

# AGENDA

## Regular Meeting #2024-07

### Kingston Frontenac Public Library Board

October 23, 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 #2024-06 of September 25, 2024 (attached) (motion)
7. Business Arising from the Minutes

#### Consent Agenda

8. Information Items
  - 8.1. Correspondence / Information Received and Sent (no correspondence to report on as of October 15, 2024)
9. Information Reports
  - 9.1. Chief Librarian Communication (attached)
10. Motion to accept Consent Agenda (motion)

### **Required Approvals Agenda**

#### 11. Monitoring Reports

11.1. Financial Planning and Budgeting (attached) (motion)

11.2. Financial Condition (Q3-2024) (attached) (motion)

#### 12. Policy Review and Approval

12.1. KFPL Board Governance Policies (report and policies attached) (motion)

#### 13. Action Items

13.1. 2025 Operating and Capital Estimates (report and estimates attached)  
(motions)

### **Other Business**

14. Ownership Linkages and Board Education

15. Re-exploration of Ends – initial discussion

### **Adjournment and Next Meeting**

Regular Board Meeting, Wednesday, November 27, 2024 at 5:00 p.m., Meet 1, Central Branch.

## **MINUTES (unconfirmed)**

### **Regular Meeting #2024-06**

#### **Kingston Frontenac Public Library Board**

**September 25, 2024 at 5:00 PM**

**Meet 1, Central Branch**

#### **Attendance:**

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

Staff Present: Nicole Burchat (Budget/HR Analyst), Nicole Charles (Director, Facilities and Technology), Liz Coates (Manager, Programming and Outreach), Diana Gore (Manager, Marketing and Community Engagement), Shelagh Quigley (Director, Human Resources), Chris Ridgley (Budget/HR Analyst), Amy Rundle (Recording Secretary)

CUPE 2202 / 2202.01: Jillann Rothwell (left at 5:40 p.m.)

Absent / Regrets: Anne Brunner

#### **1. Call to Order**

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

Sonia Verjovsky was welcomed to the Board as the new City of Kingston appointee.

#### **2. Adoption of the Agenda**

Motion #: 2024-59

Moved by: M. Asberg      Seconded by: E. Goodyear-Grant

That the agenda and addends 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**

There were no presentations.

## **6. Adoption of Minutes**

### 6.1. Regular KFPL Board Meeting #2024-05 of June 26, 2024

Motion #: 2024-60

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

That the minutes of Regular Meeting #2024-05 of the Kingston Frontenac Public Library Board held June 26, 2024 be adopted as circulated.

Carried

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

There was no business arising from the minutes.

## **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)

The following answers were provided in response to questions about this report:

- Despite the completion of interior inspections prior to the start of roofing work at Calvin Park, a patron at the branch was injured when a piece of wood trim came loose from the ceiling and fell due to vibrations from roofing work above. The area of the branch was immediately closed as a precaution and additional inspections were conducted by the City before re-opening the area.
- Incident reports regarding individuals entering the Pittsburgh branch during Extended Hours are referring to patrons not yet registered for the service. These incidents are typically reported by other patrons or maintenance staff with the Manager, Branches and Collections following-up with those involved.

### 9.2. Budget Variance Report (as of June 30, 2024) (attached)

The following answers were provided in response to questions about this report:

- The overage noted in the electricity budget line looks worse than it actually is and is directly related to the implementation of the Shared Services Model (SSM) with the

City and resulting internal budget transfers.

- The WSIB budget line is an estimated amount that is calculated by blending the actuals and trends over recent years. Employee wages are kept whole if time off is required due to a workplace incident, and these incidents happen infrequently. The significant overage noted in the WSIB budget line is directly related to wages for lost time due to an unanticipated workplace incident. The amount allocated to this line in the 2025 operating budget is being reviewed.

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)

The following answers were provided in response to questions about this report:

- The mentoring program was one of the recommendations that came from KFPL's participation in the Workplace Inclusion Charter process. The committee developed and promoted a mentoring process for staff, but unfortunately no volunteers came forward to act as mentors. The intent now is to implement the mentorship ideas in a broader manner, with the committee meeting this fall to discuss other potential initiatives. It's recommended that the Library be more involved with the development of an external initiative before committing to ensure a satisfactory return on investment.

