

AGENDA

Regular Meeting #2024-06

Kingston Frontenac Public Library Board

September 25, 2024 at 5:00 PM

Meet 1, Central Branch

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
2. Adoption of the Agenda / Addendum (motion)
3. Disclosure of Conflict of Interest
4. Delegations
5. Presentations
6. Adoption of Minutes
 - 6.1. Regular KFPL Board Meeting #2024-05 of June 26, 2024 (attached) (motion)
7. Business Arising from the Minutes
 - 7.1.

Consent Agenda

8. Information Items
 - 8.1. Correspondence / Information Received and Sent
 - 8.1.1. From the City of Kingston, a letter dated August 15, 2024 confirming the appointment of Sonia Verjovsky to the KFPL Board.
 - 8.1.2. From the City of Kingston, copies of letters dated August 15, 2024 confirming appointments to the reserve pool for the KFPL Board.
9. Information Reports

- 9.1. Chief Librarian Communication (attached)
- 9.2. Budget Variance Report (as of June 30, 2024) (attached)
- 9.3. Requests for Review of Library Materials (Q2-2024) (*no requests received*)
- 9.4. Statistical Report (Q2-2024) (attached)
- 9.5. Strategic Direction – Status Update (attached)
- 10. Motion to accept Consent Agenda (motion)

Required Approvals Agenda

- 11. Monitoring Reports
 - 11.1. Communication and Counsel (report attached) (motion)
 - 11.2. Financial Condition (Q2-2024) (report attached) (motion)
 - 11.3. Staff Relations and Volunteers (report attached) (motion)
- 12. Policy Review and Approval
 - 12.1. Patron Code of Conduct – first draft (report and policy to be added) (motion)
- 13. Action Items
 - 13.1.

Other Business

- 14. Governance Review Committee Update
 - 14.1. KFPL Board Governance Policies – discussion of proposed revisions (report and policies attached)

Adjournment and Next Meeting

Regular Board Meeting, Wednesday, October 23, 2024 at 5:00 p.m., Meet 1, Central Branch.

MINUTES (unconfirmed)

Regular Meeting #2024-05

Kingston Frontenac Public Library Board

June 26, 2024 at 5:00 PM

Meet 1, Central Branch

Attendance:

Present: Laura Carter (Chief Librarian / Chief Executive Officer), Dr. Mark Asberg, Anne Brunner, Mary Beth Gauthier, Dr. Elizabeth Goodyear-Grant, Dr. Marcus Létourneau, Alan Revill, Jennifer Ross (Chair), Councillor Bill Saunders, Councillor Wendy Stephen (Vice-Chair)

Staff Present: Nicole Charles (Director, Facilities and Technology), Shelagh Quigley (Director, Human Resources), Amy Rundle (Recording Secretary)

CUPE 2202 / 2202.01: Jillann Rothwell

Others: Brent Fowler, Director – Corporate Asset Management and Fleet, City of Kingston (left at 5:32 p.m.), Speros Kanellos, Director - Facilities Management and Construction Services, City of Kingston (left at 5:32 p.m.), Darla Campbell, Sustainability and Asset Management Lead, Dillon Consulting (left at 5:32 p.m.), Desiree Kennedy, Chief Financial Officer, City of Kingston (left at 5:32 p.m.), Liza Guilbeau, Structural Engineering Technologist, Dillon Consulting (left at 5:32 p.m.), Neil Carbone, Commissioner – Corporate Services, City of Kingston (left at 5:32 p.m.)

Absent / Regrets: Louise Moody

1. Call to Order

The meeting was called to order at 5:00 p.m.

2. Adoption of the Agenda

Motion #: 2024-50

Moved by: W. Stephen Seconded by: A. Revill

That the agenda and addenda be adopted as distributed.

Carried

3. Disclosure of Conflict of Interest

There were no declarations of conflict of interest.

4. Delegations

There were no delegations.

5. Presentations

5.1. Non-Core Asset Management Plan, City of Kingston and Dillon Consulting
B. Fowler and S. Kanellos provided an overview of the plan objectives, milestones/timeframe, and next steps. The following answers were provided in response to questions:

- Nothing surprising was discovered about the state of Library assets (e.g., vehicles, technology, facilities) during this process. The risk profile for the Library is very good compared to other municipal areas.
- Asset replacement planning for the Library is handled by the Chief Librarian/CEO.

B. Fowler and S. Kanellos were thanked for their presentation and left the meeting at this time. (5:32 p.m.)

6. Adoption of Minutes

6.1. Regular KFPL Board Meeting #2024-04 of May 22, 2024

Motion #: 2024-51

Moved by: M. Gauthier Seconded by: B. Saunders

That the minutes of Regular Meeting #2024-04 of the Kingston Frontenac Public Library Board held May 22, 2024 be adopted as circulated.

Carried

7. Business Arising from the Minutes

There was no business arising from the minutes.

8. Governance Process – feedback / discussion

J. Ross noted there was a low level of participation in the self-assessment after the last meeting and summarized the feedback received.

Board members discussed the Board bus tour scheduled for July 11th and agreed that with some members unable to attend, and the new Board member not being appointed until the fall, the tour should be postponed. Board members were encouraged to independently visit as many library branches as possible over the summer.

Consent Agenda

9. Information Items

9.1. Correspondence / Information Received and Sent

9.1.1. From the City of Kingston, a letter dated May 22, 2024 acknowledging A. Cappello's resignation from the KFPL Board.

9.1.2. To S. Bates, a letter from the Board Chair acknowledging her service to the Library through her work with the Friends of the Kingston Frontenac Public Library.

9.1.3. From the Community Foundation for Kingston and Area, a letter enclosing the annual fund statement for the KFPL Endowment Fund for the year ending December 31, 2023, asking for the completion and return of the Disbursement Direction form. (Action Item 14.1.)

10. Information Reports

10.1. Chief Librarian Communication

11. Motion to accept Consent Agenda

Motion #: 2024-52

Moved by: A. Revill Seconded by: E. Goodyear-Grant

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

Required Approvals Agenda

12. Monitoring Reports

12.1. Service Accessibility

Motion #: 2024-53

Moved by: W. Stephen Seconded by: B. Saunders

That the Board has assessed the Chief Librarian's monitoring report on Service Accessibility (L-10) as providing a reasonable interpretation of the policy and sufficient evidence of compliance.

Carried

12.2. Treatment of Public

Motion #: 2024-54

Moved by: A. Revill Seconded by: E. Goodyear-Grant

That the Board has assessed the Chief Librarian's monitoring report on Treatment of Public (L-3) as providing a reasonable interpretation of the policy and sufficient evidence of compliance.

Carried

13. Policy Review and Approval

13.1. Accessibility for Users with Disabilities

Motion #: 2024-55

Moved by: E. Goodyear-Grant

Seconded by: B. Saunders

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

Carried

14. Action Items

14.1. Community Foundation for Kingston and Area Disbursement Direction form (Correspondence 9.1.3.)

Motion #: 2024-56

Moved by: A. Revill

Seconded by: M. Gauthier

That the Kingston Frontenac Public Library Endowment Fund returns available for disbursement in 2024 be rolled over.

Carried

Other Business

15. Governance Review Committee - update

A. Brunner reported that the Committee has met six times so far, with at least one more meeting required to finalize outstanding items. The aim is to provide recommendations and facilitate discussion at the September meeting.

16. Board Recruitment Update

W. Stephen and J. Ross edited the Board Trustee job description and attended a meeting with the City Clerk and Manager, Equity, Diversity and Inclusion to discuss the appointment process and how improvements could be made. The City's recruitment process will take place in July, with the goal of having selection and approval complete ahead of the September Board meeting.

17. Closed Meeting

Motion #: 2024-57

Moved by: M. Asberg

Seconded by: M. Gauthier

That the Board resolve itself into a Closed Meeting to discuss the security of the property of the Board.

Carried

Board members and management staff remained in the meeting. All others left at this time.
(5:53 p.m.)

17.1. Cybersecurity Update

E. Goodyear-Grant left the meeting at this time. (6:04 p.m.)

Motion #: 2024-58

Moved by: A. Revill Seconded by: A. Brunner

That the Board rise from the Closed Meeting without reporting.

Carried

The meeting returned to public session at this time. (6:10 p.m.)

18. Governance Process – KFPL Board Member Self-Assessment

This item was deferred to allow improvements to be made to the self-assessment questions and format.

Adjournment / Next Meeting

There being no further business, W. Stephen moved to adjourn the meeting at 6:12 p.m.

The next regular Board Meeting will be held at 5:00 p.m., Wednesday, September 25, 2024, Meet 1, Central Branch.

Signatures:

Jen Ross, Chair

Amy Rundle, Recording Secretary

KFPL Report to the Board

Subject: Chief Librarian Communication

Prepared by: L. Carter, Chief Librarian / CEO

Date of meeting: September 25, 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.

Safety and Security Updates

Updates to the KFPL Safety Manual were drafted and discussed over the summer, with updates and additional detail added to the Emergency Closure Response, Environmental Condition, Biohazards and Exposures and Bed Bug Response sections. The revised manual is expected to be finalized at the next Joint Health and Safety Committee meeting. All staff will be required to review the updated Manual and confirm that they have done so via the Library's Learning Management System.

Extra security coverage for the Central Branch, including the resumption of overnight exterior patrols and morning security coverage has been arranged in the short-term. Staff met with Welcoming Streets staff to receive updates regarding training initiatives and the collaboration of agencies in the downtown core.

A CBC news article published at the end of August highlighted the rise in security incidents at public libraries across the country. An interview with CBC Radio's Ontario Morning provided the opportunity to add the KFPL perspective to the issue. [Library workers punched, spat on as security incidents rise, data shows](https://www.cbc.ca/news/canada/public-library-security-incidents-1.7302588).

[<https://www.cbc.ca/news/canada/public-library-security-incidents-1.7302588>]

Isabel Turner Branch Renovation Project Update

The Working Group continued to meet with the architects and City staff throughout the summer to develop and refine design documents, which are expected to be released for tender in late-September. The Isabel Turner Branch will be closed effective October 25 and the temporary branch in the Cataraqui Centre is expected to open on November 1.

Other Facilities Project Updates

The work on the Calvin Park roof is almost complete, with flashing and final details to be finished by the end of September.

The Central Branch elevator was out of service in mid-September due to an unexpected mechanical failure that required parts to be ordered.

Staffing Updates

Erin Jones was the successful internal candidate for the temporary Marketing Assistant position.

Jake Miller moved from his role as Programming and Outreach Librarian to cover the Collections portfolio on a temporary basis while Alice Robinette-Woods serves as Acting Manager, Branches and Collections. Olivia Kamphorst was the successful external candidate for the Temporary Programming and Outreach Librarian position and joined KFPL in early September.

Nicole Burchat was the successful candidate for the Budget/HR Analyst position and began training in early September in preparation for Christina Ridgely's retirement at the end of the month.

Sharon Whitaker was the successful internal candidate for the Library Assistant role at the Hartington Branch. Rajan Laird, Laura Dillon, Sophie Harmsen, Candice Ivimey and Sherry Aylesworth were all successful candidates in Library Assistant positions in urban branches. Mariana Abeid-McDougall moved to a permanent part-time Programming Assistant position from relief.

While KFPL welcomed back Elena Rakhuba as a Page, a number of Pages have left to pursue their studies or opportunities in their field including Erin O'Grady, Kalista Cote, Emma Golden, Gabrielle Janfield, and Se Jung Hwang.

Programs and Services – New and Notable

Working with community partners, KFPL provided programming and outreach for Emancipation Day and at other summertime events. As part of outreach efforts to increase awareness of the summer reading programs, The Summer Reading Assistant visited sites throughout the City, including Springer Market Square, Artillery Park, the Kingston East Community Centre, the Cataraqui Centre, and the INVISTA Centre.

KFPL collaborated with EarlyON in South Frontenac, offering Stories at the Point in Sydenham from June through August. This program is continuing through September.

The ever-popular puppet show tour took place in both July and August with visits to Sharbot Lake, the Wolfe Island Branch, the Rideau Heights and Kingston East Community Centres, and the Central, Calvin Park and Isabel Turner branches.

Thanks to sponsorship from the Friends of the Library, KFPL hosted the popular Live @

the Library series including programs such as Metis Fiddler: Alyssa Delbaere-Sawchuk, the Juggling Chef, Paddling Puppeteers, the Ontario Planetarium, and Jurassic Adventure, reaching over 400 children.

The Make it Happen! program series launched over the summer, promoting the Central Branch Create Space and showcasing local makers and woodworking and bicycle maintenance experts.

An English Conversation Circle is launching in September in partnership with Immigration Services Kingston and Area (ISKA) and the Kingston Immigration Partnership (KIP). The Conversation Circle will showcase library and community resources and offer an opportunity for newcomers to make friends and practice their English skills in a welcoming environment.

This September, KFPL has partnered with the Kingston Writersfest (KWF) to offer a Writersfest Reading Challenge for teens and adults. Participants are encouraged to read books from the KWF Reading List for a chance to win signed copies or tickets to KWF events. This challenge is hosted through the Beanstack app and online platform.

Marketing and Engagement

The Isabel Turner Branch closure and temporary branch relocation continue to be a communications and marketing priority. Tactics to support the transition include targeted email communications, newsletter content, organic and paid social media campaigns, along with branch signage.

The Summer Reading Challenges ended at the end of August with registration numbers that exceeded targets. A total of 1,847 participants read for 19,516 hours this summer. The marketing campaign, which included paid digital and social ads, a print ad in the Frontenac News, a Spotify ad and in-branch signage and bookmarks resulted in significant engagement and reach, translating into strong registration numbers. Lessons from this campaign will be applied to future initiatives, especially with respect to outreach to teens, who responded positively to the TikTok videos, Spotify ads, and social media content featuring prize winners.

Promotion for fall programming is focused on promoting resources and events for National Day for Truth and Reconciliation, Canadian Library Month and Ontario Public Library Week in October, and the new Make it Happen! program series.

Work is underway to install a large panel on the main level of the Central Branch that features the introduction and acknowledgment sections of KFPL's Statement of Solidarity and Acknowledgement in English. Translation efforts are on pause due to resource constraints. Signage options for the rest of the branches in the system are under

consideration.

Ontario Library Association (OLA) Updates

The Ontario Library Association (OLA) Board of Directors approved a new position statement at the end of August, entitled "[OLA's Commitment Towards Inclusive Librarianship](#)."

Federation of Ontario Public Libraries (FOPL) Updates

A provincial cabinet shuffle over the summer saw FOPL writing letters of introduction and engaging with new Ministers. The Ministry of Tourism, Culture and Sport became the Ministry of Tourism, Culture and Gaming, with the Hon. Stan Cho as the Minister. Changes to the Education portfolio also took place, with Minister Lecce moving to a new portfolio, and the Hon. Jill Dunlop taking over following the resignation of his replacement, Minister Todd Smith.

