangerous! There is room!” (re: Isabel Turner) (Nov. 16)
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#### **General**

- “Heads up to @KFPL management: please don’t follow this slippery slop. You are too good of a library system!!” (re: Extended Hours) (Nov. 13)
  - “Hey @KFPL You’re up!! Masks save lives. Children’s lives.” (re: Essex County Libraries requiring masking) (Nov. 15)
  - “Library staff are always very helpful, and I am so happy to have learned about audio books and e-books since Covid – I can’t get enough of them and find it hard to put them down.” (Nov. 29)
  - A newcomer couple spoke very enthusiastically about library children’s collections and programming. They are amazed that the services we provide are free. (Nov. 30)
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#### **Programs**

- “My granddaughters have absolutely loved the French Reading Buddies offered at the Turner Branch this fall. They look forward every week to attending and reading with their buddy. Their French reading skills have improved! They are hoping the program will be offered again! (Nov. 22)
  - “We love [staff member]. She is a great teacher and group leader.” (Nov. 25)
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# KFPL Key Activities and Highlights

## December 2022

### Community Engagement

- ▶ Community members were invited to share feedback on KFPL's draft strategic directions at three engagement events held on Zoom, in Sharbot Lake and at the Isabel Turner Branch.
- ▶ In mid-January, Pittsburgh Branch patrons and the Kingston East community will be invited to provide feedback on the distribution of full service and Extended Hours in the branch's hours of operation.

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### Programming and Outreach

- ▶ KFPL participated in the Santa Claus parades in Kingston and Sydenham, and at the Sydenham tree-lighting. As always, enthusiastic cheers for the library were heard along the route. Many thanks to Shelagh for creating a beautiful float to delight the communities.
- ▶ Brianne Peters partnered with EarlyOn to deliver a storytime at the EarlyON Arabic play group on Nov. 28.
- ▶ KFPL encouraged local writers to hone their skills and work on their art. KFPL partnered with Kingston's Poet Laureate Jason Heroux to offer group and one-on-one workshops on writing poetry. KFPL offered also offered spaces at the Central Branch, Calvin Park Branch, and Isabel Turner Branch for participants in the National Novel Writing Month (NaNoWriMo) to work on their stories.

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### Services and Collections

- ▶ Finishing the RFP process, KFPL selected Library Bound to provide collection services, including selection support, provision of materials, cataloguing and processing. The transition process will be completed during the month of December.
- ▶ KFPL staff are working with OverDrive to build an opening day collection for patrons to enjoy beginning January 2, 2023. Access to cloudLibrary will end in mid-January as the collection is transferred to OverDrive. Patrons will have access to the full digital collection beginning in February.
- ▶ KFPL has launched new membership categories – Connect, Discover, and Explore.

Youth ages 14 and 15 may now register for a library card without a parent's permission; members of the community with limited identification and address information will enjoy expanded borrowing privileges.

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## **Staff News**

- ▶ Erin Jones is joining the Programming and Outreach team as a Relief Library Assistant, along with Puneet Dhaliwal.
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## **Facilities**

- ▶ The retaining wall / walkway project being led by the Kingston Frontenac Housing Authority (KFHA) to the rear of the Central Branch is progressing well. The retaining wall should be complete in early-December, with forming and pouring of the walkway starting immediately after (weather depending).
  - ▶ Window coverings at the Rideau Heights branch that were originally installed for manual operation are being changed to electrical operation for safety reasons. All coverings have been removed and electrical work is complete. Installation is scheduled to start on December 6<sup>th</sup>.
  - ▶ The competitive procurement process for Extended Hours implementation at the Pittsburgh Branch is underway and meetings have taken place with various contractors/vendors. Quotes will be received and evaluated by mid-December, and a schedule of work to be completed will be finalized soon after. The impact on branch operations will be reduced by completing required work outside of branch hours as much as possible.
  - ▶ A deficiency walk through for the Bishop's House masonry and window project was completed at the end of November. A few issues were noted and are currently under review and repair. The scaffolding is scheduled to be removed mid-December but is heavily dependant on weather conditions and material supply. Final interior details will be completed once the outdoor portion of the project is complete.
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## **KFPL Report to the Board**

**Subject:** Amended 2023 Operating and Capital Budgets  
**Prepared by:** L. Carter, Chief Librarian / Chief Executive Officer  
**Date of meeting:** December 14, 2022

### **Background:**

The KFPL Board passed the 2023 Operating and Capital budgets at the November 3, 2022 special meeting. Since then, Library staff have been in continued discussions with City staff around cost of living increases, financial capacity, and a shared services model for facilities management. These discussions have resulted in the transfer of some proposed City of Kingston facilities projects to the Facilities Management & Construction Services department and the adjustment of other capital and operating requests.