## **10. Motion to accept Consent Agenda**

Motion #: 2024-61

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**

### **11. Monitoring Reports**

11.1. Communication and Counsel

Motion #: 2024-62

Moved by: M. Asberg                      Seconded by: S. Verjovsky

That the Board has assessed the Chief Librarian's monitoring report on Communication and Counsel (L-9) as providing a reasonable interpretation of the policy and sufficient evidence of compliance.

Carried

## 11.2. Financial Condition

Motion #: 2024-63

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

That the Board has assessed the Chief Librarian's monitoring report on Financial Condition (L-5) as providing a reasonable interpretation of the policy and sufficient evidence of compliance.

Carried

## 11.3. Staff Relations and Volunteers

The following answer was provided in response to a question about this report:

- Notification of the intent to bargain is typically received from the Union just prior to expiration of the Agreement, with parties scheduling bargaining dates for late-spring in the hopes of reaching an agreement before summer.

Further discussion of this report required the Board to resolve into a Closed Meeting.

Motion #: 2024-64

Moved by: W. Stephen                      Seconded by: M. Létourneau

That the Board resolve itself into a Closed Meeting to discuss the labour relations or employee negotiations.

Carried

Board members and management staff remained in the meeting. All others left at this time. (5:19 p.m.)

Motion #: 2024-65

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

That the Board rise from the Closed Meeting without reporting.

Carried

Those who left the meeting returned at this time. (5:23 p.m.)

Motion #: 2024-66

Moved by: W. Stephen                      Seconded by: E. Goodyear-Grant

That the Board has assessed the Chief Librarian's monitoring report on Staff Relations and Volunteers (L-2) as providing a reasonable interpretation of the policy and sufficient evidence of compliance.

Carried

## 12. Policy Review and Approval

### 12.1. Patron Code of Conduct – first draft

The following answers were provided in response to questions about the revised policy:

- Loitering is generally defined as hanging around without purpose, which is what most people do at a public library, and the reason it's been removed from the policy.
- Public libraries and community centres are still allowed to make their own rules around images and recording. Asking patrons to obtain permission before taking pictures or video allows staff to have conversations about privacy (e.g., encouraging them not to capture others as part of the recording) and the goal of inclusive, welcoming spaces. It also helps to protect against predatory behaviour.
- The full policy will be available to patrons, but larger signage on walls will have a simpler graphic and message. By coming onto Library property and/or using Library services, an individual is automatically subject to the policy.
- The working group considered clauses that would address common incidents and situations and will also look at banning guidelines and procedures once the final policy is approved. The working group consists of 3 members of the management team, a branch supervisor, a member of the Joint Health and Safety Committee, and a full-time urban branch operations staff member.
- Use of accessibility equipment by those who require it is protected by the *Accessibility for Ontarians with Disabilities Act*, and mobility devices are welcome in the Library. Bikes, carts, scooters, etc. can interfere with others' use of the library (e.g., mobility, accessibility) and increase the risk of health and safety incidents (e.g., tripping). For these reasons, patrons will be required to leave these items in designated areas outside the library.

The following feedback/suggestions will be communicated to the working group for consideration:

- That "ensure" be replaced with "promote" in the policy in places that reference safety, as the Library isn't able to full "ensure" safety even with the most diligent precautions. This change was endorsed by the working group pre-meeting and will be reflected in the draft going out to the public for a second round of consultation.
- That clarification be added to the clause regarding bikes, carts, etc. to differentiate 'recreational' equipment from AODA protected equipment.

Board members commended staff, and specifically the working group, for their efforts in creating an inclusive approach to the review (e.g., community engagement, staff/Board consultation). The proposed revisions are inclusive and respectful, and set necessary boundaries in a kind and caring way.

Motion #: 2024-67

Moved by: L. Moody      Seconded by: B. Saunders

That the Board approve the first draft of the Patron Code of Conduct policy for public consultation.

Carried

J. Rothwell left the meeting at this time. (5:40 p.m.)

### **13. Action Items**

There were no action items.

### **Other Business**

#### **14. Governance Review Committee - update**

##### 14.1. KFPL Board Governance Policies – discussion of proposed revisions

Committee members provided an overview of the process and supplementary resources used. Overall, it was felt that the policies would benefit from clearer and more concise language that better communicates the Board's intent. Most of the recommended changes are in support this objective. Other recommended changes include moving the reporting and policy review schedules to an Appendix for ease of finding/updating and adding specific procedures for handling the annual Chief Librarian performance evaluation and violations of the Board members' Code of Conduct.