FOPL, in partnership with OLA, will be resuming advocacy in once the legislature is back in session in the fall with newly revised priorities.

Canadian Federation of Library Associates (CFLA-FCAB) Updates

CFLA's Committees were active over the summer, with the development of a Copyright Code of Best Practice, Statement on the Intellectual Freedom Rights of Children and development of a pilot Community of Practice for Indigenous Information Professionals.

CFLA prepares a Pre-Budget Submission to the Federal Government each year with recommendations regarding library funding priorities. This year's submission includes three recommendations: 1) Increase funding to public libraries to support them as an essential part of the social infrastructure of our communities 2) Increase investment in organizations that provide accessible reading services, Centre for Equitable Library Access (CELA) and National Network for Equitable Library Service (NNELS) and 3) Increase support for Indigenous libraries and Indigenous library workers.

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 A](#)

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 B](#)

Appendix A:**KFPL Incidents by Branch (June 18, 2024 to Sept. 16, 2024)****Calvin Park**

- 2024-354 Abandoned grocery cart with belongings (June 18)
 - 2024-357 Patron head injury from falling ceiling material (June 19)
 - 2024-358 Multiple calls from agitated hospital patient (June 19)
 - 2024-375 Patron viewing pornography (July 6)
 - 2024-386 Stolen library book (July 16)
 - 2024-419 Gym clothes stolen (Aug. 9)
 - 2024-420 Bed bug found in book (Aug. 10)
 - 2024-425 Unsecured display shelf tips, injures patron's leg (Aug. 13)
 - 2024-434 Car blocking drop box laneway exit (Aug. 19)
 - 2024-453 Patron in distress, AMHS called (Aug. 31) 📞
 - 2024-455 Drug paraphernalia found outside (Sept. 3)
 - 2024-456 Patron looking at pornographic material (Sept. 4)
 - 2024-472 Patrons complaining about another patron (Sept. 7)
 - 2024-492 Items left outside branch (Sept. 16)
 - 2024-493 Theft of change from car (Sept. 16)
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Central

- 2024-353 Person sleeping outside entrance, surrounded by beer cans (June 18) 📞
- 2024-356 Agitated patron speaking loudly near the printer (June 18)
- 2024-365 Patron gives broken glass mug to staff to add to the "art collection" (June 26)
- 2024-366 Person sleeping outside entrance with beer cans (June 27) 📞
- 2024-367 Patron under the influence, asked to leave (June 28) 📞
- 2024-368 Small knife found beside computer (June 29)
- 2024-371 Patron reports lost phone, rants about library (July 5)
- 2024-374 Patron inappropriately expresses frustration about computer (July 6)
- 2024-376 Patron banned for drug use in washroom and aggression (July 8)
- 2024-379 Indecent act in study room (July 11)
- 2024-380 Patron in crisis, AMHS called (July 11) 📞
- 2024-382 Patron breaches ban (July 15)
- 2024-385 Patron having chest pain, asks for ambulance (July 16) 📞

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- 2024-392 Graffiti on exterior wall (July 22)
 - 2024-393 Car hit in library parking lot (July 22)
 - 2024-394 Unaccompanied children in library (July 23)
 - 2024-397 Lethargic, sleepy patron asked to leave after multiple wellness checks (July 24)
 - 2024-396 Religious pamphlets in washroom (July 24)
 - 2024-398 Basket of unused sanitary products found in garbage (July 25)
 - 2024-399 Swearing patron asked to leave for the day (July 25)
 - 2024-400 Religious magazine left in washroom (July 26)
 - 2024-402 Unused sanitary products and basket in garbage (July 27)
 - 2024-405 Patron violates ban (July 31)
 - 2024-407 Banned patron trespasses again (July 31)
 - 2024-409 Banned patron enters library then leaves (Aug. 1)
 - 2024-410 Patron drinking alcohol in the library (Aug. 2)
 - 2024-411 Banned patron asks about library account (Aug. 2)
 - 2024-415 Religious pamphlet left in men's washroom (Aug. 8)
 - 2024-418 Loud patron asked to leave for day after ignoring warnings (Aug. 9)
 - 2024-421 Feces spread in women's washroom stall (Aug. 12)
 - 2024-422 Man urinating on chair dumped outside of branch (Aug. 12)
 - 2024-424 Shouting, disruptive patron asked to leave for the day (Aug. 12)
 - 2024-426 Car vandalized in parking garage (Aug. 14)
 - 2024-429 Banning notice delivered to patron (Aug. 15)
 - 2024-431 Patron using drugs at computer station, asked to leave (Aug. 16)
 - 2024-435 Paramedics called by patron inside the library (Aug. 19)
 - 2024-436 Stolen CDs (Aug. 20)
 - 2024-440 Continuing conflict between two patrons (Aug. 22)
 - 2024-447 Drug use in parking lot (Aug. 28)
 - 2024-448 Fire alarm pulled (Aug. 12)
 - 2024-450 Patron outburst outside of branch, AMHS called (Aug. 29) 📞
 - 2024-451 Drug use and verbal aggression (Aug. 29) 📞
 - 2024-459 Suspected drug possession (Sept. 4)
 - 2024-462 Patron tripped on exterior stairs (Sept. 5)
 - 2024-464 Patron is rude and demanding towards staff (Sept. 5)
 - 2024-465 Stolen CDs (Sept. 5)
 - 2024-471 Banned patron asking about ban status (Sept. 7)

- 2024-473 Patron in distress (Sept. 9) 📞
 - 2024-476 Drug use in washroom (Sept. 9)
 - 2024-477 Patron tripped and scraped knee outside branch (Sept. 9)
 - 2024-484 Urine on building (Sept. 12)
 - 2024-488 Suspicious Activity in Accessible Washroom (Sept. 13)
 - 2024-490 Patron laying on ramp outside (Sept. 14) 📞
 - 2024-491 Patron walks into glass partition (Sept. 14)
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Isabel Turner

- 2024-355 Teen patron in staff only area (June 18)
- 2024-360 Use of foul language throughout the branch (June 21)
- 2024-372 Hostile interaction with patron (July 5)
- 2024-378 Patrons arguing and swearing (July 10)
- 2024-381 Provided Kingston Police access to building (July 15)
- 2024-383 Banned patron in library (July 15)
- 2024-387 Possible mischief on the roof (July 16)
- 2024-388 Rear windshield of car smashed (July 18)
- 2024-389 Beer can found in garbage (July 18)
- 2024-391 Angry patron swears at staff (July 19)
- 2024-395 Teens on roof (July 23)
- 2024-401 Patron viewing porn, asked to leave (July 26)
- 2024-403 Patron speaks to other patron about body odour (July 29)
- 2024-404 False 9-1-1 call made from public pay phone (July 30)
- 2024-408 iPad station forced open (Aug. 1)
- 2024-413 Half-empty alcohol can in garbage (Aug. 1)
- 2024-414 Banned patron enters branch (Aug. 8)
- 2024-423 Teens in the park with bong and baton (Aug. 12) 📞
- 2024-428 Car rolled back into another (Aug. 14)
- 2024-432 Banned patron tries to access computers (Aug. 16) 📞
- 2024-433 Patron waits in parking lot at closing, watches staff leave (Aug. 17)
- 2024-437 Empties in garbage and glass pipe outside (Aug. 20)
- 2024-439 Violent and unruly child (Aug. 22)
- 2024-442 Report of man in bushes filming (Aug. 26)
- 2024-443 Patron displays odd behaviour (Aug. 26)

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- 2024-449 Banned patron asked to leave (Aug. 28)
 - 2024-452 Patron reports a dog in distress in vehicle (Aug. 30) 📞
 - 2024-454 Teen in distress enters library to escape from violence (Sept. 3) 📞
 - 2024-457 Patron asked to leave for viewing pornography (Sept. 4)
 - 2024-461 Glass pipe found in study carrel (Sept. 5)
 - 2024-466 AMHS team visits individual in the library (Sept. 5) 📞
 - 2024-469 Patron annoyed that daily newspapers weren't available at opening (Sept. 7)
 - 2024-470 Patron late leaving branch at closing (Sept. 7)
 - 2024-474 Inappropriate 'joke' (Sept. 9)
 - 2024-475 Patron enters staff workspace (Sept. 9)
 - 2024-479 Patron requests AMHS (Sept. 10) 📞
 - 2024-480 Smoke from encampment outside branch (Sept. 10) 📞
 - 2024-482 Theft of vehicle from library parking lot (Sept. 10)
 - 2024-483 Patron left box of items at service desk (Sept. 11)
 - 2024-494 AMHS called for agitated patron (Sept. 16) 📞
 - 2024-495 9-1-1 called for screaming, agitated patron (Sept. 16) 📞
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Pittsburgh

- 2024-359 Patrons inside branch after closure (June 19)
 - 2024-362 Patrons entering during extended hours (June 25)
 - 2024-364 Patron allows unregistered user into extended hours (June 26)
 - 2024-446 Unaccompanied children using Extended Hours (Aug. 27)
 - 2024-463 Patron unable to access Extended Hours (Sept. 5)
 - 2024-485 Patron scraped leg outside of branch (Sept. 12)
 - 2024-486 Beer cans found outside branch (Sept. 12)
 - 2024-487 Police and AMHS outside branch – not library related (Sept. 12)
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Rideau Heights

- 2024-361 Agitated and aggressive patron asked to leave for day (June 24)
- 2024-370 Charging cable for Switch missing (July 3)
- 2024-377 Toddler bumps head on underside of display while running (July 9)
- 2024-390 Patron enters branch before opening (July 19)
- 2024-412 Youth asked to leave for the day (Aug. 2)
- 2024-430 Popcorn in book drop (Aug. 16)

2024-444 Youth asked to leave after hitting another youth (Aug. 26)

2024-445 Damage to plaque (Aug. 27)

2024-458 Cigarette butt in external book return (Sept. 4)

2024-460 Youth asked to leave due to disruptive behaviour (Sept. 3)

Appendix B:

Summary of Patron Feedback (June 18, 2024 to Sept. 16, 2024)

Accessibility

- Older adult patron requested magnifying glass to help read audiobook descriptions and improved lighting in Large Print area at the Calvin Park Branch. [*Lighting was repaired in mid-August, required lift to reach lights close to ceiling.*]
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Branch Operations

- Group of teens expressed appreciation for the Teen Area at the Pittsburgh Branch during exam time. They let staff know how great the space was for studying, and how appreciative they were of a separate room so they wouldn't disturb others when reviewing materials or quizzing each other.
 - A Rideau Heights Branch patron commented: "I love this library sooooo much. Keep up the good work."
 - Complaint received about size of after-hours return slot at the Plevna Branch. Some items will not fit through and must be returned during open hours.
 - A patron called to complain about the Wi-Fi being off between 11 pm and 7 am at the Central Branch.
 - A patron asked why the battery collection bins were removed.
 - A patron expressed appreciation for the resources and collections available through the Library and that "staff welcome you with a smile" but complained that people chatting in the Library interfered with their studies and research and asked that a quiet policy be enforced.
 - A patron posted a Google Review for the Pittsburgh Branch: "Amazing place to play chess. Me and my family go here to get books and service is great. Best place to go."
 - "I've been reading so much and same with kiddo too. We love the library." (Commented on a Library Instagram post.)
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Collections

- "I love your libraries. For the next step could you maybe put French books and comics in the teen section? Could you also put more coloured manga? Thanks!"
- A patron commented on a Pride book list, complaining about the inclusion of picture books for younger children on the list.
- A patron requested loan period for energy meters be three weeks instead of one. [*The*

loan period has been updated to three weeks.]

- A patron commented that they really enjoyed using Libby and the access to the partner library collections but expressed that they wished KFPL updated our lists and recommendations more often, like the other libraries do.
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Customer Service

- A patron let Pittsburgh Branch staff know how much they appreciate their reservations being extended for a couple days and that the grace and personalized service were very much appreciated.
 - A patron complained about being asked not to sit on the floor and noted that there is nothing about that in the Code of Conduct. They complained that there are several statements about being quiet, but that the circulation desk area is not quiet and they find the staff too loud.
 - A patron wanted to submit a word of thanks to a staff member for going out of her way to help with reserving some books.
 - A Central patron expressed appreciation for the customer service they received at the branch and expressed that it was much better than their previous visit when they were directed to the self-service option.
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Facilities

- A patron called and wrote in to ask about the upcoming renovations to the Isabel Turner Branch. They expressed that they don't like the Central Branch design and hope that colours and finishes at Turner will be natural and warm and that there won't be too many changes.
 - Patron told us that we had the cleanest washrooms downtown at the Central Branch, and that facilities staff did a great job keeping everything here so clean.
 - Complaint about people leaving garbage out front of the Central Branch and request for additional garbage cans.
 - "Please finish Central Branch metal eyesore wall before spending money on "Turner Branch." Thank-you!"
 - A patron expressed dissatisfaction with the lack of public study space that will be available when the Isabel Turner Branch closes for renovations.
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Programs

- Four comments were received expressing appreciation for the Technology Tutor program and dismay that this session is wrapping up at the end of September.

