

## **AGENDA - ADDENDUM**

Regular Meeting #2024-01

January 31, 2024 at 5:00 p.m. (Isabel Turner Branch)

### **Consent Agenda**

#### **9. Information Reports**

9.4. Chief Librarian Communication (attached)

9.6. Strategic Direction – Action Plans and Update (attached)

## KFPL Report to the Board

**Subject:** Chief Librarian Communication

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

**Date of meeting:** January 31, 2024

As requested in Executive Limitation Policy L-9, Communication and Counsel, the following information is provided for general consideration in the establishment, review and approval of Board policy.

### 2024 Budget Update

Under the “Strong Mayor Powers”, effective July 1, 2023 the Mayor has special powers and duties under Part VI.1 of the *Municipal Act, 2001*. One of the powers that cannot be delegated is the preparation and presentation of the budget to Council. The presented budget is then subject to Council amendments, with the possibility a Mayoral veto and a subsequent Council override process, if necessary.

Alongside other municipally funded agencies, the Library’s 2024 Operating and Capital Budget requests, approved by the Board in November 2023, were presented at the Kingston City Council meeting on January 15, 2024. L. Carter, A. Revill and C. Ridgley attended the meeting.

The City’s budget process concluded on January 16, and provides for a municipal tax increase of 2.5 per cent, plus a 1 per cent incremental capital levy, for a total 3.5% property tax increase. The Library’s operating budget increase for 2024 is 2.88%.

### Safety and Security Update

There was a 69% increase in incidents reports filed by KFPL staff in 2023 as compared to the previous year. The budget for security services has increased to include Sunday coverage, mobile patrols, and after-hours alarm response.

The need for co-ordinated, community-wide solutions to safety and security concerns was emphasised in the budget presentation to Kingston City Council and continues to be a focus of discussion, advocacy, and partnership exploration. The Welcoming Streets initiative, lead by Downtown Kingston is continuing in 2024, and is an important resource in the downtown core. The Canadian Urban Libraries Council Safety and Security Working Group has created a Safety and Security Toolkit. Reviewed by members at the October meetings, the draft toolkit is being revised to incorporate member feedback.

**Extended Hours Project Update**

As of mid-January, 475 people have registered for the Extended Hours service at the Pittsburgh branch, with 73 of the registration forms coded as the patron having obtained or renewed a library card specifically because of Extended Hours.

Promotion of the service continues with drop-in information/registration sessions planned over the next few months. Extended Hours messaging and documentation is also evolving as feedback is received from patrons and staff about early implementation experiences.

**Facilities Project Updates**

Library and City of Kingston Facilities Management and Construction Services (FMCS) staff have been discussing a “Shared Services Model” for facilities management and maintenance for several years. Under the new model, which started in January, FMCS is facilitating demand and preventative maintenance services related to structural, mechanical, electrical, heating, ventilation, air conditioning, fire protection, and plumbing related activities. These are services that were previously contracted out to external companies or were already cooperatively managed with City staff.

Regular meetings for the Isabel Turner Branch Renovation project continue to be held with the consultants, City staff and Library staff. A preliminary cost-estimate has been completed on draft designs in order to determine the financial feasibility of the current scope of the project. A more detailed design phase will start in February following a review of the budget, scope, and funding sources. The consultants will attend the February Library Board meeting to provide information about the project.

Staff are preparing and planning for the operational impacts of the renovation. The most visible sign of these preparations is the additional collection maintenance happening across the library system.

**Staffing Updates**

In appreciation of the ongoing and valuable contributions staff make in our communities, corporate recognition takes place for staff achieving milestone years of service. In total, 25 staff members were recognized in 2023 for consecutive years of service:

- 5 years – 9 staff members
- 10 years – 4 staff members
- 15 years – 4 staff members
- 20 years – 5 staff members
- 25 years – 2 staff members
- 35 years – 1 staff member

Diana Gore has accepted the position of Manager, Marketing and Community Engagement starting February 1, 2024.

### **Staff Training and Professional Development**

Mark Peters has recently joined the Joint Health and Safety Committee (JHSC) and completed the first certification course in late 2023.

Shelagh Quigley attended the Lancaster House Public Sector Conference in December 2023.

Tim Stranak and Nicole Charles received training on the City's asset management software in preparation for the implementation of the Shared Services facilities model in early 2024.