### **Analysis:**

After a review of current open capital projects, the City's capacity to fund new capital requests, and anticipated organizational capacity for 2023, the Library's capital estimates for 2023 are being revised to \$0.

\$122,000 had been budgeted for facilities repairs for City of Kingston branches. The major projects identified in this line (HVAC system repairs and refurbishment of Pittsburgh heritage windows) will be carried out by the City.

Requests for capital funds for branch revitalizations (\$87,000 City/\$13,000 County) and Technology (shared) \$100,000 have been withdrawn, with the assurance that the Library can request additional funding mid-year if extenuating circumstances arise.

Salaries and overtime lines have been reduced by \$23,065, bringing the overall operating budget increase down from 4.81% to 4.53%.

### **Recommendations:**

That the Board approve the revised 2023 Capital and Operating estimates and direct the Chief Librarian/CEO to forward the revised documents to the City of Kingston and County of Frontenac.

Kingston Frontenac Public Library  
2023 Draft Operating Budget

Account	Account Description	2023	2022	Variance	% Variance
EXPENSES					
Staff Costs					
710100	Salaries and wages	3,291,140	3,180,357	110,783	3.48%
710115	Part-Time Wages	1,211,912	1,155,956	55,957	4.84%
710116	Pages Part-Time Wages	348,750	311,591	37,159	11.93%
710200	Overtime	36,382	36,276	106	0.29%
720210	Payroll benefits	1,574,402	1,453,993	120,408	8.28%
720215	Retirees benefits	36,744	56,074	-19,330	-34.47%
720280	WSIB	300	300	0	0.00%
Total Staff Costs		6,499,629	6,194,546	305,082	4.93%
Collection Material					
730300	Adult popular mat'ls	550,000	400,000	150,000	37.50%
730305	Child/youth pop mat'ls	184,000	170,200	13,800	8.11%
730310	Electronic resources	140,382	312,200	-171,818	-55.03%
730315	Serials	36,000	32,896	3,104	9.44%
Total Collection Material		910,382	915,296	-4,914	-0.54%
Branch Operations - System-Wide					
730205	General Supplies	60,000	60,000	0	0.00%
730210	Vehicle repairs & maintenance	5,000	5,400	-400	-7.41%
730215	Vehicle fuels and lubricants	9,400	9,000	400	4.44%
730400	Computer Equipment	78,535	78,535	0	0.00%
730410	Software	12,765	9,000	3,765	41.83%
730420	Furniture and fixtures	12,250	12,250	0	0.00%
730500	Advertising	11,500	9,000	2,500	27.78%
730515	Telephones/Cell Phones	31,739	33,136	-1,396	-4.21%
730515	Internet Connectivity	40,626	37,518	3,108	8.28%
730710	Fees, subscription, membership	12,650	12,100	550	4.55%
730720	Mileage	11,300	11,300	0	0.00%
730730	Education and training	40,600	40,600	0	0.00%
730805	Miscellaneous Expenses	7,500	7,500	0	0.00%
730855	Delivery, postage & shipping	7,500	8,000	-500	-6.25%
740005	Professional services	26,500	26,500	0	0.00%
740020	Contracted services - system wide	316,964	309,605	7,360	2.38%
740030	Programs	24,370	26,870	-2,500	-9.30%
750005	Equipments rentals	9,448	9,648	-200	-2.07%
750110	Interest & Service Charges	2,500	2,500	0	0.00%
780300	Allocated Insurance	28,600	24,100	4,500	18.67%
Total Branch Operations - System-wide		749,747	732,561	17,186	2.35%
Facilities					
710325	Protective clothing	2,026	2,000	26	1.30%
730205	Cleaning supplies	27,351	27,000	351	1.30%
730400	Tools & Equipment	10,200	10,200	0	0.00%
730800	Repairs & maintenance	10,660	10,200	460	4.51%
730820	Water and Sewer	19,015	12,625	6,390	50.61%
730825	Natural Gas	54,950	59,838	-4,888	-8.17%
730830	Electricity	211,490	204,632	6,858	3.35%
740020	Contracted Services	213,518	162,750	50,768	31.19%
Total Facilities		549,210	489,245	59,965	12.26%
Total Expenditures		8,708,968	8,331,648	377,320	4.53%