It was felt that the Ends policies should be reviewed by the Board as a whole and were not reviewed by the Committee. However, the Committee does recommend that a fulsome review/discussion of the Ends take place soon to either affirm them or update accordingly. This review might work best as a separate workshop session that includes an overview of how the Ends function in relation to other policies and organizational documents.

The following feedback/suggestions will be considered by the Committee before final review and approval of the policies:

- That different language be used in L-2, clause 6, as it's not possible to ensure that staff are prepared for all emergency situations.
- That a clause be added in L-7 (similar to that in L-10) regarding being reasonably prepared to protect assets in emergency situations.

### **Adjournment / Next Meeting**

There being no further business, A. Revill moved to adjourn the meeting at 5:57 p.m.

The next regular Board Meeting will be held at 5:00 p.m., Wednesday, October 23, 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:** October 23, 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.

### **Isabel Turner Branch Renovation Project Update**

Staff are working hard to prepare the Catarauqui Centre Branch for opening on November 1, 2024. Improvements to flooring, walls and infrastructure installations are nearly complete. Shelving and furniture are next for the branch, as well as selecting and moving collection materials.

The City of Kingston has issued the construction tender for the project with a closing date in early November.

### **Other Facilities Project Updates**

The Calvin Park Branch roofing project was completed and the courtyard has been reopened for public use.

### **Staffing Updates**

KFPL welcomed back Cindy Abrams as a Page at the Sydenham Branch.

Niki Kaloudas has joined KFPL as a Library Assistant (Weekend Worker) in Branch Operations.

Caitlynn Panourgias joins KFPL later this month as a part-time Programming Assistant.

### **Programs and Services – New and Notable**

The Web Team implemented a new feature that allows patrons to change their pickup location on most of their outstanding reservations. Previously, patrons would have had to update the pickup locations on their reservations one at a time.

### **Marketing and Engagement**

Code of Conduct engagement activities resumed with on a focus on collecting feedback on the proposed changes to the Policy. Activities include an internal staff survey, currently underway, pop-up feedback sessions at the Isabel Turner and Central branches, as well

as the opportunity to submit feedback in writing to the Working Group. Activities are supported by in-branch signage, organic social posts and an awareness ad campaign, focused on gathering suggestions from our communities.

Communications regarding the upcoming closure of the Isabel Tuner Branch continue to emphasize the last operational day for the branch, the opening of the Cataraqui Centre Branch and expectations regarding available library services. Tactics include a unified awareness campaign with ad placements on social media, Kingstonist and at the Cataraqui Centre. Additionally, signage has been installed inside and outside the Isabel Turner Branch and all KFPL branches. Notification emails to library users are underway and staff key messages have been developed to ensure alignment on messaging.

Additional marketing priorities include highlighting fall programs like the Create Space series 'Make it Work' and the sustainability focused 'One Earth' series, as well as drawing attention to valuable services like PressReader, Hoopla and other digital resources.

### **Ministry of Tourism, Culture and Gaming Funding Announcement for First Nations Public Libraries**

On October 4<sup>th</sup>, the Ontario government announced an additional \$1.25 million of annual funding for First Nations public libraries. The enhanced funding will be provided to eligible First Nations public libraries across the province through two existing library support programs: the First Nation Salary Supplement (FNSS) and Public Library Operating Grant (PLOG). Annual FNSS allocations will increase from \$13,000 to up to \$35,000 per library and current PLOG allocations for First Nations public libraries will double, with a minimum annual grant of \$1,500. Enhanced direct provincial funding was one of the Federation of Ontario Public Libraries' 2024 Ontario budget recommendations.

### **Canadian Library Month, Ontario Public Library Week and First Nation Public Library Week**

October is Canadian Library Month. During the month, libraries and library partners across Canada raise awareness of libraries' valuable role in the lives of people in Canada. In Ontario, the first week of October featured First Nation Public Library Week (October 1-4), with a theme of "Remember When" and the third week of October is Ontario Public Library Week (October 20-26), with the theme of "Libraries For Life."