### **Programs and Events – New and Notable**

KFPL has an exciting new collaboration with Kingston Economic Development to benefit entrepreneurs and business owners. Two sessions are being offered each month: *Improving Your Digital Presence* and *Exploring Entrepreneurship*.

Compassionate Communities Kingston and KFPL offered the first Talking Café on Monday, January 22. Designed to combat social isolation and improve mental health through friendship, the Talking Café hosted a group discussion that welcomed 15 people at the Calvin Park Branch.

Held monthly in the Gather and Create Spaces at the Central Branch, the Repair It! program continues to grow. 17 patrons brought items in need of repair to the program on January 7.

The Holiday Book Bundles encouraged families to read over the holidays. 35 families borrowed a total of 420 books.

### **Marketing and Engagement**

Library newsletters went on a brief hiatus in December and early January as the Library transitioned to a new software product. Delivery resumed on January 19<sup>th</sup>, with a "Connect" newsletter sent out with updates on services, details about upcoming programs and events, reading recommendations, and more. Other newsletters include the bi-weekly "Grow," aimed at children and families, "Create," sent quarterly to subscribers of all ages, and "Engage," sent as needed with project and community engagement updates.

### **Municipal Asset Management and Financial Planning**

The Library is participating in the City of Kingston's Non-Core Asset Management Plan, as required under the *Infrastructure for Jobs and Prosperity Act, 2015, S.O. 2015, c. 15, O.*

Reg 588/17, Asset Management Planning for Municipal Infrastructure. The process involves identifying critical assets and service levels, the impact of assets on the services provided by the Library, and risk management and life cycle management for these assets. The plan must be completed by July 1.

A new Development Charge Background Study is being completed by the City of Kingston, in preparation for an updated by-law. Development charges are fees collected from developers at the time a building permit is issued in order to help pay for the cost of infrastructure required for new municipal services related to the development. There are specific services that may be funded by development charges, and public libraries are one of the eligible services.

The background study provides a detailed overview of anticipated growth and the services needed to meet the demands of growth, as well as a detailed account of the capital costs for each infrastructure project needed to support the growth. As part of the study, the Library is reviewing current and historic data and providing information regarding major projects, collections, equipment, and vehicles.

### **Provincial and National Library Sector Matters**

The Federation of Ontario Public Library (FOPL) and the Ontario Library Association (OLA) are assisting Library CEOs and representatives in making deputations to the Standing Committee on Finance and Economic Affairs throughout December and January. The deputations are focussed on the priorities identified in the FOPL/OLA pre-budget submission to the Ministry of Finance. Transcripts of the Committee proceedings are available online: <https://www.ola.org/en/legislative-business/committees/finance-economic-affairs/parliament-43/transcripts>

Dina Stevens, Executive Director of FOPL made a presentation to the Minister of Finance on January 11<sup>th</sup> highlighting the funding request for the Ontario Digital Public Library.

FOPL had a booth at the Rural Ontario Municipalities Association Conference (ROMA) in Toronto on January 21 and 22 and engaged with CAOs, library board chairs and mayors from across the province with respect to their provincial funding priorities and the value of public libraries.

### **Freedom to Read Week**

Since its launch 40 years ago, the Book and Periodical Council has been the driving force behind [Freedom to Read Week](http://www.freedomtoread.ca) [www.freedomtoread.ca], which takes place this year February 18-24, 2024. Moving forward, Freedom to Read Week will be led by a partnership between Library and Archives Canada, the Canadian Urban Libraries Council, the Ontario Library Association, and the Book and Periodical Council.

The Library is running two online banned books reading challenges, one for children, and one for adults, to celebrate Freedom to Read Week. Registration is open now with the challenges running February 1-29: <https://kfpl.beanstack.com/reader365>

**Meetings and Events Attended by the Chief Librarian (or designate)**

To remain as informed as possible regarding issues affecting public libraries and our communities, highlights of development opportunities, meetings, and community activities that were attended by the Chief Librarian or delegate since the last report are reported:

[See Appendix A](#)

**KFPL Incident Reports by Branch**

Incident reports, completed by staff, allow the Library to keep track of situations that occur and to assess if any remedial action is required (e.g., banning, training, new policies, or procedures, etc.). [See Appendix B](#)

**Summary of Patron Feedback**

Patron comments are logged and reviewed by the management team bi-weekly. Where contact information is provided and/or a response is requested, library staff respond to the feedback, which is submitted through a variety of channels. [See Appendix C](#)