Projections															
2024	2023	Variance	% Variance	2025	2024	Variance	% Variance	2026	2025	Variance	% Variance	2027	2026	Variance	% Variance
3,405,750	3,291,140	114,610	3.48%	3,491,159	3,405,750	85,409	2.51%	3,578,754	3,491,159	87,594	2.51%	3,666,353	3,578,754	87,599	2.51%
1,200,200	1,211,912	-11,712	-0.97%	1,227,204	1,200,200	27,004	2.25%	1,254,816	1,227,204	27,612	2.25%	1,282,428	1,254,816	27,612	2.25%
356,596	348,750	7,847	2.25%	364,620	356,596	8,023	2.25%	372,824	364,620	8,204	2.25%	381,028	372,824	8,204	2.25%
37,323	36,382	941	2.59%	38,168	37,323	845	2.26%	39,036	38,168	868	2.27%	39,904	39,036	868	2.27%
1,659,905	1,574,402	85,504	5.43%	1,742,900	1,659,905	82,995	5.00%	1,830,045	1,742,900	87,145	5.00%	1,917,190	1,830,045	87,145	5.00%
29,458	36,744	-7,286	-19.83%	30,931	29,458	1,473	5.00%	32,477	30,931	1,547	5.00%	34,023	32,477	1,547	5.00%
300	300	0	0.00%	300	300	0	0.00%	300	300	0	0.00%	300	300	0	0.00%
6,689,532	6,499,629	189,904	2.92%	6,895,283	6,689,532	205,751	3.08%	7,108,253	6,895,283	212,970	3.09%	7,321,223	7,108,253	212,970	3.09%
560,000	550,000	10,000	1.82%	575,000	560,000	15,000	2.68%	588,000	575,000	13,000	2.26%	601,000	588,000	13,000	2.26%
187,900	184,000	3,900	2.12%	192,900	187,900	5,000	2.66%	197,500	192,900	4,600	2.38%	202,100	197,500	4,600	2.38%
142,703	140,382	2,321	1.65%	149,594	142,703	6,891	4.83%	153,557	149,594	3,963	2.65%	157,520	153,557	3,963	2.65%
37,080	36,000	1,080	3.00%	38,192	37,080	1,112	3.00%	39,338	38,192	1,146	3.00%	40,484	39,338	1,146	3.00%
927,683	910,382	17,301	1.90%	955,687	927,683	28,003	3.02%	978,395	955,687	22,709	2.38%	1,001,103	978,395	22,709	2.38%
60,000	60,000	0	0.00%	60,000	60,000	0	0.00%	60,000	60,000	0	0.00%	60,000	60,000	0	0.00%
5,000	5,000	0	0.00%	5,000	5,000	0	0.00%	5,000	5,000	0	0.00%	5,000	5,000	0	0.00%
9,400	9,400	0	0.00%	9,400	9,400	0	0.00%	9,400	9,400	0	0.00%	9,400	9,400	0	0.00%
79,000	78,535	465	0.59%	79,000	79,000	0	0.00%	79,000	79,000	0	0.00%	79,000	79,000	0	0.00%
13,148	12,765	383	3.00%	13,542	13,148	394	3.00%	13,949	13,542	406	3.00%	14,356	13,949	406	3.00%
12,250	12,250	0	0.00%	12,250	12,250	0	0.00%	12,250	12,250	0	0.00%	12,250	12,250	0	0.00%
11,500	11,500	0	0.00%	11,500	11,500	0	0.00%	11,500	11,500	0	0.00%	11,500	11,500	0	0.00%
32,691	31,739	952	3.00%	33,672	32,691	981	3.00%	34,682	33,672	1,010	3.00%	35,692	34,682	1,010	3.00%