- A patron passed along an idea from another library system where summer reading participants could exchange weekly reading credits towards the planting of trees. The Library had more adult participation than in the past, and they were able to cut down on individual prizes and overall waste. They partnered with the city's forestry department & and were able to plant 50 trees through the program.
 - "My son is really looking forward to this! Thank you again for hosting this! It's an excellent motivation for him". (re TDSRC wrap-up party)
 - A patron commented about lack of programming for 10–11-year-olds. Their child is often too young or too old for programs that are currently offered. They hope that KFPL might consider offering other options.
 - A patron complained about the process for ticket distribution for a popular children's program and the customer service they received when they expressed that frustration in the branch.
 - Patron who attended Make It Happen 3D Print Workshop edition found it useful to see the process from computer software to seeing the 3D printer run in-person.
 - Patron expressed interest in getting a lamp repaired at the Repair Café program and asked about introduction of passports that get stamped at each branch like an initiative in Toronto.
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Kingston Frontenac Public Library
Budget Variance Report
June 30, 2024

						2023 Comparison	
Account	Actuals Q2 2024	Annual Budget	Variance \$	Actuals to Budget %		Actuals Q2 2023	Actuals to Budget %
EXPENSES							
Salaries and wages	1,537,678	3,368,571	- 1,830,893	46%		1,519,696	46%
Part-Time Wages	631,867	1,173,897	- 542,030	54%		567,140	47%
Pages Part-Time Wages	171,257	354,215	- 182,958	48%		171,363	49%
Overtime	11,508	44,950	- 33,441	26%		11,119	31%
Payroll benefits	798,144	1,697,924	- 899,780	47%		709,011	45%
Retirees benefits	16,330	31,023	- 14,693	53%		15,249	42%
WSIB	1,099	300	799	366%		80	27%
Total Staff Costs	3,167,883	6,670,880	- 3,502,997	47%		2,993,657	46%
Adult popular mat'ls	284,656	585,000	- 300,344	49%		270,965	49%
Child/youth pop mat'ls	85,204	192,650	- 107,446	44%		104,583	57%
Electronic resources	67,391	122,245	- 54,855	55%		69,752	50%
Serials	30,858	33,254	- 2,395	93%		871	2%
Total Material	468,109	933,149	- 465,040	50%		446,171	49%
Office Supplies	18,829	50,000	- 31,171	38%		13,330	22%
Vehicle repairs & maintenance	1,027	5,000	- 3,973	21%		2,569	51%
Vehicle fuels and lubricants	2,780	9,400	- 6,620	30%		3,946	42%
Computer Equipment	25,372	60,000	- 34,628	42%		3,417	4%
Software	5,070	30,111	- 25,040	17%		4,171	33%
Furniture and fixtures	8,651	12,250	- 3,599	71%		3,655	30%
Advertising	6,873	18,000	- 11,127	38%		4,085	36%
Telephones/Cell Phones	15,381	33,463	- 18,082	46%		15,842	50%
Internet Connectivity	18,503	39,017	- 20,514	47%		23,041	57%
Fees, subscription, membership	7,564	15,150	- 7,586	50%		8,050	64%
Mileage	3,603	11,300	- 7,697	32%		4,972	44%
Education and training	20,951	40,600	- 19,649	52%		16,933	42%
Misc Expense	3,495	8,000	- 4,505	44%		4,369	58%
Delivery, postage & shipping	3,006	5,000	- 1,994	60%		2,381	32%
Cash over (short)	- 40	-	-	0%	-	56	0%
Professional services	12,211	26,500	- 14,289	46%		900	3%
Contracted services - system wide	267,625	378,316	- 110,692	71%		237,071	75%
Programs	27,447	24,600	2,847	112%		23,685	97%
Equipment rentals	4,242	9,543	- 5,301	44%		4,701	50%
Interest & Service Charges	1,092	2,500	- 1,408	44%		1,203	48%
Allocated Insurance	18,564	33,500	- 14,936	55%		16,280	57%
Total System-Wide	472,247	812,250	- 340,003	58%		394,544	53%
Facilities							
Protective Clothing	658	2,026	- 1,368	32%		305	15%
Cleaning supplies	11,902	27,351	- 15,449	44%		9,104	33%
Tools & Equipment	1,409	10,200	- 8,791	14%		3,049	30%
Repairs & maintenance	2,490	10,660	- 8,170	23%		1,815	17%
Water and Sewer	3,464	5,923	- 2,458	58%		9,330	49%
Natural Gas	24,440	37,528	- 13,088	65%		54,310	99%
Electricity	40,275	23,444	16,832	172%		57,489	27%
Contracted Services	49,059	72,342	- 23,282	68%		57,845	27%
Allocated shared services	114,796	344,389	- 229,593	33%			
Total Facilities	248,494	533,862	- 285,368	47%		193,247	35%
Total Expenditures	4,356,734	8,950,141	- 4,593,407	49%		4,027,619	46%
REVENUES							
Provincial Subsidy	-	297,138	297,138	0%		-	0%
Project Grants	- 30,273	30,000	273	101%		-	0%
Printer/Photocopier Revenue	- 12,356	23,400	11,044	53%	-	10,010	43%
Fines/Damages	- 4,443	10,400	5,957	43%	-	3,531	34%
Non-Resident Fees	- 4,961	9,000	4,039	55%	-	4,003	44%
Facility Rentals	- 20,700	35,000	14,300	59%	-	7,193	21%
Donations	- 12,731	11,000	1,731	116%	-	3,594	33%
Expenditure Recovery	- 32,128	40,000	7,872	80%	-	20,672	52%
Miscellaneous Revenue	- 7,888	10,000	2,112	79%	-	1,719	17%
County of Frontenac	- 488,750	977,501	488,751	50%	-	394,281	42%
City of Kingston	- 3,753,351	7,506,702	3,753,351	50%	-	3,648,440	50%
Total Revenue	- 4,367,582	8,950,141	4,582,559	49%		4,093,442	47%
Net Deficit (Surplus)	-10,848	0	-10,848		-	65,823	

KFPL Report to the Board

Subject: Statistical Report (Q2 2024)
Prepared by: L. Carter, Chief Librarian/CEO
Date of meeting: September 25, 2024

Background:

Performance statistics are used to identify usage trends and inform operational decisions.

Analysis:

A review of statistical information presented to the Board, including the frequency, metrics and alignment with the Board's Ends Policies and Strategic Plan is planned for 2024 as part of the Governance Review process. To keep the Board informed on trends in library use as of the end of Q2 2024, high-level summary data is being provided in the interim ([see Figure 1](#)). Data continues to be collected and tracked by staff as before.

Circulation

Circulation of physical materials was down slightly, by 2,299 items, compared to the same quarter the previous year, while renewals increased slightly, up by 2,794.

E-Materials continue to increase in popularity, with much of the increase related to growth in the use of digital magazines following the increased selection available through OverDrive/Libby. E-Materials circulation is constrained by financial resources. Monthly borrowing are limits in place for Kanopy and Hoopla to ensure budgeted amounts are not exceeded, and E-Book and E-Audiobook circulation is limited with respect to both the number of titles and number of copies the Library can afford to purchase through OverDrive/Libby.

Queries

In-Branch queries are recorded manually by staff and are subject to a margin of error. Virtual queries include automatic replies and bounce-back messages from undelivered emails. Part of the decrease in this category is related to a reduction in these types of messages due to data cleanup projects.

Technology

The E-Services statistic includes Ancestry, Mango, PressReader, Canadian Major Dailies and Cantook Station, with the drop primarily attributable to decreased use of Ancestry. Some underutilised products were cancelled for 2024, also contributing to the decrease.

Programming and Outreach

Staffing constraints and the adult programming realignment resulted in 6.3% fewer programs offered in Q2, leading to a 9.4% drop in attendance figures. One-on-one Technology Tutor appointments are not included in session or attendance numbers and are tracked separately.

Visitors and Active Cardholders

An unknown percentage of library visitors do not borrow materials or attend programs. Tracking visitor counts is another method of measuring overall library business. Visitor counts were previously only reported annually, and for branches without people counters, the number was calculated using data collected during the Annual Survey of Public Libraries (ASPL) “typical week” and then annualized. As of late 2023, all KFPL branches had people counters installed, enabling more accurate reporting and granular analysis of visitor trends. Q2 Visitor counts for the 10 library branches with complete data Q2 2023 and Q2 2024 numbered 134,487, a 9% increase.

The number of “Active Cardholders” is a metric that has been tracked in the ASPL for many years and refers to anyone who has used their card over the previous two years. While one part of the broader picture, this metric does not tell full story, since it only captures uses reflected in the Integrated Library System (ILS) and does not reflect program attendance, shared cards (caregivers and children) or use of other services that do not require a card. As of June 30, 2024, KFPL has 38,499 active cardholders, compared to 34,594 at the end of Q2 2023, a 11.3% increase.

Figure 1: Selected Library Use Data

		2023	2024	Variance
Circulation	Physical Materials	185,804	183,505	-1.2%
	E-Materials	74,085	83,968	+13.3%
	Virtual Renewals	53,942	56,736	+5.2%
	Total Circulation	313,831	324,209	+3.3%
Queries	In-Branch	18,776	22,100	+17.7%
	Virtual	1,978	1,634	-17.4%
	Total Queries	21,104	24,076	+14.1%
Technology	Computer Sessions	8,928	9,725	+8.9%
	E-Services	27,697	17,415	-37.1%
	Website Visits	241,166	296,750	+23.0%
Programming	Sessions	204	191	-6.3%
	Attendance	4,134	3,747	-9.4%
Outreach	Events	68	69	+1.5%
	Attendance	3,625	3,726	+2.8%

KFPL Report to the Board

Subject: Strategic Directions – Action Plans and Update

Prepared by: Laura Carter, Chief Librarian / CEO

Date of meeting: September 25, 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.

Status and progress updates for action items identified by staff in response to KFPL's Strategic Plan 2023 is available in [Appendix A](#).

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, terms and markup 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

Markup Explanation:

[Blue text](#) indicates new or updated information.

[Green text](#) indicates completed items.

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
Develop and implement a Shared Services Model with City of Kingston with respect to contracted services for urban branches.	Q3 to Q4 2024	<div><div>↳ Outstanding financial and procedural processes are being settled.</div><div>↳ Evaluation of Model and any necessary adjustments planned for early 2025.</div><div>↳ Regular communication and check-in meetings continue.</div><div>✓ Model and responsibilities were finalized in early-January; implementation began in April.</div></div>
Improve safety and security at branches.	ongoing	<div><div>↳ Code of Conduct review and community engagement is underway.</div><div>↳ Continued discussions with community partners to leverage available community resources.</div><div>↳ Review of best practices from other libraries – banning and exclusion procedures to be reviewed after new Code of Conduct is approved.</div><div>↳ Ongoing procedure and training reviews with Joint Health and Safety Committee.</div><div>✓ Installation and implementation of overdose detection sensor at the Central Branch.</div></div>
Review organizational structure and identify opportunities to align portfolios to better support strategic priorities.	ongoing	<div><div>↳ Ongoing as part of 2025 budget development and in response to staffing and resource constraints and opportunities.</div><div>✓ Temporary position, Manager, Projects and Strategic Initiatives created to support Isabel Turner Branch renovation project; Acting Manager, Branches and Collections hired to fill resulting vacancy in Q2 2024.</div><div>✓ Term positions in place while longer term needs are assessed (Projects Librarian and Manager, Marketing and Community Engagement).</div></div>
Engagement with municipal staff and elected officials regarding the Library Facility Plan (LFP) recommendations and capital improvements.	ongoing	<div><div>↳ Library Facilities Plan to be reviewed Q3 to Q4 2024 in light of increased population growth projections.</div><div>↳ Focus has been on the Isabel Turner Branch Renovation, which is a priority in LFP. Capital Funding secured for relocation and temporary space costs and for construction phase.</div><div>↳ Q4 2024 - Further presentations and follow-up discussions planned.</div><div>✓ Q3 2023 - Discussion with Frontenac County planning staff regarding former Sharbot Lake Public School site.</div></div>

Actions / Next Steps	Timeline	Status Update
		✓ Q1 2024 Presentation to Township of South Frontenac Council regarding LFP.
Assess collection, analysis and reporting of statistical data related to library performance.	Q3 to Q4 2024	↳ Review of best-practices, internal capacity and return on investment of activities related to statistical data. Moved forward due to capacity constraints.
Review/assess Library technology needs and identify opportunities to improve services and processes.	ongoing	↳ Q3 2024 – Implementation of new software to streamline the management of Wi-Fi hotspots. ↳ Q4 2024 – Further staff training and development of implementation plan for advanced features of marketing and analytics software. ↳ Q3 2024 – Staff visited Quinte West Public Library to review maker technology. ↳ Q2 2024 – Staff travelled to Mississauga's newly renovated Hazel McCallion Central Library to help inform Isabel Turner Branch Renovation planning. ✓ Request for Purchase' system re-launched in February 2024. ✓ New systems 'help desk' launched in June 2024. ✓ New marketing analytics software launched in April 2024.
Review operational policies, procedures, and processes to ensure high-quality, efficient, and consistent library service that aligns with strategic directions.	ongoing	↳ Interlibrary Loan Procedures under review in preparation for new software to be implemented later this year. ✓ Library Membership Procedures recently updated. ✓ Bed Bug and Lost and Found Procedure reviews completed.
Undertake a Branch Hours Review and implement changes to hours of operation as indicated.	Q1 to Q3 2023	Complete.
Conduct an environmental scan of community agencies and review existing and potential partnerships.	Q2 2023 to Q1 2024	Complete

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

Actions / Next Steps	Timeline	Status Update
Review and implement recommended framework for ongoing assessment of P&O efforts.	Q3 to Q4 2024	↳ Training on setting programming outcomes will be completed by end of Q4. ↳ Program evaluation surveys to be finalized and launched by Q1 2025.

		✓ Evaluation framework included in Adult Programming Strategy Report, staff discussion and training completed in early February.
Review Create Space and maker programming and procedures.	Q2 to Q4 2024	<div>↳ Programming adjusted with launch of new program series' in Q3 2024.</div> <div>↳ New 'Make it Happen' and 'Craft and Create' programs added, and the Repair It! series will continue.</div> <div>↳ Monthly Open Houses to assist users with equipment will launch in Q3 2024.</div> <div>↳ Increased marketing efforts are planned for Q4 2024 to increase visitors and use.</div> <div>✓ Create Space team established.</div> <div>✓ Plan developed to refresh maker programming and increase use of the space.</div> <div>✓ Create Space rearranged to improve usability.</div> <div>✓ Training manual developed for Branch Operations staff and patron waivers updated.</div>
Complete programming and outreach (P&O) review and set new priorities aligned with strategic directions.	Q4 2023 to Q2 2024	Complete.

➔ 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.	Q4 2024	<div>↳ No uptake in the program. Alternative strategies to be explored.</div> <div>✓ Mentor selection process to be finalized and recruitment to begin.</div>
Conduct a diversity and inclusion audit of Library collections.	Q3 to Q4 2024	<div>↳ Audit plan to be developed by end of Q4 2024.</div> <div>✓ Audit strategies used by other Ontario libraries have been reviewed.</div> <div>✓ Courses on building inclusive collection and conducting diversity audits completed by Collections Librarian.</div>
Translation of library documents and promotional materials into additional languages	ongoing	<div>↳ Plaque with introductory and acknowledgement sections of Statement of Solidarity and Acknowledgement to be installed September 2024 at the Central Branch, with other locations to follow by end of 2024.</div> <div>↳ Q1 2025 - Translate Statement of Solidarity and Acknowledgement into Indigenous languages.</div>

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

Actions / Next Steps	Timeline	Status Update
Monitoring and adjustment of processes, procedures, and technology during early implementation phase	ongoing	<div>↳ Q4 2024 - Evaluation of pilot project and report to Board</div> <div>↳ Review performance and usability of Extended Hours technologies, identify and implement any necessary improvements.</div> <div>✓ Launch Extended Hours newsletter with reminders of Terms and Conditions; updates and news as needed.</div> <div>✓ Membership procedures and staff training updated in January 2024.</div>
Installation/implementation of technology and operational processes.	Q4 2023	Complete.
Continued promotion of Extended Hours	Q1 to Q3 2024	Complete.
Launch project – staff training, patron registration/orientation, etc.	Q4 2023	Complete. Project launched October 2, 2023.