## **Appendix A:**

### **Meetings and Events Attended by the Chief Librarian (or designate)**

- November 15, 2023 to January 22, 2024

Meeting with A. O'Shea, Craft Strategic Solutions

- November 20, 2023

Meeting with B. Forrest, City of Kingston

- November 20, 2023

Isabel Turner Branch Renovation Project Meeting

- November 21, 2023

Meeting with A. Revill and J. Ross

- November 22, 2023

Executive Committee Meeting, Administrators of Rural-Urban Public Libraries of Ontario

- November 28, 2023

Union-Management Committee Meeting

- November 28, 2023

Meeting with Mayor Paterson

- November 29, 2023

Meeting with A. O'Shea, Craft Strategic Solutions

- November 29, 2023

Isabel Turner Branch Renovation Project Meeting

- December 5, 2023

Librarians' Meeting

- December 5, 2023

Administrators of Rural-Urban Public Libraries of Ontario Meeting

- December 8, 2023

Meeting with M. Cuerrier, Downtown Kingston

- December 13, 2023

Meeting with S. Kanellos and D. Korneluk, City of Kingston, with T. Stranak

- December 14, 2023

Meeting with A. Revill and J. Ross

- December 14, 2023

Isabel Turner Branch Renovation Project Meeting

- December 19, 2023

Joint Health and Safety Committee Meeting

- December 21, 2023

Meeting with D. Kennedy, City of Kingston

- January 2, 2024

Meeting with N. Carbone, City of Kingston

- January 3 and 5, 2024

Canadian Urban Libraries Council Meetings and Interviews

- January 8, 9, 11 and 12, 2024

Meeting with A. O'Shea, Craft Strategic Solutions, with L. Coates

- January 8, 2024

Union-Management Committee Meeting

- January 10, 2024

Development Charges Meeting, with City of Kingston staff and Watson & Associates

- January 11, 2023

Isabel Turner Branch Renovation Project Meeting

- January 11, 2024

Budget Presentation, City of Kingston Council Meeting

- January 15, 2024

Library Facilities Plan Presentation to Township of South Frontenac Council

- January 16, 2023

Friends of the Kingston Frontenac Public Library Board Meeting

- January 16, 2023

Administrators of Rural-Urban Libraries of Ontario – Training Committee Meeting

- January 22, 2023



## Appendix B:

### KFPL Incident Reports by Branch (Nov. 15, 2023 to Jan. 22, 2024)

#### Arden

2024-027 Snow removal not completed, person fell in parking lot (Jan. 16)

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#### Calvin Park

2023-668 Exterior smokers' receptacle damaged (Nov. 21)

2023-680 Banned patron in library, asked to leave (Nov. 27)

2023-692 AMHS called for disoriented patron (Dec. 2) 📞

2023-693 Banned patron in library, confrontational (Dec. 4) 📞

2023-698 Drug paraphernalia found outside branch (Dec. 6)

2023-700 Damaged car left in parking lot (Dec. 11) 📞

2023-703 Discarded needle outside branch (Dec. 12)

2023-710 Patron sleeping outside the branch (Dec. 16) 📞

2023-715 Period product bin theft (Dec. 19)

2024-006 Patron rude to others (Jan. 5)

2024-025 Inappropriate public computer use (Jan. 16)

2024-031 Empty alcohol bottle found in garbage (Jan. 18)

2024-032 Agitated patron pacing/yelling (Jan. 18) 📞

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#### Central

2023-654 Confrontational patron asked to leave for the day (Nov. 15)

2023-655 Possible bed bug exposure (Nov. 15)

2023-657 Drugs left in accessible washroom (Nov. 16)

2023-658 Patron in pain/distress (Nov. 16) 📞

2023-661 Person smoking outside entrance, swears at security, asked to leave (Nov. 17)

2023-662 Argumentative patron abandons belongings (Nov. 17)

2023-664 Verbally abusive patron (Nov. 18)

2023-667 Banned patron in branch, leaves quickly (Nov. 19)

2023-671 Terms of conditional release for person not to attend Central Branch (Nov. 21)

2023-669 Patrons arguing near public computers (Nov. 21)

2023-670 Car struck bollard in parking lot (Nov. 21)