41,844	40,626	1,219	3.00%	43,100	41,844	1,255	3.00%	44,393	43,100	1,293	3.00%	45,686	44,393	1,293	3.00%
12,650	12,650	0	0.00%	12,650	12,650	0	0.00%	12,650	12,650	0	0.00%	12,650	12,650	0	0.00%
11,300	11,300	0	0.00%	11,300	11,300	0	0.00%	11,300	11,300	0	0.00%	11,300	11,300	0	0.00%
40,600	40,600	0	0.00%	40,600	40,600	0	0.00%	40,600	40,600	0	0.00%	40,600	40,600	0	0.00%
7,500	7,500	0	0.00%	7,500	7,500	0	0.00%	7,500	7,500	0	0.00%	7,500	7,500	0	0.00%
7,500	7,500	0	0.00%	7,500	7,500	0	0.00%	7,500	7,500	0	0.00%	7,500	7,500	0	0.00%
26,500	26,500	0	0.00%	26,500	26,500	0	0.00%	26,500	26,500	0	0.00%	26,500	26,500	0	0.00%
347,827	316,964	30,863	9.74%	368,982	347,827	21,154	6.08%	385,206	368,982	16,225	4.40%	401,430	385,206	16,225	4.40%
24,700	24,370	330	1.35%	25,000	24,700	300	1.21%	25,300	25,000	300	1.20%	25,600	25,300	300	1.20%
9,648	9,448	200	2.12%	9,648	9,648	0	0.00%	9,648	9,648	0	0.00%	9,648	9,648	0	0.00%
2,500	2,500	0	0.00%	2,500	2,500	0	0.00%	2,500	2,500	0	0.00%	2,500	2,500	0	0.00%
29,458	28,600	858	3.00%	30,342	29,458	884	3.00%	31,252	30,342	910	3.00%	32,162	31,252	910	3.00%
785,017	749,747	35,270	4.70%	809,985	785,017	24,968	3.18%	830,130	809,985	20,144	2.49%	850,275	830,130	20,144	2.49%
2,052	2,026	26	1.30%	2,079	2,052	27	1.30%	2,106	2,079	27	1.30%	2,133	2,106	27	1.30%
27,707	27,351	356	1.30%	28,067	27,707	360	1.30%	28,432	28,067	365	1.30%	28,797	28,432	365	1.30%
10,200	10,200	0	0.00%	10,200	10,200	0	0.00%	10,200	10,200	0	0.00%	10,200	10,200	0	0.00%
10,872	10,660	212	1.99%	11,091	10,872	218	2.01%	11,312	11,091	222	2.00%	11,533	11,312	222	2.00%
19,681	19,015	666	3.50%	20,369	19,681	689	3.50%	21,082	20,369	713	3.50%	21,795	21,082	713	3.50%
59,346	54,950	4,396	8.00%	64,094	59,346	4,748	8.00%	69,221	64,094	5,127	8.00%	74,348	69,221	5,127	8.00%
219,950	211,490	8,460	4.00%	228,748	219,950	8,798	4.00%	237,897	228,748	9,150	4.00%	247,045	237,897	9,150	4.00%
216,412	213,518	2,894	1.36%	219,363	216,412	2,773	1.36%	222,371	219,363	3,008	1.37%	225,379	222,371	3,008	1.37%
566,220	549,210	17,010	3.10%	584,010	566,220	17,613	3.18%	602,622	584,010	18,612	3.19%	621,234	602,622	18,612	3.19%
8,968,452	8,708,968	259,485	2.98%	9,244,965	8,968,452	276,513	3.08%	9,519,400	9,244,965	274,435	2.97%	9,793,835	9,519,400	274,435	2.97%