### **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](#)

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## Appendix A:

### KFPL Incidents by Branch (Sept. 17 to Oct. 12)

#### Calvin Park

- 2024-500 Garbage bags ripped open at curb (Sept. 18)
  - 2024-502 Car vandalized and empties outside branch (Sept. 19)
  - 2024-503 Patron using speaker phone at loud volume (Sept. 19)
  - 2024-506 Patron concerned about being followed (Sept. 19)
  - 2024-517 Ambulance called for patron (Sept. 21) 📞
  - 2024-519 Patron in distress in book drop lane (Sept. 23) 📞
  - 2024-522 Banning notice delivered to patron (Sept. 23)
  - 2024-525 Patron brings pet dog into library (Sept. 24)
  - 2024-528 Person attacked outside branch by unknown person (Sept. 24)
  - 2024-554 Bed bugs found in returned book (Oct. 5)
  - 2024-557 People camping in alcove beside exterior book drop (Oct. 8)
  - 2024-561 Banned patron using express computer (Oct. 9) 📞
  - 2024-562 Banned patron asked to leave (Oct. 9)
  - 2024-566 Banned patron using computer station (Oct. 9) 📞
  - 2024-567 Piece of wood falls in children's area (Oct. 11)
  - 2024-568 Banned patron in washroom and request for scissors (Oct. 11) 📞
  - 2024-569 Banned patron asked to leave (Oct. 12)
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#### Central

- 2024-498 Conversation with patron re: sending inappropriate images via email to Library (Sept. 17)
- 2024-501 Police called for banned patron in branch (Sept. 18) 📞
- 2024-514 Patron trips on entrance mat when leaving (Sept. 20)
- 2024-520 Patron agitated, becomes increasingly loud (Sept. 23)
- 2024-524 Patron yelling and slamming stall door in washroom (Sept. 23)
- 2024-529 Patron offers drugs to another patron, gets angry response (Sept. 25)
- 2024-533 Patron uses staff phone without permission (Sept. 25)
- 2024-534 Individuals sleeping outside entrance, blocking emergency exit (Sept. 25)
- 2024-531 Sleepy patron asked to move to a more visible location downstairs (Sept. 25)
- 2024-539 Needles in bathroom garbage bin (Sept. 30)

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- 2024-542 Patron touches other patron twice (Oct. 2) 📞
  - 2024-543 Ban delivered to patron (Oct. 2) 📞
  - 2024-545 Patron trades hospital gown for clothes, leaves mess in washroom (Oct. 3)
  - 2024-546 Meth pipe preparation outside branch (Oct. 4)
  - 2024-547 Agitated man on computer (Oct. 4) 📞
  - 2024-548 Scooter stolen (Oct. 4)
  - 2024-549 Patron is rude and demanding with staff (Oct. 4)
  - 2024-553 Drug paraphernalia found outside (Oct. 5)
  - 2024-556 Patron banned for repeated disrespectful behaviour towards staff (Oct. 7)
  - 2024-558 Ban delivered to patron (Oct. 8)
  - 2024-563 Banned patron, swearing and threatens security (Oct. 9)
  - 2024-564 Children scared by person from van, entered library for help (Oct. 9)
  - 2024-565 Meth smoked on library property (Oct. 9)
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**Isabel Turner**

- 2024-496 Empties left outside branch (Sept. 17)
- 2024-497 Patron sitting outside staff entrance door, scattered belongings (Sept. 17) 📞
- 2024-499 Banned patron returns to library for missing lighter (Sept. 17)
- 2024-504 Banned patron enters branch, then quickly leaves (Sept. 19)
- 2024-505 Patron makes strange comment to staff (Sept. 19)
- 2024-507 Broken glass near entrance (Sept. 19)
- 2024-509 Banned patron enters branch, police called (Sept. 19) 📞
- 2024-510 Banned patron in branch again (Sept. 19) 📞
- 2024-511 Patron reports seeing a fight in Lions Civic Gardens (Sept. 19) 📞
- 2024-513 Banned patron enters branch, asked to leave (Sept. 20)
- 2024-521 Patron having loud conversation on phone (Sept. 23)
- 2024-523 Graffiti and evidence of rooftop activity (Sept. 24)
- 2024-527 Boning knife found outside adjacent to park (Sept. 24)
- 2024-535 Banned patron yelling profanities outside branch (Sept. 26) 📞
- 2024-536 Individual outside branch, alcohol bottles, drugs, garbage strewn (Sept. 28) 📞
- 2024-537 Evidence of someone camping on staff patio, drug paraphernalia (Sept. 30)
- 2024-538 Patron bothered by teens then has outburst in library (Sept. 30)
- 2024-540 Teen complains about being watched/filmed in library (Sept. 30)
- 2024-550 Spilled milk in drop box (Oct. 5)