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

Actions / Next Steps	Timeline	Status Update
Implementation of communication and community engagement plans.	ongoing	↳ Communication via Engage KFPL website, newsletters, paid and earned media, social media campaign and in-branch communications underway.
Targeted community engagement to inform planning and design phase.	Q3 2023 to Q1 2024	<div>↳ Conversations with representatives from organizations serving Indigenous Peoples.</div> <div>↳ Engage with selected user groups (e.g., teens) to get input during the detailed design phase.</div> <div>✓ Staff feedback sought on preliminary designs.</div>
Preliminary and detailed design phase.	Q1 to Q3 2024	↳ Preliminary and detailed design phase ongoing in preparation for construction to start in Q4 2024.
Determine alternate service point location and finalize relocation plan.	Q4-2024	↳ Renovation and outfitting of temporary service point underway, expected to be operational November 1, 2024.

Actions / Next Steps	Timeline	Status Update
		✓ Temporary service point location secured, leasing permission obtained, and legal documents fully executed. ✓ Design and layout of temporary service point complete.
Develop communication and community engagement plans.	Q1 2024	Complete
Develop staffing plan for relocation.	Q2 2024	Complete.
Procurement process to engage architectural consultant.	Q4 2023	Complete.

➔ 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.	Q3 2024	↳ High level review of current practices and procedures in relation to both print and digital recordkeeping. ↳ Moved forward due to capacity constraints.
Determine and implement technological strategies to improve efficiency of records management processes.	ongoing	↳ Dependant on review/update of records management classification structure.
Conduct a cyber security audit and implement recommendations.	Q4 2024	↳ Review of policies to align with recommendations. ✓ Audit complete. Recommendations provided 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	Q3 to Q4 2024	↳ Previous Web Specialist has moved on from KFPL. Actively recruiting for role.

Determine scope and project plan for website redesign	Q1 2025	<div>↳ KFPL staff updating key technical components in preparation for a website redesign.</div> <div>↳ Timeline dependent on onboarding of Web Specialist; Funding approved in 2024 Capital Budget.</div> <div>✓ Digital Kingston website migrated to a new server.</div>
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➔ Improved sustainability of Library facilities, collections, programs, and services. (CEA)

Actions / Next Steps	Timeline	Status Update
Encourage staff to use sustainable commuting methods.	ongoing	<div>↳ KFPL Staff participation in the Commuter Challenge, which takes place annually at the beginning of June.</div> <div>✓ Bike racks installed in the Central Branch basement to provide improved bike parking for staff.</div>
Participation in the City’s Climate Leadership Working Group and Adaptation & Resilience Action Table.	ongoing	<div>↳ Library representatives on Working Group and Adaptation and Resilience Action Table.</div> <div>✓ Hosted December 2023 Action Table meeting at Calvin Park Branch.</div>
Review and expand P&O activities related to education and community action on climate change and environmental issues.	ongoing	<div>↳ Q4 2024 - KFPL staff to attend Kingston Climate Expo events in October, as participants and learners and also to promote the Library’s services, programs and collections.</div> <div>↳ Q4 2024 - Partnership with Sustainable Kingston will bring climate workshops to rural branches in addition to urban branches.</div> <div>✓ Several strong environmental programs recently offered or ongoing: Kingston Youth Climate Council, Repair Café, Foraging Workshops.</div>
Identify opportunities for library services, programs, and collections to become more sustainable.	ongoing	<div>↳ Composting program discussions continuing with respect to additional locations.</div> <div>↳ Q4 2024 - Replacement of water fountains at Calvin Park and Pittsburgh to include bottle filling capabilities.</div> <div>✓ Sales of withdrawn library materials took place at the Isabel Turner Branch in April and early-September, with another planned for late-September.</div> <div>✓ Composting program implemented at the Rideau Heights Community Centre and Library building.</div>
Research procurement/asset disposal practices that promote environmental stewardship, and determine	Q3 to Q4 2024	<div>Collections:</div> <div>↳ Q3 book sale of withdrawn materials took place early September, with one more planned.</div>

Actions / Next Steps	Timeline	Status Update
feasibility of implementation (e.g., fiscal impact, staff capacity, timelines).		<div>↳ Investigating additional and alternative methods of sustainably disposing of withdrawn materials.</div> <div>↳ Buy-back program for high demand materials was implemented with vendor and is being revisited due to changes in terms and conditions.</div> <div>✓ Q2 book sale of withdrawn materials planned.</div> <div>Procurement:</div> <div>↳ Research best-practices.</div> <div>↳ Ensure awareness of product developments (e.g., green vehicles).</div>

KFPL Monitoring Report to the Board

Executive Limitation Policy L-9

Communication and Counsel (2024-06)

With respect to providing information and counsel to the Board, the Chief Librarian may not permit the Board to be uninformed.

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

CEO Interpretation

I interpret this to mean that the CEO shall ensure the Board receives, in a timely and accessible manner, a sufficient amount of accurate information from a variety of perspectives, to inform Board policy and decision-making and assess operational performance. The Board will also receive staff support, in a manner consistent with the total staff resources available, to carry out its responsibilities.

Compliance will be demonstrated when:

- Mechanisms are in place to ensure access to Board resources, training, and communications.
- All required monitoring reports are submitted for inclusion in the Board agenda package according to the schedule in Board policy documents and are accepted by Board motion.
- The Board is advised of any trends, legislative changes, adverse media coverage or public reaction, and external/internal changes that could impact Board policies, particularly those that may trigger the Board's reconsideration of the policies. This information will be provided as soon as possible.
- The Board is advised, through communication with the Board Chair, if there is perceived non-compliance with the Governance Process and Board-Staff Relationship policies.

Evidence of Compliance

Information is provided to Board members regarding communication mechanisms, and training and other resources are provided as required to support effective governance:

- Board members are issued a resource binder with orientation, policy, governance, and logistical information.
- Board members have direct access to current and historic information via the Board Portal.
- Training courses and supplementary learning resources are provided or assigned to Board members via the Learning Management System (LMS) and support is available to Board members with respect to accessing and navigating the Board Portal and LMS.

According to the schedule for submission of monitoring data for Executive Limitations and Ends, the following monitoring reports were provided to the Board since the last report:

- Asset Protection (external audit)
- Communication and Counsel
- Staff Relations and Volunteers

- Service Accessibility
- Treatment of Public
- Financial Condition (Q1-2024 and Q2-2024)

To ensure the Board's awareness of trends, legislative changes, adverse public reaction and/or media coverage, and other material changes that affect the assumptions upon which Board policy has been established, the following information reports were provided to the Board since the last report:

- Chief Librarian Communication
- Correspondence / Information Received and Sent
- Budget Variance Report as of June 30, 2024
- Statistical Report (Q1-2024 and Q2-2024)
- Strategic Direction – Action Plans and Update
- Cyber Security Update (CONFIDENTIAL)

Statements of Compliance

- To my knowledge, the Board is in compliance with its Governance Process policies.
- Every effort has been made to keep reports brief and to the point.
- Mechanisms have been provided for official Board, officer, and committee communications.
- My dealings have either been with the Board as a whole or with the Chair on matters within their jurisdiction.
- All delegated items, required by law or contract to be board-approved, along with monitoring assurance, have appeared on meeting agendas since the last report.

I hereby present my monitoring report on Executive Limitation Policy L-9, Communication and Counsel for meeting 2024-06.

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.



Laura Carter, CEO/Chief Librarian

September 17, 2024

KFPL Monitoring Report to the Board

Executive Limitation Policy L-5

Financial Condition – 2nd Quarter 2024

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.
2. Use any specifically designated Long Term Reserves, except for their designated purposes.
3. Conduct inter-fund shifting except with the authorization of the municipal councils, as stipulated in the *Public Libraries Act*, Sec 24.
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.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than the amount allowed in the Procurement of Goods and Services Policy.
7. Acquire, encumber or dispose of real property.
8. Fail to provide quarterly accurate and detailed financial statements showing budgeted and year-to-date figures.

CEO Interpretation

I interpret this policy to mean that the Library's finances will be responsibly managed by the Chief Librarian/CEO, that legislative requirements and established Board priorities will be respected, and multiple levels of monitoring/oversight will be in place to mitigate risk.

“May not expend more funds than have been received” is interpreted to mean that at no point in the year do expenses exceed expected revenues. Expected revenues refer to transfers from the City of Kingston, County of Frontenac, and Province of Ontario, as well as self-generated revenues, which are part of the approved operating

budget.

“Long term reserves” are interpreted to mean a fund designated for a specific purpose and identified as such (e.g., capital project, grant or award funding, monetary donation).

“Tax payments” and “government-ordered payments or filings” are interpreted to mean source deductions for employee income taxes, pensions, worker’s compensation, employment insurance, reports associated with these payments, the Ministry of Tourism, Culture and Gaming’s annual survey and grant application, and the Canada Revenue Agency annual Registered Charity Information return.

Specifically, this policy requires the CEO to make every effort to ensure that:

- Sufficient funds are available to meet payroll obligations, accounts payable are processed in a timely manner, and the Library does not report a deficit at the end of the fiscal year.
- Long term reserves are used only for the designated purpose.
- Government-ordered payments and filings are submitted before the due date, have not been deliberately falsified, and are error-free (other than minor calculation errors).
- Purchases and financial commitments exceeding \$250,000, and transactions involving real property, will only be made with Board approval.
- Budget Variance Reports are provided quarterly, and an external audit is conducted and presented annually.

Compliance will be demonstrated when:

- More than one level of oversight is in place to ensure Library funds are not moved or spent in an unauthorized way.
- Statements of municipal/government accounts verify on-time receipt of payments and reports.
- Budget Variance Reports are provided as scheduled and show that expenses do not exceed expected revenues.
- No purchases/commitments exceeding \$250,000, or transactions involving real property, were made during the period covered by this report.
- The auditor reports no evidence of unacceptable use/reporting of designated funds, and that no falsified information is uncovered during the external audit.

Evidence of Compliance

Oversight

Library spending is closely monitored by the Library’s Budget/HR Analyst, Managers,

Directors, and Chief Librarian/CEO, and is reported to the Board quarterly. Specifically:

- Invoices for purchases and services rendered are reviewed for accuracy by the appropriate Manager/ Director, are assigned to a budget line and forwarded to administration staff for processing. Coded invoices are reviewed/approved by the Budget/HR Analyst (within designated approval limits), or by the Chief Librarian/CEO for larger amounts.
- Purchasing card reports have three levels of review. Staff, Manager/Director, and Chief Librarian all review for accuracy and policy compliance.
- Quarterly budget variance reports and financial condition reports are prepared by the Budget/HR Analyst for the Chief Librarian/CEO. Reports are submitted to the Board as required under Governance Policy B-5.

The Board's reserve accounts for capital projects, bequests and other designated funding are held and administered by the City of Kingston:

- Library accounts and budget lines are set-up and managed by staff at the City of Kingston, under the direction of the Chief Financial Officer. Inter-fund shifting can only occur through City staff, with evidence of Board and Council authorization.
- The City of Kingston administers the payroll and accounts payable functions for the Library and submits source deductions and tax installments on behalf of KFPL. A letter from the City's Director, Financial Services and Deputy Treasurer confirming that the City of Kingston has met all tax compliance obligations, inclusive of Library requirements, is appended to this report.
- Approval authorities for designated KFPL staff are on file with the City of Kingston to protect against purchases or commitments greater than the amount allowed in the Procurement of Goods and Services Policy.

The buildings that house KFPL branches are owned by the municipalities and are not the property of the Board.

- Council approval is required to acquire, substantially alter, or dispose of these properties.
- The Procurement of Goods and Services and Asset Disposal policies identify specific parameters for the purchase and disposition of all other Library assets.

Expenses vs. Expected Revenues

The budget variance report to June 30, 2024 shows that expenses were at 49% while revenues came in at 49%. Review of the financial position includes both comparisons to the previous year and tracking of expenditures with regard to expected progression through the year.

Staffing Expenditures

Staff costs were at 47% of budget at the end of the first quarter. Full-time salaries were underspent by \$147K due to leaves of absences, timing of hiring, a reduced work week and two vacant positions. Part-time wages were overspent by \$45K due to gapping requirements to cover the vacancies in the full-time compliment.

The overtime budget was developed based on twenty-three Sunday openings at each of the Central and Isabel Turner branches, thirteen of which occurred in the first half of 2024. The remaining ten openings are expected to occur between October and December 2024. These expenditures are affected by employees choosing to take time in lieu of receiving overtime pay.

Materials Expenditures

Total Material costs, including print and electronic collections, ended the quarter at 50%, as expected.

System-Wide Expenditures

System-wide expenditures ended the quarter at 58% of budget. The Contracted Services line continues to show as overspent due to annual agreements and system maintenance contracts that require payment at the beginning of the year. The second quarter saw an additional \$26K spent on maintenance contracts for software and hardware support and for firewalls. Expenditures for contracted services, system-wide, at the end of the second quarter totalled \$268K (71%).

Miscellaneous expenditures include transfers to the Friends of the Library for the sale of their merchandise. These transfers are offset by the revenue of the sale of these items which is collected on behalf of the Friends of the Library and included in the Library's deposits. Employee recognition is also included in this line.

Programming expenditures ended Q2 2024 at 112% of the annual budget, totalling \$27K. \$6.1K of these expenditures were offset by reimbursements received from the Friends of the Library, and \$7.5K donation was offset from the Davies Charitable Foundation donation in support of the Blue Canoe Theatrical Productions' Young Storytellers program.

Facilities Expenditures

The Library has been moving to a shared services model with the City of Kingston where utilities costs and some contacted services for City-owned buildings are being assumed by the City. This model took effect during the second quarter of 2024 and a line for allocated shared services was added to the Facilities budget. The overall budget

for Facilities was not increased, but the budgets for utilities and facility contracted services were reallocated to establish a budget for the new line. This shared services model was introduced after the 2024 budget estimates for Facilities were established and further adjustments will be required once the move to this new model is complete. Overall expenditures for Facilities ended the quarter at 47% of budget.

Revenues

Self-generated revenues continue to increase ending the second quarter at 74% of budget.

The combined revenue from printing, fees for damaged or lost material and non-resident subscriptions increased by 24% over the previous year and totalled \$21.8K at the end of this quarter. Total revenue from facility rentals at the end of the second quarter of 2024 was \$20.7K, an increase of over \$13.5K compared to the same period in 2023.