Account	Account Description	2023	2022	Variance	% Variance	2024	2023	Variance	% Variance	2025	2024	Variance	% Variance	2026	2025	Variance	% Variance
REVENUES																	
Provincial Funding																	
610000	Provincial Subsidy	-297,138	-297,138	0	0.00%	-297,138	-297,138	0	0.00%	-297,138	-297,138	0	0.00%	-297,138	-297,138	0	0.00%
Total Provincial Funding		-297,138	-297,138	0	0.00%	-297,138	-297,138	0	0.00%	-297,138	-297,138	0	0.00%	-297,138	-297,138	0	0.00%
Self-Generated Funding																	
610090	Project Grants	-30,000	-30,000	0	0.00%	-30,000	-30,000	0	0.00%	-30,000	-30,000	0	0.00%	-30,000	-30,000	0	0.00%
630560	Printer/Photocopier Revenue	-23,275	-23,465	190	-0.81%	-23,275	-23,275	0	0.00%	-23,375	-23,275	-100	0.43%	-23,375	-23,375	0	0.00%
630585	Fines/Damages	-10,400	-10,400	0	0.00%	-11,000	-10,400	-600	5.77%	-11,000	-11,000	0	0.00%	-11,500	-11,000	-500	4.55%
630775	Non-Resident Fees	-9,000	-9,339	339	-3.63%	-9,000	-9,000	0	0.00%	-9,300	-9,000	-300	3.33%	-9,300	-9,300	0	0.00%
630950	Facility Rentals	-35,000	-45,000	10,000	-22.22%	-35,000	-35,000	0	0.00%	-40,000	-35,000	-5,000	14.29%	-40,000	-40,000	0	0.00%
640450	Donations	-11,000	-11,000	0	0.00%	-12,000	-11,000	-1,000	9.09%	-12,000	-12,000	0	0.00%	-13,000	-12,000	-1,000	8.33%
660270	Expenditure Recovery	-40,000	-40,000	0	0.00%	-40,000	-40,000	0	0.00%	-40,000	-40,000	0	0.00%	-40,000	-40,000	0	0.00%
670730	Miscellaneous Revenue exempt	-10,000	-10,000	0	0.00%	-10,000	-10,000	0	0.00%	-10,000	-10,000	0	0.00%	-10,000	-10,000	0	0.00%
Total Self-Generated Funding		-168,675	-179,204	10,529	-5.88%	-170,275	-168,675	-1,600	0.95%	-175,675	-170,275	-5,400	3.17%	-177,175	-175,675	-1,500	0.85%
Municipal Funding																	
610300	County of Frontenac	-946,275	-906,458	-39,817	4.39%	-975,198	-946,275	-28,923	3.06%	-1,006,003	-975,198	-30,805	3.16%	-1,036,865	-1,006,003	-30,861	3.07%
610526	City of Kingston	-7,296,880	-6,948,848	-348,032	5.01%	-7,525,841	-7,296,880	-228,962	3.14%	-7,766,149	-7,525,841	-240,307	3.19%	-8,008,223	-7,766,149	-242,074	3.12%
Total Municipal Funding		-8,243,155	-7,855,305	-387,849	4.94%	-8,501,039	-8,243,155	-257,885	3.13%	-8,772,152	-8,501,039	-271,113	3.19%	-9,045,087	-8,772,152	-272,935	3.11%
Total Revenue		-8,708,968	-8,331,648	-377,320	4.53%	-8,968,452	-8,708,968	-259,485	2.98%	-9,244,965	-8,968,452	-276,513	3.08%	-9,519,400	-9,244,965	-274,435	2.97%
Net Income (deficit)		0	0			0	0			0	0			0	0		