- 2024-551 Disruptive teen asked to leave (Oct. 5)
  - 2024-552 Teens playing music in washroom (Oct. 5)
  - 2024-559 Banned patron in library (Oct. 8)
  - 2024-560 Verbally aggressive patron, asked to leave (Oct. 8)
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**Pittsburgh**

- 2024-518 Unregistered patron enters branch during Extended Hours (Sept. 20)
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**Rideau Heights**

- 2024-515 Youth threw video game controller against wall (Sept. 21)
  - 2024-516 Patron viewing inappropriate content on computer (Sept. 21)
  - 2024-526 Patron not locking washroom door adjacent to children's area (Sept. 24)
  - 2024-530 Patron uses washroom with door open (Sept. 25)
  - 2024-532 Missing video game, possible theft (Sept. 25)
  - 2024-544 Youth outside branch, throwing ball against windows (Oct. 2)
  - 2024-555 Teen punched in face by cousin (Oct. 7)
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## Appendix B:

### Summary of Patron Feedback (Sept. 17 to Oct. 12)

#### Branch Operations

- Concerns from Isabel Turner Branch patron regarding lack of after-hours item returns at the Catarauqui Centre Branch. They also expressed they felt the location will be difficult for patrons with mobility issues.
  - Patron disappointed for the loss of the battery collection, stating it was convenient.
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#### Collections

- A patron commented the following on a social media post: "I have so much fun looking through and finding books. I love this [Fall Book Sale] because I find hidden gems I wouldn't normally consider reading."
  - October is Dyslexia Awareness month and KFPL received some recognition from local educators on social media: "We love KFPL, supporting educators and families with science-backed literacy supports, resources, and materials." Comment on X (Twitter) and "Today, I want to spotlight KFPL, Brianne Peters and Laura Carter for their efforts to bring decodable books into the #YGK library AND offer workshops for families of children who struggle to read (in both English and French Immersion programs." Comment on X (Twitter)
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#### Customer Service

- A Calvin Park Branch patron was grateful for interlibrary loan service, commenting that the service is exceptional, and that Steve can always be counted on to find items that are hard to locate.
  - As a seasonal resident in North Frontenac wrote in to express appreciation for the excellent service they receive from Rhonda at the Plevna Branch. They wrote, in part: "I visit the library through the summer months using the Branch, your free Wifi and Libby account. Rhonda is an amazing staff, friendly, engaging, helpful and always cheerful. You have a great Ambassador in North Frontenac. Please share my sincere thanks with your CEO."
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#### Facilities

- Person inquiring about room booking asked about whether there were plug-ins for their electric vehicle.
- A patron complained that the courtyard was still closed, even the roof work appeared to

be over. [*The Courtyard recently re-opened after the project was fully completed.*]

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**General**

- "I've been reading so much and same with [my] kiddo too. We love the library."
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**Programming**

- A patron on Facebook commented: "[The Repair Cafe] is such a wonderful community service!"
  - "[The TD SRC warp-up party] was so much fun!" said a Facebook commenter.
  - Two Calvin Park Branch patrons let staff know that really enjoyed the tech tutor sessions this summer and found the appointments to be very helpful. They gained a lot of confidence and skills and are hopeful that the program will be brought back again.
  - A patron donated a box of LEGO after noticing that KFPL offers LEGO programs.
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# KFPL Monitoring Report to the Board

## Executive Limitation Policy L-4

### Financial Planning and Budgeting (2024-07)

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.

### CEO Interpretation

I interpret this to mean that a draft operating budget and 15-year capital plan are provided to the Library Board, and that these budgets are developed using conservative estimates of revenues and are based on year over year comparisons and on projected or planned material changes to library facilities, programs, and services.

Further, I interpret this to mean that the draft budgets will be accompanied by a report outlining budget planning changes and assumptions and will contain sufficient

explanations. The budgets will contain amounts allocated to Board training and development, audit and other third-party monitoring, Ownership linkage activities, Board insurance and other undertakings that may be approved by the Board.

Compliance will be demonstrated when:

- the draft operating budget as detailed above, 15-year capital plan, budget planning assumptions and accompanying report is presented to the Library Board annually.
- a year over year comparison as well as a report outlining budget planning assumptions are provided to the Library Board.
- funding for the items described below is included in the draft operating budget.

### **Evidence of Compliance**

The draft consolidated 2025 operating budget is included with this Board package.

The draft 15-year capital plan is included with this Board package.