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- 2023-672 Patron asked to leave shopping cart outside (Nov. 22)
- 2023-674 Person drinking beer near public computers, asked to leave (Nov. 23)
- 2023-678 Child waiting outside after closing (Nov. 24)
- 2023-682 Agitated patron offered community support, clashed with security (Nov. 27) 📞
- 2023-684 Patron verbally harassing another patron (Nov. 27)
- 2023-685 Loud patron disturbs other patrons (Nov. 28)
- 2023-688 Patron looking for sibling in library (Nov. 29) 📞
- 2023-690 Patron using inappropriate language and speaking loudly (Nov. 30)
- 2023-691 Person smoking illegal drugs on bench outside branch (Dec. 2)
- 2023-694 Patron concerned about being followed (Dec. 4)
- 2023-699 Sharps discarded in garbage bin (Dec. 8)
- 2023-702 Patron becomes angry, shouts at others before leaving (Dec. 12) 📞
- 2023-704 Suspected drug use in public washroom (Dec. 12)
- 2023-705 Campfire smell in 2<sup>nd</sup> floor washroom (Dec. 13)
- 2023-708 Patron vomits in study room (Dec. 14)
- 2023-716 Patron becomes agitated and loud when speaking with staff (Dec. 19)
- 2023-725 Person mistakenly enters wrong vehicle, scares driver (Dec. 23)
- 2023-720 Drug use and broken paraphernalia in universal washroom (Dec. 21)
- 2023-722 Anti-library statement chalked on sidewalk (Dec. 21)
- 2023-723 Agitated, impaired patron asked to leave after threats made (Dec. 22) 📞
- 2023-726 External vandalism – graffiti (Dec. 28)
- 2023-729 Suspected drug use in accessible washroom (Dec. 29)
- 2023-730 Alcohol cans found outside branch (Dec. 30)
- 2023-731 Inappropriate use of accessible washroom (Dec. 30)
- 2024-004 Alcohol consumption in parking garage (Jan. 4)
- 2024-008 Patron fall on stairs (Jan. 9)
- 2024-009 Person yelling/swearing in parking garage (Jan. 8)
- 2024-013 Patron assaults security guard (Jan. 11) 📞
- 2024-015 Patron lying on floor with feet up (Jan. 11)
- 2024-016 Person sitting on top of retaining wall in parking lot (Jan. 11)
- 2024-017 Empty alcohol bottle in bathroom garbage (Jan. 11)
- 2024-019 Drug use in parking garage (Jan. 12)

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- 2024-021 Misuse of period products, emptied onto floor (Jan. 13)
  - 2024-023 Racist comments made to security guard (Jan. 15)
  - 2024-028 Inappropriate use of accessible washroom (Jan. 17)
  - 2024-030 Drug use in public washroom (Jan. 18)
  - 2024-034 Graffiti on interior wall (Jan. 19)
  - 2024-037 Patron yelling at staff, asked to leave for the day (Jan. 21) 📞
  - 2024-038 Patron says Visa card hacked when using Library computer (Jan. 22)
  - 2024-039 Threatening comment made by patron (Jan. 22)
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### **Isabel Turner**

- 2023-659 Alcohol cans found in washroom (Nov. 16)
- 2023-660 Bed bugs on computer chair (Nov. 16)
- 2023-665 Man sleeping near staff entrance (Nov. 18) 📞
- 2023-672 Graffiti on exterior window frames (Nov. 22)
- 2023-675 Soiled diapers and garbage outside branch (Nov. 24)
- 2023-676 Marijuana packaging in garbage can (Nov. 23)
- 2023-679 Alcohol containers and drug paraphernalia outside branch (Nov. 25)
- 2023-696 Human waste outside branch (Dec. 5)
- 2023-707 Theft of computer mice (Dec. 14)
- 2023-709 Irate patron yelling at staff and other patrons (Dec. 15)
- 2023-713 Confrontational patron (Dec. 17) 📞
- 2023-714 Teens fighting in foyer (Dec. 18)
- 2023-717 Patron in branch after closing (Dec. 20)
- 2023-721 Bong use outside branch (Dec. 21) 📞
- 2023-724 Person in distress (Dec. 22) 📞
- 2023-727 Cannabis and alcohol packaging, needle outside branch (Dec. 28)
- 2023-728 Main door off hinges (Dec. 28)
- 2024-002 Burnt materials outside of branch (Jan. 3)
- 2024-010 Roof leak over Fiction section (Jan. 10)
- 2024-011 Large pile of snow blocking sidewalk to the Library (Jan. 10)
- 2024-012 Banned patron noticed in branch (Jan. 10)
- 2024-014 Concern for patron's mental health (Jan. 11) 📞
- 2024-018 Drug paraphernalia found in Fiction section (Jan. 11)