# KFPL Legacy Document - 2022

**Prepared by:** M. Stewart, Chair and N. Nossal, Vice-Chair

**Date of Meeting:** December 14, 2022

During the 2019 – 2022 term, the KFPL Board reviewed and revised the organization's Ends Statement, which designates the results for which the organization exists, the recipients of those results, and the value of the result for those recipients. The revised End Statement asserts that:

*"The 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."*

The Library Board exercises its authority by making informed decisions that focus on matters of governance. Governance includes the following areas of responsibility:

- Strategy and Oversight
- CEO support and Oversight
- Financial Stewardship and Accountability
- Policy Framework
- Advocacy based on Mission and Community Impact
- Employer Obligations
- Board Effectiveness/Assessment

## Strategy and Oversight

Over the past four years, the Board has had the opportunity to discuss a wide variety of issues pertaining to intellectual freedom and the freedom to read. This is an important area for the Board to study further so that it can clearly understand its role in this area.

The Board initiated the development of a Facilities Plan (with the consulting firm Monteith Brown) to anticipate the future needs of the library system with the intention to inform future capital planning for the County of Frontenac and the City of Kingston.

An updated Strategic Plan is under development to replace Vision 2020, using the community feedback gathered during the Library Facilities Plan and Branch Hours Review to help inform the process. The proposed plan was introduced to the public, and

with three opportunities for the public to offer further feedback. The final plan is expected to be approved by KFPL Board in December 2022.

## **CEO Support and Oversight**

The Board continued a longstanding tradition of productive and collegial relations with both KFPL CEOs that served during its four-year term.

After 15 years with the KFPL in progressively more responsible roles, CEO Patricia Enright retired in August 2019. In a highly competitive national recruitment during the summer of 2019, Laura Carter was appointed as CEO and Chief Librarian. The Board was pleased to have the opportunity to promote an excellent internal candidate to this position after a country-wide search.

## **Financial Stewardship and Accountability**

KFPL has presented annual budgets to the City of Kingston and the County of Frontenac that reflect prudent financial stewardship. We hope that the new Board will continue to support the CEO in requesting adequate funding to position KFPL to achieve its mandate.

Renovations to the Central Branch were finally completed with a grand opening in March 2019.

Discussions concerning the relocation of library services in east Kingston were conducted, but it was resolved that the Pittsburgh Branch would be maintained at its present site with plans to expand and renovate. This project is included in the Library's 15-year capital plan, and it is currently budgeted for 2028.

## **Policy Framework**

A review and renewal of the Board's policy governance model and a revision of its ends statement was undertaken by the Board throughout the term. These discussions resulted in a confirmation of the continuation of the Carver model of policy governance.

The development of a land acknowledgement statement, initiated in October 2019, was finalized in the Fall of 2022. Staff are working on training and procedures around the use of the Statement.

## **Advocacy based on Mission and Community Impact**

KFPL continues to profit from continual community engagement - an important way for

the Board to learn about and stay current with developing trends. Through this engagement, the Board can ensure that the complexities of community interests are integrated into decision-making and planning. Future Boards are advised to continue to assess and update the KFPL community engagement policy and toolkit.

The Board continues to enjoy a positive and productive relationship with both the City of Kingston and the County of Frontenac thanks to the efforts in relationship-building of the CEO and senior staff.

Overdue fines create a barrier for those who are most in need of our services. To remove this barrier, the KFPL Board eliminated the collection of fines, providing greater access to all library services and resources, and welcoming back members that may have been lost over the years. This fine-free policy was made effective January 2021.

A branch bus tour was conducted during the summer of 2019, which informed board members of the reality of both urban and rural branches. It is suggested that this annual tour be invigorated in the future to continue to expose all Board members to the geography and condition of KFPL's diverse branch locations.

## **Employer obligations**

In November 2022, the Board ratified a memorandum of settlement with CUPE 2202 and 2202.01 covering a term of three years.

## **Board Effectiveness / Assessment**

Recruitment to the KFPL Board remains a concern as 50% turnover membership was experienced during this Board term. Future boards may want to ensure that prospective board members are fully aware of their roles and responsibilities as well as the required time commitment. To this end, continued conversations with appointing bodies (City and County) concerning selection criteria are advised.

The new Board may also want to discuss future meeting modalities, as well as opportunities to make attendance at meetings more accessible for Board members. Consideration could be given to reimbursements for direct expenses such as travel and childcare.

After March 2020, Board meetings were successfully conducted remotely via WebEx and Zoom.

The Board initiated a preliminary self-evaluation tool; however, the issue of regular board self-evaluation requires further discussion and development. In addition, the

survey instrument used by the Board to conduct an annual evaluation of the CEO could be further examined and refined.

KFPL staff provide comprehensive information reports to board members in advance of every board meeting. Future board members are strongly encouraged to take the time to review this information thoroughly and to contact the CEO for clarification if required. The prompt and detailed answers provided by the CEO and her staff during the term of this board have been greatly appreciated.

## **The Future**

KFPL operations pivoted to novel and innovative methods of serving the public after March 2020, and the board commends library staff for the provision of a wide variety of programming made available online to maintain its connections with patrons. We know that the library will continue to seek ways to maintain and foster these connections as our community. In this way, KFPL will continue to be a key component in the educational, cultural and recreation landscape of the City of Kingston and the County of Frontenac.