A report outlining budget planning assumptions is included with this Board package.

Funding for the following items has been included in the budget:

- a. Board development including funds for training, and attendance at conferences and workshops is included in the Education and Training budget line.
- b. Fiscal audit and other third-party monitoring are included in the Professional Services budget line.
- c. Board linkages including surveys, focus groups, opinion analyses and meeting costs are included in the Professional Services budget line.
- d. Board and Committee meetings are included in the Miscellaneous Expenses line.
- e. Board insurance is included in the Insurance line.

### **Statements of Compliance**

- Year over year comparisons and projections are considered when the operating budget is drafted and monitoring, and that information is provided to the Board.
- Expenditures are based on a conservative projection of funds expected to be received in the fiscal year.
- An adequate amount has been budgeted to fund Board prerogatives.

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I hereby present my monitoring report on Executive Limitation Policy L-4, Financial

Planning and Budgeting.

I certify that the information contained in this report is true and represents compliance with a reasonable interpretation of all aspects of the policy unless stated otherwise.

A handwritten signature in black ink, appearing to read 'LC', is positioned above the typed name.

Laura Carter, CEO/Chief Librarian

October 15, 2024

# KFPL Monitoring Report to the Board

## Executive Limitation Policy L-5

### Financial Condition – 3<sup>rd</sup> 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, and is reported to the Board quarterly:

- 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

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Budget/HR Analyst (within designated approval limits), or by the Chief Librarian 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. 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 has been provided for the first and second quarters of 2024. Due to the timing of September accounting entries, the letter for the third quarter is not yet available and is therefore not included in the agenda package.
- 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 September 30, 2024 (attached) shows that expenses were at 72% while revenues came in at 73%. Review of the financial position includes both comparisons to the previous year and tracking of expenditure with regard to progression through the year.

### **Staffing Expenditures**

Staff costs were at 71% of budget at the end of the first quarter. As noted in the Q2 report,

part-time wages were slightly overspent due to gapping requirements to cover the vacancies in the full-time compliment, with full-time salaries underspent due to leaves of absence, timing of hiring, a reduced work week and a vacant position. Overtime is at 28% of budget at the end of Q3, however, it will be used towards Sunday hours starting October 20.

### **Materials Expenditures**

Total Material costs, including print and electronic collections ended the quarter at 73%, as expected.

### **System-Wide Expenditures**

System-wide expenditures ended the quarter at 77% of budget. Most line items are tracking at or under budget. Fees, subscriptions and memberships are at 90% of budget, with most costs already incurred for the year. Contracted services are tracking above budget at 83%, due to increased costs for security that were implemented in September and will continue for the remainder of the year (additional coverage for branch hours, mobile patrols).

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 the third quarter of 2024 at 143% of the annual budget. They are offset by Friends of the Library reimbursements and by the Davies Foundation donation and are therefore not overspent.

### **Facilities Expenditures**

Facility expenditures are generally tracking on budget, however, there are significant overages showing for electricity and water and sewer. These figures were impacted by the implementation of the Shared Services Model in April 2024 and shouldn't have been charged to the Library. The Budget/HR Analyst is following up to get the entries corrected.

### **Revenues**

Revenues ended the quarter at 73% of budget, with printer/photocopier and non-resident fees tracking above budget, and other categories such as fines/damages and facility rentals tracking near plan (69% and 71% respectively). Post-pandemic recovery of facility rentals revenues continues, ending the quarter at \$24.7K, an increase of \$11.5K compared to the same period in 2023. The closure of the Isabel Turner Branch as of October 25th will impact facility rental revenues for the remainder of the year.

Miscellaneous revenues are at 164% of budget. Sales of discarded materials during Q3 brought in \$5K revenue.

Donations total \$13,628 with an additional \$896 received in the third 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 100% spent by the end of Q3.

Funding to the end of Q3 has been received from the County of Frontenac and the City of Kingston. The annual application for the Public Library Operating and Pay Equity Grant (PLOG) was completed on October 4 in advance of the October 24 deadline. This funding is expected in the fourth quarter.

Expenditure recoveries totalled \$39,603 and include connectivity reimbursements and postage reimbursements received from Ontario Library Service and reimbursement of wages from CUPE Local 2202 for employees away on Union Business.