In addition to the \$26,457 received in the first quarter as disbursements from the endowment funds held with the Community Foundation of Kingston and Area, a \$3,816 grant was received from the Ministry of Tourism, Culture and Gaming through the Summer Employment Opportunities program in support of the temporary Summer Reading Assistant position.

Donations totalled \$12,731 with an additional \$2,386 received in the second quarter. Total donations received in 2024 include \$7,500 from the Davies Charitable Foundation in support of the expansion of the Blue Canoe Theatrical Productions' Young Storytellers program. This donation was 50% spent by the end of this quarter.

Expenditure recoveries totalled \$32K with an additional \$6K received in the second quarter. These recoveries include funds received from CUPE Local 2202 as reimbursement of wages paid to employees who were attending Union business.

Miscellaneous revenues to the end of the second quarter totalled \$8K and includes funds received on behalf of the Friends of the Library, proceeds from the sales of surplus items through GovDeals and proceeds of the sale of materials removed from the Library's collection.

All expected funding to the end of the second quarter from both the County of Frontenac and the City of Kingston was received resulting in total revenues ending the first half of 2024 at 49% of the established budget. The provincial funding is expected in the fourth quarter.

Statements of Compliance

During the period covered by this report:

- All payroll and other financial obligations were met.
- Expected revenues exceeded expected expenses.
- Long term reserves were used only as designated.
- No inter-fund shifting occurred.
- No purchases/commitments exceeding \$250,000, or transactions involving real property, were made during the period covered by this report.
- All required tax payments and reports were filed accurately and on time.

I hereby present my monitoring report on Executive Limitation Policy L-5, Financial Condition: 2nd Quarter 2024.

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.



Laura Carter, CEO/Chief Librarian
September 17, 2024



where history and innovation thrive

City of Kingston

216 Ontario St.
Kingston, ON K7L 2Z3
613-546-4291

July 25, 2024

Kingston Frontenac Public Library
130 Johnston Street
Kingston, ON K7L 1X8

Dear Board Members:

Re: Monthly CRA Tax Filings

Please accept this letter as confirmation that the City of Kingston has met all compliance obligations pertaining to GST/HST and payroll tax filings, remittances, and other reporting. All filings are current as of June 30, 2024, inclusive of Library requirements.

Best regards,

THE CORPORATION OF THE CITY OF KINGSTON

Lana Foulds, CPA, CGA
Director, Financial Services and Deputy Treasurer
lfoulds@cityofkingston.ca / 613-546-4291 extension 2209

KFPL Monitoring Report to the Board

Executive Limitation Policy L-2

Staff Relations and Volunteers (2024-06)

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

With respect to staff, the Chief Librarian may not:

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

CEO Interpretation

I interpret this to mean that KFPL promotes a safe and respectful workplace where staff and volunteers are treated fairly, have equal access to opportunities, are valued for their diverse perspectives, and are encouraged to report issues of concern.

Compliance will be demonstrated when the Library:

- Operates with written policies and fosters an organizational culture that reflects that the Library's commitment to diversity and inclusion.
- Operates with written personnel procedures which clarify rules, provide for the effective handling of grievances, and protect against wrongful conditions.
- Provides orientation and training to acquaint staff members with their rights.
- Offers mechanisms for staff to ask questions, state concerns and to provide feedback and suggestions.
- Does not treat staff in an unjust or unfavourable manner for holding moral principles or expressing opinions at variance with those commonly or officially held.

Evidence of Compliance

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.

Diversity and accessibility statements are included on all job postings and accommodation is provided during the application and interview process if requested.

Policies and written personnel procedures are in place to establish expectations for staff behaviour, clarify rules, provide for the effective handling of grievances, and protect against wrongful conditions.

- KFPL has collective agreements with its unionized staff (Canadian Union of Public Employees (CUPE) 2202 and 2202.01) that are in effect until March 31, 2025.
- KFPL has an agreement with its permanent non-union employees that is in effect until March 31, 2025.
- The KFPL Volunteer policy is reviewed by the Board every four (4) years and was last approved in May 2021. Program descriptions are in place for KFPL volunteer positions and are publicly available on the Library's website.
- Operational documents are in place to outline expectations for staff behaviour and protect against wrongful conditions, including, but not limited to:
 - o Standards of Conduct for KFPL Employees
 - o Accessibility for Users with Disabilities
 - o KFPL Employee Online and Social Media Policy
 - o Right to Disconnect Policy
 - o Electronic Monitoring Policy
 - o Service Feedback Standards
 - o Impairment in the Workplace
 - o Workplace Harassment Policy
 - o Workplace Violence Prevention Policy
 - o KFPL Safety Manual

Expectations for patron behaviour have been established to protect staff and patrons from unwanted conditions, including harassment.

- The Patron Code of Conduct is available in-branch and on the Library's website. The Policy is actively being reviewed by an internal Working Group and a draft is included in the September agenda package for Board review.

-
- Signs have been posted prominently in City of Kingston branches regarding expectations around treatment of staff and other patrons.
 - Guidance has been provided to staff to assist in the application of the existing Code of Conduct and to clarify expectations for patrons and for staff.
 - Banning guidelines are in place to provide guidance for staff in dealing with inappropriate patron behaviour.

KFPL provides orientation to acquaint new staff members with their rights, including time to review relevant policies and procedures, and the opportunity to ask questions and seek clarification to confirm understanding.

- 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.
- Training is assigned to staff through the Library's Learning Management System (LMS).
- KFPL offers mechanisms for staff to ask questions, state concerns and to provide feedback and suggestions.
- Written policies and procedures are in place to provide direction to staff in carrying out their duties, and training is provided.
- Written policies and procedures are in place to provide direction for staff to effectively state concerns and provide feedback.
- Communication with Union representatives takes place regularly to proactively address issues and concerns. Formal Union-Management Committee meetings are scheduled at least six (6) times per year, and Joint Health and Safety Committee meetings take place at least four (4) times per year.
- Staff feedback is requested and considered as part of operational planning and training. The annual staff development day was held on June 10, 2024 and was planned by a staff committee with representation from across the organization. In addition to organization and department updates, external speakers presented to Library staff on ergonomics, deaf culture, at-risk youth and the Welcoming Streets program.
- A Code of Conduct working group has been formed to guide the community and staff engagement process and to make recommendations for updates to the Code of Conduct based on feedback received during the engagement process. Six people, representing both unionized staff and management, are sitting on the

Committee, with three of the members also serving on the Joint Health and Safety Committee.

Statements of Compliance

- No staff member has been disciplined or discriminated against for expressing an ethical dissent.
- No unreasonable, unfair, or undignified conditions for staff/volunteers have been caused or allowed.
- Every effort has been made to review and consider suggestions from staff about changes to patron service policies.
- Every effort has been made to ensure that staff morale and productivity have not been detrimentally affected by the employment environment.
- Two grievances have been filed since the last report in February 2024. Grievance #2024-01 regarding job postings is proceeding to arbitration in 2025. Grievance #2024-02 is also a job posting grievance and is proceeding through the grievance stages.

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.



Laura Carter, CEO/Chief Librarian
September 17, 2024

KFPL Report to the Board

Subject: KFPL Board Governance Policy Manual

Prepared by: L. Carter, Chief Librarian / CEO

Date of meeting: September 25, 2024

Background:

A Governance Review Committee was formed at the February 28, 2024 regular Board meeting to oversee a review of current governance policies and processes. A. Brunner (Chair), A. Revill, J. Ross and W. Stephen agreed to sit on the Committee.

An update summarizing the Committee's Terms of Reference, activities and recommendations was provided to the Board at the June meeting.

Analysis:

One of the Committee's tasks was to review the Governance Policies and recommend revisions to the Board. Revisions to the Executive Limitations, Governance Process and Board-Staff Relationship policies have been made and are being presented to the Board for review.

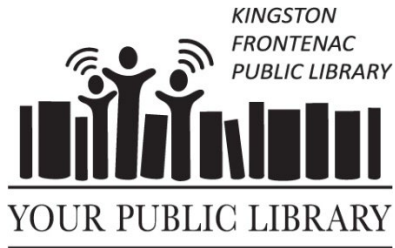
Markup Explanation:

The draft policy is marked up as follows:

- ~~Red-strikethrough~~ indicates text that the Committee propose be removed.
- **Blue text** indicates new language that the Committee propose be added.
- ~~Green-strikethrough~~ indicates test that the Committee propose be moved to a different location in the policy manual. **Green** indicates the proposed new location for this text.

Recommendations:

That the Board engage in discussion to reach consensus on proposed revisions to the Governance Policy Manual and provide direction to the Chief Librarian around preparation of a final draft for formal review and approval.



Kingston Frontenac Public Library Board

Governance Policies

DRAFT: August 27, 2024

Table of Contents

Definitions	2
Governance Process	3
(G-1) Governance Commitment	4
(G-2) Governing Style	5
(G-3) Board Job Description	6
(G-4) Chairperson's Role	7
(G-5) Board Committee Principles and Structure	8
(G-6) Board Planning Cycle / Agenda Planning	9
(G-7) Board Members' Code of Conduct	10
(G-8) Cost of Governance	12
(G-9) Ownership Linkages	13
Executive Limitations	14
(L-1) General Executive Constraint	15
(L-2) Staff Relations and Volunteers	16
(L-3) Treatment of Public	17
(L-4) Financial Planning / Budgeting	18
(L-5) Financial Condition	19
(L-6) Emergency Executive Succession	20
(L-7) Asset Protection	21
(L-8) Employment, Compensation and Benefits	22
(L-9) Communication and Counsel to the Board	23
(L-10) Service Accessibility	24
Board-Staff Relationship	25
(B-1) Board-Chief Librarian Linkage	26
(B-2) Board Authority	27
(B-3) Accountability of the Chief Librarian	28
(B-4) Delegation to the Chief Librarian	29
(B-5) Monitoring Chief Librarian Performance	30
(B-6) Chief Librarian Evaluation	31
Ends	32
(E-1) Ends Statement	33
(E-2) Vision	34
(E-3) Values	35

(E-4) Mission Statement.....	36
Appendix	37
Table 1: Monitoring Schedule of Executive Limitations and Ends Policies.....	37
Table 2: Schedule of Required Information Reports	37
Table 3: Review Schedule of Board Policies.....	37
Table 4: Review Schedule of Key Operational Policies*	38

Definitions

Ends (E1-E4) are the results to be achieved by the Library for its Owners (what benefit for which recipients at what cost).

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

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

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

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

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

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

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

Governance Process

Policies G1 – G9

(G-1) Governance Commitment

Policy G-1 is a global statement that establishes the purpose and governance commitment of the Kingston Frontenac Public Library Board (the “Board”). This set of policies establishes the governance process.

The purpose of the Board, on behalf of all urban and rural residents, is to ensure that Kingston Frontenac Public Library (the “Library”) achieves its stated Ends within the parameters of the accepted Executive Limitations.

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

(G-2) Governing Style

The Board will govern with a style that emphasizes:

- Outward vision (rather than internal preoccupation)
- Inclusion of diverse viewpoints in discussions and deliberations
- Strategic leadership (rather than administrative detail)
- Clear distinction of Board and Chief Librarian roles
- Collective decisions (rather than individual decisions)
- Future orientation (rather than past or present)
- Proactivity (rather than reactivity).

More specifically, the Board will:

1. Commit to understand the needs of the communities the Library serves.
2. Operate in all ways mindful of its civic trusteeship obligation to the residents of the City and the County. No Board officer, committee or member will hinder this commitment.
3. Operate within the principles of Intellectual Freedom.
4. Direct, control and inspire the Library through the careful establishment of broad organizational policies (Ends) reflecting the Board's values and perspectives.
5. Ensure the continuity of governance capability through orientation of new members to, and periodic (evaluation) discussion of, the Board's governance process.
6. Encourage individuals with diverse identities and experience to apply for the Board.
7. Cultivate a sense of group responsibility by using the expertise of individual Board members to enhance the ability of the Board as a body.
8. Monitor and discuss the Board's process and performance regularly. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Staff Relationship categories.
9. Enforce the necessary discipline to govern with excellence. Such discipline will apply to:
 - a) policy making principles
 - b) respective roles
 - c) speaking with one voice
 - d) rules of order
 - e) attendance.

(G-3) Board Job Description

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

Accordingly, the Board will:

1. Produce written governing policies that, at the broadest levels, address each category of organizational decision:
 - a) Ends: The results to be achieved by the Library for its Owners (what benefit for which recipients at what cost). (E1 to E4)
 - b) Executive Limitations: Policies that define the constraints within which all executive activity and decisions must take place. (L1 to L10)
 - c) Governance Process: Specification of how the Board conceives, carries out and monitors its own task. (G1 to G9)
 - d) Board--Staff Relationship: Policies that establish how power is delegated and its proper use monitored; and outlines authority and accountability for the Chief Librarian role. (B1 to B-5)
2. Ensure successful organizational performance by reviewing monitoring reports on Ends and Executive Limitations.
3. Create and maintain links between the Board and the Ownership, and maintain links with the broader library community.
4. Proactively learn about and communicate with the communities served by the Library to ensure that organizational Ends best represent the needs, interests and values of community members.
5. Understand and react appropriately to legislation that impacts on the library system.
6. Co-operate with the municipal councils' recruiting of Board members.
7. Advocate for the library.

(G-4) Chairperson's Role

The Chairperson ensures the integrity and fulfillment of the Board's process and represents the Board to outside parties.

1. The Chairperson, acting as the Chief Governance Officer (CGO), ensures that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the Library.
 - a) Meeting content will be limited to information, discussion and deliberation that directly contributes to Board decision-making.
 - b) Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and kept to the point.
2. The authority of the Chairperson is to make decisions that fall within Board policies on Governance Process and Board-Chief Librarian Relationship, except where the Board specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions within these specific policies. The Chairperson may delegate their authority but remains accountable for its use.
 - a) The Chairperson is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
 - b) The Chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chairperson has no authority to supervise or direct the Chief Librarian.
 - c) The Chairperson may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to them.

(G-5) Board Committee Principles and Structure

Board committees will be formed to reinforce the Board's job without interference with the relationship between the Board and the Chief Librarian.

This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the Chief Librarian.

Other than the Committee of the Whole, the only Board Committees are those which have a specific purpose and specific time period.

1. Committees will be used sparingly, and ordinarily in an ad hoc capacity.
2. Board committees will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will not direct staff.
3. Board committees will not speak or act for the Board except when formally given authority for specific and time-limited purposes. This authority will be clearly defined so that there is no conflict with the authority of the Chief Librarian.

(G-6) Board Planning Cycle / Agenda Planning

The Board will follow an annual Work Plan Framework which includes an annual re-exploration of the Ends policies and opportunities for board education.