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- 2024-024 Banned patron in branch (Jan. 15)  
2024-029 Graffiti on chair in Children's area (Jan. 17)  
2024-035 Inappropriate patron comment (Jan. 19)  
2024-036 Cocaine use and personal threat (Jan. 20) 📞
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**Pittsburgh**

- 2023-656 People enter branch during extended hours without scanning card (Nov. 16)  
2023-677 Extended Hours entry scanner not working (Nov. 24)  
2023-687 Drug paraphernalia found in washroom (Nov. 29)  
2023-719 Alarm activated and fallen light cover (Dec. 21)  
2024-003 Person driving on sidewalk (Jan. 3)  
2024-042 Unauthorized access to Extended Hours (Jan. 22)
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**Rideau Heights**

- 2023-666 Young patron misbehaves (Nov. 18)  
2023-681 Youth asked to leave for the day (Nov. 27)  
2023-683 Youth return after being asked to leave (Nov. 27)  
2023-686 Fire alarm – false alarm (Nov. 28)  
2023-689 Young patron asked to leave for the day (Nov. 29)  
2023-697 Youth being loud, slow to leave at closing (Dec. 5)  
2023-695 Graffiti on exterior window (Dec. 5)  
2023-711 Potential traces of cannabis and tobacco on table (Dec. 16)  
2023-712 Youth roller skating in library (Dec. 18)  
2023-718 Broken raw egg in library recycle bin (Dec. 20)  
2024-020 Banned youth in library (Jan. 13)  
2024-026 Upset youth in branch, mental health concern (Jan. 16)
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## **Appendix C:**

### **Summary of Patron Feedback (Nov. 15, 2023 to Jan. 22, 2024)**

#### **Branch Operations**

- Three people on Reddit expressed appreciation for the Library in mid-November, one who said: "We go for our weekly visit with my three year old and I truly believe she is gaining a life long love of books (and hopefully reading) from the amount of books there are available. I myself save thousands of dollars a year with amount I read from the library and the cost of kids books!"
  - A patron requested a microfilm reader at the Isabel Turner branch.
  - Patrons reported concerns or issues regarding Extended Hours (EH): Nov 30 comment door stays open too long; Dec 7 door was unlocked during EH; Dec 21 alarm activated upon arrival, light cover falls during visit; Jan 4 patron not comfortable telling person not to enter behind them during EH; Jan 22 patron allowed another user in during EH.
  - A patron expressed concern that people are required to leave shopping carts outside where people's belongings might be subject to theft, while strollers are allowed in the Library.
  - A patron asked about account notices from the Library as they had not received any recently.
  - Positive feedback was received from a patron about their experience at the Isabel Turner Branch: "The librarians here are very helpful. The downstairs part is great for doing quiet work. There's also plenty of free parking here. It's nice to be across the mall as it's then easy to get some food. Overall, a fantastic place for quiet and thinking work."
  - A patron expressed interest in having a common area available in the library where people can sit and work on a puzzle as they have time.
  - A patron expressed appreciation for the Family and Children's Services banner on display in the Library.
  - A patron expressed frustration with the printing system at the Pittsburgh Branch and requested that instructions be posted.
  - A patron expressed appreciation for the customer service received when looking for books for her grandson.
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**Facilities**

- Five patrons requested an upgrade to the Calvin Park water fountain to include a bottle filling station.
  - A patron expressed their dislike of the steel finish on the ramp and garden enclosures at the Central Branch.
  - Two Calvin Park patrons asked about removal of the RFID enabled gates at the Calvin Park Branch.
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**Programming**

- Appreciation was expressed for the assistance a patron received from one a Tech Tutor.
  - Positive feedback was received from a patron about the Robots at the Library program.
  - Positive feedback was received about the Rhythm and Rhyme sessions at the Rideau Heights Branch.
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**Technology**

- Patron requested ability to sort by reservation status in their online account.
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## KFPL Report to the Board

**Subject:** Strategic Directions – Action Plans and Update

**Prepared by:** Laura Carter, Chief Librarian / CEO

**Date of meeting:** January 31, 2024

### Background

Action plans are developed by staff to guide the implementation of the Strategic Plan. They are reviewed and assessed by staff and reported to the Library Board semi-annually, ensuring that library collections, services, programs, and facilities are achieving the Library's Ends.