## 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.

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I hereby present my monitoring report on Executive Limitation Policy L-5, Financial Condition: 3rd 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  
October 15, 2024



## Kingston Frontenac Public Library Budget Variance Report September 30, 2024

2023 Comparison

Description	Actuals Q3 2024	Annual Budget	Variance \$	Actuals to Budget %	Actuals Q3 2023	Actuals to Budget %
<b>EXPENSES</b>						
Salaries and wages	2,285,858	3,368,571	-1,082,714	68%	2,254,017	68%
Part-Time Wages	961,920	1,173,897	-211,977	82%	850,573	70%
Pages Part-Time Wages	251,341	354,215	-102,874	71%	254,920	73%
Overtime	12,590	44,950	-32,360	28%	12,170	33%
Payroll benefits	1,181,457	1,697,924	-516,467	70%	1,060,605	67%
Retirees benefits	26,373	31,023	-4,650	85%	22,083	60%
WSIB	1,544	300	1,244	515%	80	27%
<b>Total Staff Costs</b>	<b>4,721,083</b>	<b>6,670,880</b>	<b>-1,949,797</b>	<b>71%</b>	<b>4,454,448</b>	<b>69%</b>
Adult popular mat'ls	438,663	585,000	-146,337	75%	434,352	79%
Child/youth pop mat'ls	136,349	192,650	-56,301	71%	152,129	83%
Electronic resources	77,130	122,245	-45,116	63%	69,752	50%
Serials	33,326	33,254	73	100%	3,435	10%
<b>Total Material</b>	<b>685,469</b>	<b>933,149</b>	<b>-247,680</b>	<b>73%</b>	<b>659,668</b>	<b>72%</b>
Office Supplies	23,513	50,000	-26,487	47%	20,133	34%
Vehicle repairs & maintenance	1,393	5,000	-3,607	28%	3,095	62%
Vehicle fuels and lubricants	4,950	9,400	-4,450	53%	6,140	65%
Computer Equipment	41,947	60,000	-18,053	70%	23,115	29%
Software	24,042	30,111	-6,069	80%	5,503	43%
Furniture and fixtures	8,651	12,250	-3,599	71%	4,566	37%
Advertising	8,695	18,000	-9,305	48%	4,548	40%
Telephones/Cell Phones	23,762	33,463	-9,701	71%	23,504	74%
Internet Connectivity	28,092	39,017	-10,925	72%	34,823	86%
Fees, subscription, membership	13,665	15,150	-1,485	90%	8,126	64%
Mileage	7,757	11,300	-3,543	69%	8,535	76%
Education and training	26,102	40,600	-14,498	64%	23,917	59%
Misc Expense	6,115	8,000	-1,885	76%	8,570	114%
Delivery, postage & shipping	3,918	5,000	-1,082	78%	3,204	43%
Cash over (short)	-40	0	0	0%	-102	0%
Professional services	13,461	26,500	-13,039	51%	2,997	11%
Contracted services - system wide	314,194	378,316	-64,122	83%	262,388	83%
Programs	35,199	24,600	10,599	143%	29,230	120%
Equipment rentals	6,333	9,543	-3,210	66%	6,367	67%
Interest & Service Charges	1,677	2,500	-823	67%	1,776	71%
Allocated Insurance	30,940	33,500	-2,560	92%	24,420	85%
<b>Total System-Wide</b>	<b>624,366</b>	<b>812,250</b>	<b>-187,883</b>	<b>77%</b>	<b>504,856</b>	<b>67%</b>
<b>Facilities</b>						
Protective Clothing	790	2,026	-1,236	39%	505	25%
Cleaning supplies	17,228	27,351	-10,123	63%	13,646	50%
Tools & Equipment	3,488	10,200	-6,712	34%	3,686	36%
Repairs & maintenance	3,094	10,660	-7,566	29%	4,455	42%
Water and Sewer	6,808	5,923	885	115%	14,424	76%
Natural Gas	24,830	37,528	-12,698	66%	55,409	101%
Electricity	58,394	23,444	34,950	249%	83,539	40%
Contracted Services	59,133	72,342	-13,209	82%	72,804	34%
Allocated shared services	229,593	344,389	-114,796	67%		
<b>Total Facilities</b>	<b>403,356</b>	<b>533,862</b>	<b>-130,506</b>	<b>76%</b>	<b>248,467</b>	<b>45%</b>
<b>Total Expenditures</b>	<b>6,434,274</b>	<b>8,950,141</b>	<b>-2,515,867</b>	<b>72%</b>	<b>5,867,438</b>	<b>67%</b>
<b>REVENUES</b>						
Provincial Subsidy	0	-297,138	297,138	0%	0	0%
Project Grants	-31,245	-30,000	-1,245	104%	-26,957	90%
Printer/Photocopier Revenue	-19,753	-23,400	3,647	84%	-16,174	69%
Fines/Damages	-7,207	-10,400	3,193	69%	-5,288	51%
Non-Resident Fees	-8,740	-9,000	260	97%	-6,486	72%
Facility Rentals	-24,688	-35,000	10,312	71%	-13,125	38%
Donations	-13,628	-11,000	-2,628	124%	-5,562	51%
Expenditure Recovery	-39,603	-40,000	397	99%	-31,400	78%
Miscellaneous Revenue	-16,443	-10,000	-6,443	164%	-2,850	29%
County of Frontenac	-733,126	-977,501	244,376	75%	-709,706	75%
City of Kingston	-5,630,027	-7,506,702	1,876,675	75%	-5,472,660	75%
<b>Total Revenue</b>	<b>-6,524,458</b>	<b>-8,950,141</b>	<b>2,425,683</b>	<b>73%</b>	<b>-6,290,207</b>	<b>72%</b>
<b>Net Deficit (Surplus)</b>	<b>-90,184</b>	<b>0</b>	<b>-90,184</b>		<b>-422,769</b>	