1. The cycle will conclude each year on the last day of December.
2. The Board will approve the Work Plan Framework for the ensuing one-year period at the final meeting of the year.
 - a) Education, ownership-input, and deliberation will receive paramount attention in structuring Board meetings and other Board activities during the year.
 - b) Governance education and education related to Ends determination will be arranged and held.
3. Monitoring the Chief Librarian will be included in the Work Plan Framework if monitoring reports show policy violations.

(G-7) Board Members' Code of Conduct

The Board commits itself and its members to ethical, efficient, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

1. Board members must have loyalty to the interests of the ownership, not influenced by loyalties to staff, other organizations, and any personal interest as a client.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility in compliance with the *Municipal Conflict of Interest Act*.
3. Board members must not use their positions to obtain employment in the Library for themselves, family members or close associates. Should a member desire employment, they must first resign.
4. Board members may not attempt to exercise individual authority over the Library or Library staff except as explicitly set forth in Board policies.
5. Board members may not speak for the Board, unless authorized to do so.
6. Board members will not express judgements of the performance of employees or the Chief Librarian, except when participating in formal evaluations of the Chief Librarian's achievement of Board directed policy.
7. Board members will respect the confidentiality appropriate to issues of a sensitive nature, and all matters considered/discussed in a Closed Meeting.
8. Board members will be responsible for governing with excellence. Such responsibility will include attendance, being properly prepared for Board deliberation, respect of roles, and rules of order.

Violation of the Board Members' Code of Conduct

Any Board member who becomes aware of matters that violate the provisions of this policy is required to report the violation immediately. Disputes between members that could reasonably interfere with the ability of the Board to conduct business should also be reported.

1. Complaints are to be made in writing to the Board Chair and/or Vice-Chair, who will conduct an initial assessment of the violation to determine next steps. If the conduct of these members is the subject of the complaint, another Board member will be designated to conduct the initial assessment.
 - a) **For minor violations**, a private conversation between the parties involved and the Board Chair, Vice-Chair or Board member appointed to facilitate the process, may be held to reach an understanding of the situation/issue and decide on a

(G-7) Board Members' Code of Conduct

solution/resolution.

- b) **For non-minor violations**, an ad-hoc committee will be formed to manage the complaint process. The committee shall be comprised of one Councillor/Board member, the Board Chair (or Vice-Chair), and one citizen Board member. Support for the committee will be provided by the Chief Librarian/CEO.
 - c) **Complaints of a serious nature** may be referred to an independent mediator.
 - d) **Allegations of illegal activity** shall be immediately referred to the appropriate authorities for investigation. The Board member against whom such allegations are made may be asked to take a leave of absence from the Board pending completion of the investigation.
2. The investigation and facilitation of a solution/resolution for **minor and non-minor violations** will include, but not be limited to, the following steps:
- a) The complainant(s) shall first be provided the opportunity to explain their view of the situation/issue in an appropriate format.
 - b) The respondent(s) shall then be given the opportunity to explain their view of the situation/issue in a similar format.
 - c) The Board Chair, Vice-Chair, or ad hoc committee will consider the complaint, response, and other relevant information in determining an appropriate solution/resolution to the complaint. The solution/resolution should be specific about what is to be done by whom, where and when. Timeline expectations should be included in the stated solution.
 - d) All discussion and facilitated meetings will be conducted without prejudice, be confidential, neutral, and impartial.
3. Investigations referred to an independent mediator or external enforcement authority will be conducted as deemed appropriate.
4. Results of an investigation, and any recommendations for corrective action in resolution of the complaint, will be presented to the Board in a Closed Session at the next regularly scheduled Board meeting for review/approval. The ruling of the Board shall be final.

(G-8) Cost of Governance

The Board will invest in its governance capacity.

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
2. Training and re-training will be used to orient new members, as well as to maintain and increase the skills and understanding of existing Board members.
3. Outside monitoring assistance will be arranged so that the Board can exercise confident control over the organization's performance. This includes but is not limited to fiscal audit.
4. Community engagement methods will be used to engage the Ownership and assist the Board in making informed decisions (see G3).
5. Costs will be responsibly incurred.

(G-9) Ownership Linkages

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

1. Effective Ownership Linkage will support decisions made in the best interests of the entire Ownership.
2. The Board will gather information to support understanding of the diverse perspectives of the Ownership. Mechanisms of information gathering should ensure that the perspective of the Ownership as a whole is reflected as inclusively as possible.
3. Ownership Linkage activities affect the way the Board develops or reviews Ends, and therefore are a key Board responsibility. Issues raised by the Ownership concerning operational areas will be referred to the attention of the Chief Librarian.
4. The Board will devise ways to regularly obtain information and have constructive dialogue with a wide spectrum of the Ownership. Inclusivity shall be an important consideration as such opportunities for input and discussion are developed and implemented.

Executive Limitations

Policies L1 – L10

(L-1) General Executive Constraint

The Chief Librarian shall not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent or in violation of commonly accepted business, environmental and professional ethics, the *Public Libraries Act*, RSO 1990, c.P.44, other relevant statutes, or contractual agreements the Board has made.

(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.
2. Operate without personnel procedures which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
3. Discriminate against or discipline any staff member for expressing an ethical dissent.
4. Fail to acquaint staff with their rights and responsibilities under this policy.
5. Allow an employment environment that is detrimental to the morale and productivity of staff.
6. Allow staff to be unprepared to deal with emergency situations.

(L-3) Treatment of Public

With respect to interactions with patrons, potential patrons or the general public, the Chief Librarian shall not cause or allow conditions, procedures, or decisions which are unsafe, disrespectful, unnecessarily intrusive, or which fail to comply with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*.

Accordingly, the Chief Librarian may not:

1. Use application forms or procedures that elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting or storing client information that fail to protect against improper access to, or transmission of, the information elicited.
3. Operate without written customer service policies based on the principles of consistent, patron-oriented public service.
4. Fail to ensure that staff are equipped with the necessary training to provide excellent service to library users in all areas.
5. Fail to regularly monitor patron satisfaction with the quality of service.

(L-4) Financial Planning / Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board Ends priorities, the requirements of the *Public Libraries Act*, 1990, c.P.44, risk fiscal jeopardy nor fail to be derived from a multi-year plan.

Accordingly, the Chief Librarian may not cause or allow budgeting which:

1. Contains too little information to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Is inadequate for a consolidated budget presentation or a cost centre budget presentation.
3. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
4. Provides less than an amount adequate for the following Board prerogatives:
 - a) Board development including funds for training, and attendance at conferences and workshops;
 - b) fiscal audit and other third-party monitoring;
 - c) Board linkages including surveys, focus groups, opinion analyses and meeting costs;
 - d) Board and Committee meetings;
 - e) Board insurance;
 - f) other undertakings approved by the Board.

(L-5) Financial Condition

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.
2. Use any specifically designated Long Term Reserves, except for their designated purposes.
3. 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.
4. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
5. Make a single purchase or commitment of greater than the amount allowed in the Procurement of Goods and Services Policy.
6. Fail to provide accurate and detailed financial statements showing budgeted and year-to-date figures.

(L-6) Emergency Executive Succession

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

(L-7) Asset Protection

The Chief Librarian may not allow assets to be unprotected, inadequately maintained nor unnecessarily risked.

Accordingly, the Chief Librarian may not:

1. Allow the organization, Board members and staff to be uninsured against liability, theft, and casualty losses to an amount consistent with City of Kingston coverage.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the Library, its Board or staff to claims of liability.
4. Fail to protect intellectual property, information and files from loss or significant damage.
5. Allow the organization to operate with financial controls insufficient to the auditor's standards.
6. Endanger the library's public image or credibility, particularly in ways that would hinder the accomplishment of Ends.

(L-8) Employment, Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Chief Librarian may not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, the Chief Librarian may not:

1. Establish or alter the compensation and benefits for non-union staff without Board authorization or approval.
2. Promise or imply permanent or guaranteed employment.
3. Create compensation obligations over a longer term than revenues or adequate funds can be safely projected.

(L-9) Communication and Counsel to the Board

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

(L-10) Service Accessibility

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

Accordingly, the Chief Librarian may not:

1. Fail to maintain accessible, safe, clean and welcoming facilities.
2. Fail to ensure that everyone is treated with fairness, dignity and respect according to the approved Accessibility for Users with Disabilities Policy.
3. Fail to ensure resources are acceptably stored for ease of customer access and use.
4. Fail to provide reasonable access to emerging services and technology.
5. Fail to ensure accurate, up-to-date, and comprehensive electronic access to the Library's resources.
6. Fail to keep the public informed on changes to services.
7. Fail to provide a regular user feedback process and integrate community engagement into decision-making and planning.
8. Fail to be reasonably prepared to respond and recover from a disaster or emergency by not having policies, procedures and processes in place to mitigate disruption of Library services.
9. Fail to maintain a collection that reflects the needs and interests of the community.

Board-Staff Relationship

Policies B1 – B5

(B-1) Board-Chief Librarian Linkage

The Board's sole official connection to the operating library, its achievement, and conduct will be through the Chief Librarian who is the Chief Executive Officer, whose sole responsibility is to the Kingston Frontenac Public Library Board.

(B-2) Board Authority

Only decisions of the Board acting as a body are binding on the Chief Librarian.

1. Instructions are provided to the Chief Librarian/CEO by the Board as a whole via motion.
2. Decisions or instructions of individual Board members, officers or committees are not binding on the Chief Librarian except in rare circumstances when the Board has specifically authorized such exercise of authority.
3. In the case of Board members or committees requesting information or assistance without Board authorization, the Chief Librarian can refuse such requests that require, in the Chief Librarian's opinion, a material amount of staff time or funds, or are disruptive.

(B-3) Accountability of the Chief Librarian

As far as the Board is concerned, the Chief Librarian is the Board's only link to operational achievement and conduct. Therefore, accountability of staff is to be the responsibility of the Chief Librarian.

1. The Board will not give instructions to persons who report directly or indirectly to the Chief Librarian.
2. The Board will refrain from evaluating any staff other than the Chief Librarian.
3. The Board will view the Chief Librarian's performance as central and critical to organizational performance. Organizational accomplishment of stated Ends within prescribed Executive Limitations shall be viewed as successful Chief Librarian performance.

(B-4) Delegation to the Chief Librarian

The Board will instruct the Chief Librarian through written policies that prescribe organizational Ends to be achieved and describe organizational situations and actions to be avoided. The Board will allow the Chief Librarian to use any reasonable interpretation of these policies.

1. The Board will develop policies instructing the Chief Librarian to achieve certain results, for certain recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called Ends policies.
2. The Board will develop policies that will limit the latitude the Chief Librarian may exercise in achieving results. These Executive Limitation policies will be developed systematically from the broadest, most general level to more defined levels.
3. The Chief Librarian may use any reasonable interpretation of the Board's Ends and Executive Limitations policies to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its Ends and Executive Limitations policies at any time.

(B-5) Monitoring Chief Librarian Performance

Systematic and rigorous monitoring of Chief Librarian job performance will be based primarily on the expected job outputs: accomplishment of Ends within the boundaries established by Executive Limitations.

1. Monitoring is simply to determine the degree to which Board policies are being met. Data not related to this goal will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of three methods:
 - a) Internal report, in which the Chief Librarian discloses compliance information to the Board.
 - b) External report, in which a disinterested, external third party selected by the Board assesses compliance with Board policies.
 - c) Direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. The standard for compliance shall be any reasonable interpretation of the Board policy made by the Chief Librarian.
4. All policies that instruct the Chief Librarian will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any methods, but will ordinarily depend on a routine schedule ([see Appendix A: Table 1](#)).
5. The Board will conduct an annual evaluation of the Chief Librarian's performance based on the previous year's monitoring reports for Ends and Executive Limitations policies.

(B-6) Chief Librarian Evaluation

The Board's policies provide that organizational accomplishment of stated Ends within prescribed Executive Limitations shall be viewed as successful Chief Librarian performance.

1. Data derived from monitoring the Ends and Executive Limitations policies during the previous year will form the basis of the Chief Librarian Evaluation.
 - a. The Board will conduct a re-exploration of the Ends policies in November of each year and set key organizational performance measures and targets for the upcoming year.
2. To ensure consistency from year to year and from Board to Board, the annual evaluation of Chief Librarian performance will follow an established framework.

Chief Librarian Evaluation Framework

The process for completing the evaluation is as follows:

1. Throughout the year all Board members review and understand all monitoring reports. Every time that a monitoring report is presented to the Board, a record of the Board's decision with respect to that monitoring report must be recorded in a summary document entitled "Monitoring Report Assessment Summary" maintained by the Board Secretary.
2. In mid-March, all Board members will receive communication from the Chair requesting feedback on Chief Librarian performance during the previous year via standardized form. The Monitoring Report Assessment Summary and the Annual Ends Report of Library Achievements will also be included with this communication for review. The deadline to provide feedback is March 31st.
3. The Chair and Vice-Chair will meet to review feedback received from Board members about Chief Librarian performance and draft a Chief Librarian Evaluation report for review/approval at the April meeting.
4. In a Closed Meeting session at the April meeting, all Board members will review the draft Chief Librarian Evaluation report and discuss.
 - a. Upon ratification of the decision(s) made during the Closed Meeting session, the Chief Librarian Evaluation report will be finalized by the Board Chair.
 - b. The Board Chair reviews the finalized Chief Librarian Evaluation document with the Chief Librarian.
5. The Board Chair forwards the final, signed Chief Librarian Evaluation document to the Director, Human Resources for documentation and action.

Ends

Policies E1 – E4

(E-1) 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.

(E-2) Vision

Where communities come together, sparking curiosity, and creating possibility for all.

(E-3) Values

Inclusion – We create welcoming spaces and services that reflect our communities.

Respect – We treat all people in a dignified way and with compassion.

Creativity – We encourage and support innovative thinking, approaches, and solutions.

Accountability – We are responsible stewards of our resources and respect our position as community leaders.

Sustainability – We are advocates for thriving, healthy, diverse, and resilient communities for generations to come.

Intellectual Freedom – We support the open exchange of information and ideas.

Service Excellence – We consistently deliver high-quality services that are responsive to our communities.

(E-4) Mission Statement

We build and support community by creating inclusive spaces, services and collections that advance literacies and invite people to innovate, learn, explore and connect.