A list of action items identified by staff in response to KFPL's Strategic Plan 2023 is available in [Appendix A](#), and includes status and progress updates for 2023 initiatives, as well as new initiatives for 2024.

### References and Abbreviations

The complete [KFPL Strategic Plan 2023 document](https://www.kfpl.ca/files/library-documents/KFPL-Strategic-Plan-2023.pdf) can be accessed via the Library's website [<https://www.kfpl.ca/files/library-documents/KFPL-Strategic-Plan-2023.pdf>].

As action plans may advance more than one strategic direction, they have been organized by initiative, with affected strategic directions identified.

The following abbreviations and terms are used in Appendix A:

#### Strategic Directions:

FEE = Facilitate energizing experiences rooted in inclusivity and diversity.

OSS = Optimize spaces and services

SPO = Strengthen strategic partnerships and operations

CEA = Champion environmental accountability

Appendix A:

With respect to Board stated Ends, vision, mission, values and strategic directions, the following actions have been identified by staff as key short-term priorities.

➔ Review library operations to ensure effective use of available resources. (FEE, OSS, SPO)

Actions / Next Steps	Timeline	Status Update
Undertake a Branch Hours Review and implement changes to hours of operation as indicated.	Q1 - Q3 2023	↳ Complete.
Develop and implement a Shared Services Model with City of Kingston with respect to contracted services for urban branches.	Q1-2024	↳ Model and responsibilities were finalized in early-January. ↳ Implementation is underway, regular communication and check-in meetings, with quarterly reports.
Conduct an environmental scan of community agencies and review existing and potential partnerships.	Q2-2023 - Q1-2024	↳ Review and update scans done by P&O Librarians in Q2 2023.
Improve safety and security at branches.	ongoing	↳ Ongoing procedure and training reviews with Joint Health and Safety Committee ↳ Installation and implementation of Brave sensor at the Central Branch. ↳ Code of Conduct review and community engagement. ↳ Continued discussions with community partners to leverage available community resources. ↳ Review of best practices from other libraries – Canadian Urban Libraries Safety and Security Toolkit draft discussed at October meetings.
Review organizational structure and identify opportunities to align portfolios to better support strategic priorities.	ongoing	↳ Term positions in place while longer term needs are assessed (Projects Librarian and Manager, Marketing and Community Engagement).
Engagement with municipal staff and elected officials regarding the Library Facility Plan (LFP) recommendations and capital improvements.	ongoing	↳ Q3-2023 Discussion with Frontenac County planning staff regarding former Sharbot Lake Public School site. ↳ Q1-2024 Presentation to Township of South Frontenac Council regarding LFP. ↳ Turner Branch Renovation a priority in LFP. ↳ Further presentations and follow-up discussions planned.



Actions / Next Steps	Timeline	Status Update
Assess collection, analysis and reporting of statistical data related to library performance.	Q1 - Q2 2024	↳ Review best-practices, internal capacity and return on investment of activities related to statistical data.
Review/assess Library technology needs and identify opportunities to improve services and processes.	Q2-2023- Q2-2024	↳ ‘Request for Purchase’ system to be re-launched in early February. ↳ Implementation of new systems ‘help desk’ underway. ↳ Implementation of new marketing and analytics software underway.
Review operational policies, procedures, and processes to ensure high-quality, efficient, and consistent library service that aligns with strategic directions.	ongoing	↳ Library Membership Procedures recently updated. ↳ Interlibrary Loan Procedures under review. ↳ Bed Bug and Lost and Found Procedure reviews almost complete. ↳ Review of other operational procedures planned.

➔ **Review and adjust Programming and Outreach strategy and evaluation framework. (FEE, OSS, CEA)**

Actions / Next Steps	Timeline	Status Update
Complete programming and outreach (P&O) review and set new priorities aligned with strategic directions.	Q4-2023 – Q2-2024	↳ Adult Programming Strategy report completed, with recommendations for programming priorities. ↳ Review and adjust priorities for other programming portfolios.
Review and implement recommended framework for ongoing assessment of P&O efforts.	Q3-2024	↳ Evaluation framework included in Adult Programming Strategy Report, staff discussion and training in early February.
Review Create Space and maker programming and procedures.	Q2 - Q3 2024	↳ Create Space team established, developing a plan for maker programming and increasing use of the space.