Appendix

Table 1: Monitoring Schedule of Executive Limitations and Ends Policies

Monitoring Report		Method	Frequency	Month
E-1	Ends – Report of Library Achievements	Internal Report	Annually	March
L-1	General Executive Constraint	Internal Report	Annually	November
L-2	Staff Relations and Volunteers	Internal Report	Quarterly	Feb., May, Sept., Nov.
L-3	Treatment of Public	Internal Report	Annually	June
L-4	Financial Planning and Budgeting	Internal Report	Annually	October
L-5	Financial Condition*	Internal Report	Quarterly	Feb., Apr., Sept., Oct.
L-6	Emergency Executive Succession	Internal Report	Annually	January
L-7	Asset Protection	Internal Report	Biennially	February
L-7	Asset Protection – Independent Audit	External Report	Annually	May
L-8	Employment, Compensation & Benefits	Internal Report	Biennially	February
L-9	Communication and Counsel	Internal Report	Quarterly	Jan., Apr., Sept., Nov.
L-10	Service Accessibility	Internal Report	Annually	June

*Confirmation from the City of Kingston that compliance obligations pertaining to GST/HST, payroll filings and other remittances have been met will be provided as part of this report.

Table 2: Schedule of Required Information Reports

Information Report	Frequency	Notes
Requests for Review of Library Materials	Quarterly	
Chief Librarian Communication	Each meeting	
Budget Variance Report	Quarterly	
Performance Report	Quarterly	

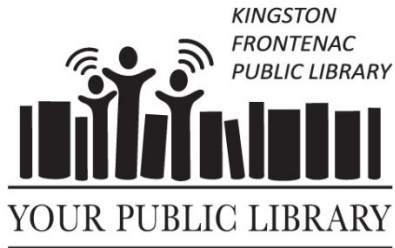
Table 3: Review Schedule of Board Policies

Policy Subset	Frequency	Notes
Ends	Annually	
Executive Limitations	Once per Term	
Governance Process	Once per Term	
Board-Staff Relationship	Once per Term	

Appendix

Table 4: Review Schedule of Key Operational Policies*

Policy	Frequency	Notes
Access to Information and Protection of Privacy	Annually	
Accessibility for Users with Disabilities	Once per Term	
Anti-Nepotism	Once per Term	
Collections Development	Once per Term	
Community Engagement	Once per Term	
Community Partnerships	Once per Term	
Criminal Record Checks	Once per Term	
Donations, Sponsorships and Fundraising	Once per Term	
Naming and Commemoration	Once per Term	
News Media	Once per Term	
Occupational Health and Safety	Annually	
Patron Code of Conduct	Once per Term	
Programming	Once per Term	
Room and Event Space Rental	Once per Term	
Procurement of Goods and Services	Once per Term	
Records Management	Once per Term	
Standards of Conduct for KFPL Employees	Once per Term	
Video Surveillance	Once per Term	
Volunteer	Once per Term	
Workplace Harassment	Annually	
Workplace Violence	Annually	



Kingston Frontenac Public Library Board

Governance Policies

DRAFT: August 27, 2024

Table of Contents

Definitions.....	2
Governance Process.....	3
(G-1) Governance Commitment.....	4
(G-2) Governing Style	5
(G-3) Board Job Description	6
(G-4) Chairperson's Role	7
(G-5) Board Committee Principles and Structure.....	8
(G-6) Board Planning Cycle / Agenda Planning	9
(G-7) Board Members' Code of Conduct.....	10
(G-8) Cost of Governance	13
(G-9) Ownership Linkages	14
Executive Limitations	15
(L-1) General Executive Constraint.....	16
(L-2) Staff Relations and Volunteers	17
(L-3) Treatment of Public	18
(L-4) Financial Planning / Budgeting	19
(L-5) Financial Condition	20
(L-6) Emergency Executive Succession.....	21
(L-7) Asset Protection	22
(L-8) Employment, Compensation and Benefits.....	23
(L-9) Communication and Counsel to the Board	24
(L-10) Service Accessibility	25
Board-Staff Relationship	26
(B-1) Board-Chief Librarian Linkage.....	27
(B-2) Board Authority	28
(B-3) Accountability of the Chief Librarian.....	29
(B-4) Delegation to the Chief Librarian.....	30
(B-5) Monitoring Chief Librarian Performance.....	31
(B-6) Chief Librarian Evaluation	33
Ends	34
(E-1) Ends Statement.....	35
(E-2) Vision	36
(E-3) Values	37

(E-4) Mission Statement.....	38
Appendix	39
Table 1: Monitoring Schedule of Executive Limitations and Ends Policies.....	39
Table 2: Schedule of Required Information Reports	39
Table 3: Review Schedule of Board Policies.....	39
Table 4: Review Schedule of Key Operational Policies*	40

Definitions

Ends (E1-E4) are the results to be achieved by the Library for its Owners (what benefit for which recipients at what cost).

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

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

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

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

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

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

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

Governance Process

Policies G1 – G9

(G-1) Governance Commitment

Policy G-1 is a global statement that establishes the purpose and governance commitment of the Kingston Frontenac Public Library Board (the “Board”). This set of policies establishes the governance process.

The purpose of the Board, on behalf of all urban and rural residents, is to ensure that Kingston Frontenac Public Library (the “Library”) achieves its stated Ends within the parameters of the accepted Executive Limitations.

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

(G-2) Governing Style

The Board will govern with a style that emphasizes:

- Outward vision (rather than internal preoccupation)
- ~~Tolerance of diversity in~~ Inclusion of diverse viewpoints in discussions and deliberations.
- Strategic leadership (rather than administrative detail)
- Clear distinction of Board and Chief Librarian roles
- Collective decisions (rather than individual decisions)
- Future orientation (rather than past or present)
- Proactivity (rather than reactivity).

More specifically, the Board will:

1. Commit to understand the needs of the communities the Library serves.
2. Operate in all ways mindful of its civic trusteeship obligation to the residents of the City and the County. No Board officer, committee or member will hinder this commitment.
3. Operate ~~in all ways~~ within the principles of Intellectual Freedom.
4. Direct, control and inspire the Library through the careful establishment of broad organizational policies (Ends) reflecting the Board's values and perspectives.
5. Ensure the continuity of governance capability through orientation of new members to, and periodic (evaluation) discussion of, the Board's governance process.
6. Encourage individuals with diverse identities and experience to apply for the Board.
7. Cultivate a sense of group responsibility by using the ~~experience and talents~~ expertise of individual Board members to enhance the ability of the Board as a body.
8. Monitor and discuss the Board's process and performance regularly. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Staff Relationship categories.
9. Enforce the necessary discipline to govern with excellence. Such discipline will apply to:
 - a) policy making principles
 - b) respective roles
 - c) speaking with one voice
 - d) rules of order
 - e) attendance.

(G-3) Board Job Description

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

Accordingly, the Board will:

1. Produce written governing policies that, at the broadest levels, address each category of organizational decision:
 - a) Ends: The results to be achieved by the Library for its Owners (what benefit for which recipients at what cost). (E1 to E4)
 - b) Executive Limitations: Policies that define the constraints within which all executive activity and decisions must take place. (L1 to L10)
 - c) Governance Process: Specification of how the Board conceives, carries out and monitors its own task. (G1 to G9)
 - d) Board--Staff Relationship: Policies that establish how power is delegated and its proper use monitored; and outlines authority and accountability for the Chief Librarian role. (B1 to B-5)
- ~~2. Produce assurance of Chief Librarian performance (against policies in 1a) and b)).~~
2. ~~Produce~~ Ensure successful organizational performance ~~on Ends and Executive Limitations~~ by reviewing monitoring reports ~~on Ends and Executive Limitations~~.
3. Create and maintain links between the Board and the Ownership, and maintain links with the broader library community.
4. Proactively ~~learn about and~~ communicate with ~~its Moral Ownership~~ the communities served by the Library ~~for the purpose of being responsible owner representatives and ultimately to best define the Ends that the organization should achieve (see G9) to ensure that organizational Ends best represent the needs, interests and values of community members. Specifically, the Board will communicate with the Moral Ownership for the following reasons:~~
 - ~~a) To listen and get information regarding its values and what the future should be;~~
 - ~~b) To give information, to be accountable, to advocate and to educate;~~
 - ~~c) To build relationships to facilitate further communication;~~
 - ~~d) To share information with all Board members.~~
5. Understand and react appropriately to legislation that impacts on the library system.
6. Co-operate with the municipal councils' recruiting of Board members.
7. Advocate for the library.

(G-4) Chairperson's Role

The Chairperson ensures the integrity and fulfillment of the Board's process and represents the Board to outside parties.

1. The Chairperson, **acting as the Chief Governance Officer (CGO)**, ensures that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the Library.
 - a) ~~The content of meetings will only be those matters which, according to Board policy, clearly belong to the Board to decide, not the Chief Librarian.~~ Meeting content will be limited to information, discussion and deliberation that directly contributes to Board decision-making.
 - b) Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and kept to the point.
2. The **role authority** of the Chairperson is to make decisions that fall within Board policies on Governance Process and Board-Chief Librarian Relationship, except where the Board specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions within these specific policies. The Chairperson may delegate their authority but remains accountable for its use.
 - a) The Chairperson is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
 - b) The Chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chairperson has no authority to supervise or direct the Chief Librarian.
 - c) The Chairperson may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to them.

(G-5) Board Committee Principles and Structure

Board committees will be formed to reinforce the Board's job without interference with the relationship between the Board and the Chief Librarian.

This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the Chief Librarian.

Other than the Committee of the Whole, the only Board Committees are those which have a specific purpose and specific time period.

1. Committees will be used sparingly, and ordinarily in an ad hoc capacity.
2. Board committees will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will not direct staff.
3. Board committees will not speak or act for the Board except when formally given authority for specific and time-limited purposes. This authority will be clearly defined so that there is no conflict with the authority of the Chief Librarian.
- ~~4. Board committees cannot exercise authority over staff. The Chief Librarian works for the entire Board, and will not be required to obtain approval of a Board committee before an executive action.~~
- ~~5. Board committees are to be mindful of their responsibility to the organizational whole rather than its parts.~~

(G-6) Board Planning Cycle / Agenda Planning

To accomplish its work with a governance style consistent with Board policies, ~~†~~The Board will follow an annual Work Plan Framework which ~~a) completes~~ includes an annual re-exploration of the Ends policies and ~~b) continually improves its performance through opportunities for board education and enriched input and deliberation.~~

1. The cycle will conclude each year on the last day of December.
2. The Board will approve the Work Plan Framework for the ensuing one-year period at the final meeting of the year.
 - a) Education, ownership-input, and deliberation will receive paramount attention in structuring Board meetings and other Board activities during the year.
 - b) Governance education and education related to Ends determination (~~e.g., presentations by futurists, demographers, advocacy groups and staff~~) will be arranged and held.
3. Monitoring the Chief Librarian will be included in the Work Plan Framework if monitoring reports show policy violations.

Action	Frequency
Re-Exploration of Ends Policies	Annually
Review Executive Limitations Policies	Once per Board term
Review Governance Policies	Once per Board term
Review Board—Staff Relationship Policies	Once per Board term
GEO Performance Review	Annually
Legacy Document	Municipal election year
Approve Work Plan Framework for the ensuing one-year period	Annually

(G-7) Board Members' Code of Conduct

The Board commits itself and its members to ethical, efficient, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

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

1. Board members must ~~represent unconflicted~~ have loyalty to the interests of the ownership. ~~This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards, councils or staffs. It also supersedes the personal interest of any Board member acting as a patron of the Library's services.~~ not influenced by loyalties to staff, other organizations, and any personal interest as a client.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility in compliance with the *Municipal Conflict of Interest Act*.
3. Board members must not use their positions to obtain employment in the Library for themselves, family members or close associates. Should a member desire employment, they must first resign.
4. Board members may not attempt to exercise individual authority over the Library or Library staff except as explicitly set forth in Board policies.
5. Board members may not speak for the Board, unless authorized to do so.
6. Board members will not express judgements of the performance of employees or the Chief Librarian, except when participating in formal evaluations of the Chief Librarian's achievement of Board directed policy.
7. ~~Board members will respect the confidentiality appropriate to issues of a sensitive nature, and all matters considered/discussed in a Closed Meeting.~~
8. Board members will be responsible for governing with excellence. Such responsibility will include attendance, being properly prepared for Board deliberation, respect of roles, and rules of order.

Violation of the Board Members' Code of Conduct

Any Board member who becomes aware of matters that violate the provisions of this policy is required to report the violation immediately. Disputes between members that could reasonably interfere with the ability of the Board to conduct business should also be reported.

(G-7) Board Members' Code of Conduct

1. Complaints are to be made in writing to the Board Chair and/or Vice-Chair, who will conduct an initial assessment of the violation to determine next steps. If the conduct of these members is the subject of the complaint, another Board member will be designated to conduct the initial assessment.
 - a) **For minor violations**, a private conversation between the parties involved and the Board Chair, Vice-Chair or Board member appointed to facilitate the process, may be held to reach an understanding of the situation/issue and decide on a solution/resolution.
 - b) **For non-minor violations**, an ad-hoc committee will be formed to manage the complaint process. The committee shall be comprised of one Councillor/Board member, the Board Chair (or Vice-Chair), and one citizen Board member. Support for the committee will be provided by the Chief Librarian/CEO.
 - c) **Complaints of a serious nature** may be referred to an independent mediator.
 - d) **Allegations of illegal activity** shall be immediately referred to the appropriate authorities for investigation. The Board member against whom such allegations are made may be asked to take a leave of absence from the Board pending completion of the investigation.
2. The investigation and facilitation of a solution/resolution for **minor and non-minor violations** will include, but not be limited to, the following steps:
 - a) The complainant(s) shall first be provided the opportunity to explain their view of the situation/issue in an appropriate format.
 - b) The respondent(s) shall then be given the opportunity to explain their view of the situation/issue in a similar format.
 - c) The Board Chair, Vice-Chair, or ad hoc committee will consider the complaint, response, and other relevant information in determining an appropriate solution/resolution to the complaint. The solution/resolution should be specific about what is to be done by whom, where and when. Timeline expectations should be included in the stated solution.
 - d) All discussion and facilitated meetings will be conducted without prejudice, be confidential, neutral, and impartial.
3. Investigations referred to an independent mediator or external enforcement authority will be conducted as deemed appropriate.
4. Results of an investigation, and any recommendations for corrective action in resolution of the complaint, will be presented to the Board in a Closed Session at the

(G-7) Board Members' Code of Conduct

next regularly scheduled Board meeting for review/approval. The ruling of the Board shall be final.

(G-8) Cost of Governance

~~Poor governance costs more than learning to govern well, and to support this learning, .~~

†The Board will invest in its governance capacity.

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
2. Training and re-training will be used to orient new members, as well as to maintain and increase the skills and understanding of existing Board members.
3. Outside monitoring assistance will be arranged so that the Board can exercise confident control over the organization's performance. This includes but is not limited to fiscal audit.
4. Community engagement methods will be used to engage the Ownership and assist the Board in making informed decisions (see G3).
5. Costs will be ~~prudently~~ responsibly incurred, ~~though not at the expense of the development and maintenance of superior capability.~~

(G-9) Ownership Linkages

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

1. Effective Ownership Linkage will support decisions made in the best interests of the entire Ownership.
2. The Board will gather information to support understanding of the diverse perspectives of the Ownership. Mechanisms of information gathering should ensure that the perspective of the Ownership as a whole is reflected as inclusively as possible.
3. Ownership Linkage activities affect the way the Board develops or reviews Ends, and therefore are a key Board responsibility. Issues raised by the Ownership concerning operational areas will be referred to the attention of the Chief Librarian.
4. The Board will devise ways to regularly obtain information and have constructive dialogue with a wide spectrum of the Ownership. Inclusivity shall be an important consideration as such opportunities for input and discussion are developed and implemented.

Executive Limitations

Policies L1 – L10

(L-1) General Executive Constraint

The Chief Librarian shall not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent or in violation of commonly accepted business, environmental and professional ethics, the *Public Libraries Act*, RSO 1990, c.P.44, other relevant statutes, or contractual agreements the Board has made.

(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.
2. Operate without personnel procedures which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
3. Discriminate against or discipline any staff member for expressing an ethical dissent.
4. Fail to acquaint staff with their rights and responsibilities under this policy.
5. Allow an employment environment that is detrimental to the morale and productivity of staff.
6. [Allow staff to be unprepared to deal with emergency situations.](#)

(L-3) Treatment of Public

With respect to interactions with patrons, potential patrons or the general public, the Chief Librarian shall not cause or allow conditions, procedures, or decisions which are unsafe, disrespectful, unnecessarily intrusive, or which fail to comply with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*.

Accordingly, the Chief Librarian may not:

1. Use application forms or procedures that elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting or storing client information that fail to protect against improper access to, or transmission of, the information elicited.
3. Operate without a written policy on customer service policies based on the principles of consistent, patron-oriented public service.
4. Fail to ensure that staff are equipped with the necessary training to provide excellent service to library users in all areas.
5. Fail to regularly monitor patron satisfaction with the quality of service.

(L-4) Financial Planning / Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board Ends priorities, the requirements of the *Public Libraries Act*, 1990, c.P.44, risk fiscal jeopardy nor fail to be derived from a multi-year plan.

Accordingly, the Chief Librarian may not cause or allow budgeting which:

1. Contains too little information to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Is inadequate for a consolidated budget presentation or a cost centre budget presentation.
3. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
4. Provides less than an amount adequate for the following Board prerogatives:
 - a) Board development including funds for training, and attendance at conferences and workshops;
 - b) fiscal audit and other third-party monitoring;
 - c) Board linkages including surveys, focus groups, opinion analyses and meeting costs;
 - d) Board and Committee meetings;
 - e) Board insurance;
 - f) other undertakings approved by the Board.

(L-5) Financial Condition

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.
2. Use any specifically designated Long Term Reserves, except for their designated purposes.
- ~~3. Conduct inter-fund shifting except with the authorization of the municipal councils, as stipulated in the *Public Libraries Act*, Sec 24.~~
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.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than the amount allowed in the Procurement of Goods and Services Policy.
- ~~7. Acquire, encumber or dispose of real property.~~
8. Fail to provide accurate and detailed financial statements showing budgeted and year-to-date figures.

(L-6) Emergency Executive Succession

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

(L-7) Asset Protection

The Chief Librarian may not allow assets to be unprotected, inadequately maintained nor unnecessarily risked.

Accordingly, the Chief Librarian may not:

1. ~~Fail to insure~~ Allow the organization, Board members and staff to be uninsured against liability, theft, and casualty losses ~~at full replacement value~~ to an amount consistent with City of Kingston coverage.
2. ~~Allow unbonded personnel access to material amounts of funds which exceed \$15,000.~~
3. Subject ~~plant~~ facilities and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the Library, its Board or staff to claims of liability.
5. ~~Make any purchase~~
 - a) ~~wherein normally prudent protection has not been given against conflict of interest, and~~
 - b) ~~except in conformity with the Procurement of Goods and Services policy.~~
6. Fail to protect intellectual property, information and files from loss or significant damage.
7. ~~Receive, process or disburse funds under~~ Allow the organization to operate with financial controls which are insufficient to ~~meet~~ the auditor's standards.
8. ~~Invest in uninsured instruments.~~
9. Endanger the library's public image or credibility, particularly in ways that would hinder the accomplishment of ~~its mission~~ Ends.

(L-8) Employment, Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Chief Librarian may not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, the Chief Librarian may not:

1. Establish or alter the compensation and benefits for non-union staff without Board authorization or approval.
2. Promise or imply permanent or guaranteed employment.
3. Create compensation obligations over a longer term than revenues or adequate funds can be safely projected.
4. ~~Establish or change pension plans so as to cause unpredictable or inequitable situations.~~

(L-9) Communication and Counsel to the Board

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

(L-10) Service Accessibility

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

Accordingly, the Chief Librarian may not:

1. Fail to maintain accessible, safe, clean and welcoming facilities.
2. Fail to ensure that everyone is treated with fairness, dignity and respect according to the approved Accessibility for Users with Disabilities Policy.
3. Fail to ensure resources are acceptably stored for ease of customer access and use.
4. Fail to ~~maintain~~ provide reasonable access to emerging services and technology ~~that bridge the Digital Divide~~.
5. Fail to ensure accurate, up-to-date, and comprehensive electronic access to the Library's resources.
6. Fail to keep the public informed on changes to services.
7. Fail to provide a regular user feedback process and integrate community engagement into decision-making and planning.
8. Fail to be reasonably prepared to respond and recover from a disaster or emergency by not having policies, procedures and processes in place to mitigate disruption of Library services.
9. Fail to maintain a collection that reflects the needs and interests of the community.

Board-Staff Relationship

Policies B1 – B5

(B-1) Board-Chief Librarian Linkage

The Board's sole official connection to the operating library, its achievement, and conduct will be through the Chief Librarian who is the Chief Executive Officer, [whose sole responsibility is to the Kingston Frontenac Public Library Board](#).

(B-2) ~~Unity of Control~~ Board Authority

Only decisions of the Board acting as a body are binding on the Chief Librarian.

1. Instructions are provided to the Chief Librarian/CEO by the Board as a whole via motion.
2. Decisions or instructions of individual Board members, officers or committees are not binding on the Chief Librarian except in rare circumstances when the Board has specifically authorized such exercise of authority.
3. In the case of Board members or committees requesting information or assistance without Board authorization, the Chief Librarian can refuse such requests that require, in the Chief Librarian's opinion, a material amount of staff time or funds, or are disruptive.

(B-3) Accountability of the Chief Librarian

As far as the Board is concerned, the Chief Librarian is the Board's only link to operational achievement and conduct. Therefore, accountability of staff is to be the responsibility of the Chief Librarian.

1. The Board will not give instructions to persons who report directly or indirectly to the Chief Librarian.
2. The Board will refrain from ~~formally or informally~~ evaluating any staff other than the Chief Librarian.
3. The Board will view the Chief Librarian's performance as central and critical to organizational performance. Organizational accomplishment of stated Ends within prescribed Executive Limitations shall be viewed as successful Chief Librarian performance.
4. ~~There will be an annual evaluation of the Chief Librarian's performance.~~

(B-4) Delegation to the Chief Librarian

The Board will instruct the Chief Librarian through written policies that prescribe organizational Ends to be achieved and describe organizational situations and actions to be avoided. The Board will allow the Chief Librarian to use any reasonable interpretation of these policies.

1. The Board will develop policies instructing the Chief Librarian to achieve certain results, for certain recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called Ends policies.
2. The Board will develop policies that will limit the latitude the Chief Librarian may exercise in achieving results. These Executive Limitation policies will be developed systematically from the broadest, most general level to more defined levels.
3. The Chief Librarian may use any reasonable interpretation of the Board's Ends and Executive Limitations policies to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its Ends and Executive Limitations policies at any time, ~~thereby shifting the boundary between Board and Chief Librarian domains. By so doing, the Board changes the latitude of choice given to the Chief Librarian. As long as any particular delegation is in place, the Board and its members will respect and support the Chief Librarian's choices.~~

(B-5) Monitoring Chief Librarian Performance

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

1. Monitoring is simply to determine the degree to which Board policies are being met. Data not related to this goal will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of three methods:
 - a) Internal report, in which the Chief Librarian discloses compliance information to the Board.
 - b) External report, in which a disinterested, external third party selected by the Board assesses compliance with Board policies.
 - c) Direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. The standard for compliance shall be any reasonable interpretation of the Board policy made by the Chief Librarian.
4. All policies that instruct the Chief Librarian will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any methods, but will ordinarily depend on a routine schedule ([see Appendix A: Table 1](#)).
5. The Board will conduct an annual evaluation of the Chief Librarian's performance based on the previous year's monitoring reports for Ends and Executive Limitations policies.

Policy	Method	Frequency
E-1 Ends	Internal Report	annually
L-1 General Executive Constraint	Internal Report	annually
L-2 Staff Relations and Volunteers	Internal Report	quarterly
L-3 Treatment of Public	Internal report	annually
L-4 Financial planning and budgeting	Internal report	annually
L-5 Financial Condition	Internal report	quarterly
L-7 Asset protection	Internal report	twice per term
L-7 Asset protection	External report (audit)	annually
L-6 Emergency Chief Librarian succession	Internal report	annually
L-8 Employment, Compensation & Benefits	Internal report	twice per term
L-9 Communication & Counsel to the Board	Internal report	quarterly

~~L-10 Service Accessibility Internal report annually~~

(B-6) Chief Librarian Evaluation

The Board's policies provide that organizational accomplishment of stated Ends within prescribed Executive Limitations shall be viewed as successful Chief Librarian performance.

1. Data derived from monitoring the Ends and Executive Limitations policies during the previous year will form the basis of the Chief Librarian Evaluation.
 - a. The Board will conduct a re-exploration of the Ends policies in November of each year and set key organizational performance measures and targets for the upcoming year.
2. To ensure consistency from year to year and from Board to Board, the annual evaluation of Chief Librarian performance will follow an established framework.

Chief Librarian Evaluation Framework

The process for completing the evaluation is as follows:

1. Throughout the year all Board members review and understand all monitoring reports. Every time that a monitoring report is presented to the Board, a record of the Board's decision with respect to that monitoring report must be recorded in a summary document entitled "Monitoring Report Assessment Summary" maintained by the Board Secretary.
2. In mid-March, all Board members will receive communication from the Chair requesting feedback on Chief Librarian performance during the previous year via standardized form. The Monitoring Report Assessment Summary and the Annual Ends Report of Library Achievements will also be included with this communication for review. The deadline to provide feedback is March 31st.
3. The Chair and Vice-Chair will meet to review feedback received from Board members about Chief Librarian performance and draft a Chief Librarian Evaluation report for review/approval at the April meeting.
4. In a Closed Meeting session at the April meeting, all Board members will review the draft Chief Librarian Evaluation report and discuss.
 - a. Upon ratification of the decision(s) made during the Closed Meeting session, the Chief Librarian Evaluation report will be finalized by the Board Chair.
 - b. The Board Chair reviews the finalized Chief Librarian Evaluation document with the Chief Librarian.
5. The Board Chair forwards the final, signed Chief Librarian Evaluation document to the Director, Human Resources for documentation and action.

Ends

Policies E1 – E4

(E-1) 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.

(E-2) Vision

Where communities come together, sparking curiosity, and creating possibility for all.

(E-3) Values

Inclusion – We create welcoming spaces and services that reflect our communities.

Respect – We treat all people in a dignified way and with compassion.

Creativity – We encourage and support innovative thinking, approaches, and solutions.

Accountability – We are responsible stewards of our resources and respect our position as community leaders.

Sustainability – We are advocates for thriving, healthy, diverse, and resilient communities for generations to come.

Intellectual Freedom – We support the open exchange of information and ideas.

Service Excellence – We consistently deliver high-quality services that are responsive to our communities.

(E-4) Mission Statement

We build and support community by creating inclusive spaces, services and collections that advance literacies and invite people to innovate, learn, explore and connect.

Appendix

Table 1: Monitoring Schedule of Executive Limitations and Ends Policies

Monitoring Report		Method	Frequency	Month
E-1	Ends – Report of Library Achievements	Internal Report	Annually	March
L-1	General Executive Constraint	Internal Report	Annually	November
L-2	Staff Relations and Volunteers	Internal Report	Quarterly	Feb., May, Sept., Nov.
L-3	Treatment of Public	Internal Report	Annually	June
L-4	Financial Planning and Budgeting	Internal Report	Annually	October
L-5	Financial Condition*	Internal Report	Quarterly	Feb., Apr., Sept., Oct.
L-6	Emergency Executive Succession	Internal Report	Annually	January
L-7	Asset Protection	Internal Report	Biennially	February
L-7	Asset Protection – Independent Audit	External Report	Annually	May
L-8	Employment, Compensation & Benefits	Internal Report	Biennially	February
L-9	Communication and Counsel	Internal Report	Quarterly	Jan., Apr., Sept., Nov.
L-10	Service Accessibility	Internal Report	Annually	June

**Confirmation from the City of Kingston that compliance obligations pertaining to GST/HST, payroll filings and other remittances have been met will be provided as part of this report.*

Table 2: Schedule of Required Information Reports

Information Report	Frequency	Notes
Requests for Review of Library Materials	Quarterly	
Chief Librarian Communication	Each meeting	
Budget Variance Report	Quarterly	
Performance Report	Quarterly	

Table 3: Review Schedule of Board Policies

Policy Subset	Frequency	Notes
Ends	Annually	
Executive Limitations	Once per Term	
Governance Process	Once per Term	
Board-Staff Relationship	Once per Term	

Table 4: Review Schedule of Key Operational Policies*

Policy	Frequency	Notes
Access to Information and Protection of Privacy	Annually	
Accessibility for Users with Disabilities	Once per Term	
Anti-Nepotism	Once per Term	
Collections Development	Once per Term	
Community Engagement	Once per Term	
Community Partnerships	Once per Term	
Criminal Record Checks	Once per Term	
Donations, Sponsorships and Fundraising	Once per Term	
Naming and Commemoration	Once per Term	
News Media	Once per Term	
Occupational Health and Safety	Annually	
Patron Code of Conduct	Once per Term	
Programming	Once per Term	
Room and Event Space Rental	Once per Term	
Procurement of Goods and Services	Once per Term	
Records Management	Once per Term	
Standards of Conduct for KFPL Employees	Once per Term	
Video Surveillance	Once per Term	
Volunteer	Once per Term	
Workplace Harassment	Annually	
Workplace Violence	Annually	