➔ **Advance diversity and inclusion at the Library for staff and patrons. (FEE, OSS, SSO)**

Actions / Next Steps	Timeline	Status Update
Implement an internal mentoring program recommended by the Workplace Inclusion Committee.	Q1-2024	↳ Mentor selection process to be finalized and recruitment to begin.

Actions / Next Steps	Timeline	Status Update
Conduct a diversity and inclusion audit of Library collections.	Q1 - Q3 2024	↳ Audit strategies used by other Ontario libraries have been reviewed. ↳ Continuing professional development on building and maintaining inclusive collections.
Translation of library documents and promotional materials into additional languages	ongoing	↳ Translate Statement of Solidarity and Acknowledgement into Indigenous languages.

➔ **Extended Hours (EH) pilot project at the Pittsburgh Branch. (OSS)**

Actions / Next Steps	Timeline	Status Update
Installation/implementation of technology and operational processes.	Q4-2023	↳ Complete.
Launch project – staff training, patron registration/orientation, etc.	Q4-2023	↳ Complete. Project launched October 2, 2023.
Monitoring and adjustment of processes, procedures, and technology during early implementation phase	ongoing	↳ Membership procedures and staff training updated in January 2024. ↳ Review performance and usability of Extended Hours technologies, identify and implement any necessary improvements. ↳ Launch Extended Hours newsletter with reminders of Terms and Conditions; updates and news as needed.
Continued promotion of Extended Hours	Q1 – Q3-2024	↳ Drop-in registration and information sessions at the Pittsburgh Branch planned. ↳ Outreach to relevant organizations and groups in Kingston East.

➔ **Isabel Turner Branch renovation project. (FEE, OSS, CEA)**

Actions / Next Steps	Timeline	Status Update
Procurement process to engage architectural consultant.	Q4-2023	↳ Complete.

Actions / Next Steps	Timeline	Status Update
Develop communication and community engagement plans.	Q1-2024	↳ Carried forward from 2023 due to capacity constraints and project status.
Targeted community engagement to inform planning and design phase.	Q3-2023- Q1-2024	↳ Ongoing conversations with representatives from organizations serving Indigenous Peoples. ↳ Engage with selected user groups (e.g. teens) to get input during the detailed design phase.
Determine alternate service point location and finalize relocation plan.	Q1-2024	
Develop staffing plan for relocation.	Q2-2024	

➔ **Review corporate records management processes and implement recommendations. (SSO, CEA)**

Actions / Next Steps	Timeline	Status Update
Review/update the records management classification structure and retention schedule.	Q1-2024	
Determine and implement technological strategies to improve efficiency of records management processes.	Q2-2024	
Conduct a cyber security audit and implement recommendations.	Q1 - Q2 2024	

➔ **Redesign of Library website, catalogue, and related applications/processes. (FEE, OSS)**

Actions / Next Steps	Timeline	Status Update
Recruitment process for Web Specialist vacancy	Q4-2023	↳ Complete
Determine scope and project plan for website redesign	Q1-2024	↳ Timeline dependent on onboarding of Web Specialist. Funding approved in 2024 Capital Budget.

➔ Improved sustainability of Library facilities, collections, programs, and services. (CEA)

Actions / Next Steps	Timeline	Status Update
Participation in the City’s Climate Leadership Working Group and Adaptation & Resilience Action Table.	ongoing	↳ Library representatives on Working Group and Action Table. ↳ Hosted December 2023 Action Table meeting at Calvin Park Branch.
Review and expand P&O activities related to education and community action on climate change and environmental issues.	ongoing	↳ Several strong environmental programs recently offered or ongoing: Kingston Youth Climate Council, Repair Café, Foraging Workshops.
Identify opportunities for library services, programs, and collections to become more sustainable.	ongoing	↳ Sale of withdrawn materials planned in Q2. ↳ Investigating expansion of composting program in branches; improvements to recycling program ↳ Replacement of water fountains to include bottle filling capabilities.
Research procurement/asset disposal practices that promote environmental stewardship, and determine feasibility of implementation (e.g., fiscal impact, staff capacity, timelines).	Q2-2024	Collections: ↳ Investigating buy-back program for high demand materials. ↳ Q2 book sale of withdrawn materials planned.  Procurement: ↳ Research best-practices. ↳ Ensure awareness of product developments (e.g., green vehicles).