## KFPL Report to the Board

**Subject:** KFPL Board Governance Policy Manual

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

**Date of meeting:** October 23, 2024

### Background:

The Governance Policy Manual was reviewed and discussed by the Board at the September 25, 2024 meeting and additional revisions were requested before final review and approval at the October Board meeting.

### Analysis:

The following Board feedback was considered by the Committee:

- That different language be used in L-2, clause 6, as it's not possible to ensure that staff are prepared for all emergency situations.
- That a clause be added in L-7 (similar to that in L-10) regarding being reasonably prepared to protect assets in emergency situations.

In response the Committee suggests additional revisions to sections L-2 and L-7, as noted in the revised draft (attached).

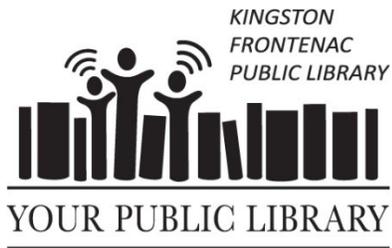
### Markup Explanation:

Language that was generally accepted from the previous draft is shown in black. Changes made in response to Board feedback at the last meeting are shown as follows:

- ~~Red strikethrough~~ indicates text that the Committee propose be removed.
- **Blue text** indicates new language that the Committee propose be added.

### Recommendations:

That the Board approve the revised Governance Policy Manual as presented.



Kingston Frontenac Public Library Board

# Governance Policies

DRAFT: October 10, 2024



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# Definitions

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**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

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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

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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

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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

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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

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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

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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

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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

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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~~ Fail to provide staff with sufficient training and resources to ~~be-unprepared-to deal-with~~ handle potential emergency situations.

## (L-3) Treatment of Public

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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

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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

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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

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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

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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.
7. [Fail to adequately protect assets during an emergency by not implementing proper safeguards, protocols, and contingency plans to prevent loss, damage, or unauthorized access.](#)

## (L-8) Employment, Compensation and Benefits

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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

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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

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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

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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

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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

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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

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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

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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

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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 31<sup>st</sup>.
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

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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

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

## (E-3) Values

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**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

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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	

## KFPL Report to the Board

**Subject:** 2025 Operating and Capital Budgets  
**Prepared by:** L. Carter, Chief Librarian / Chief Executive Officer  
**Date of meeting:** October 23, 2024

### Background:

The Kingston Frontenac Public Library is a union library board established under the authority of the *Public Libraries Act R.S.O. 1990, P.44* (PLA) and the agreement between the City of Kingston and County of Frontenac (formerly Frontenac Management Board). Under the agreement, the City of Kingston is responsible for 87%, and the County of Frontenac, including the four Townships, is responsible for 13% of the cost for operating the library system.

The Library receives funding from the City of Kingston to operate and maintain the five branches in the City. Facility costs for the City of Kingston branches are not part of the 87%/13% funding formula. The four Frontenac Townships are responsible for providing, cleaning and maintaining the County branches. These costs do not appear in KFPL's operating budget.

The Library Board is responsible for the preparation and recommendation of a draft budget to be presented to the City of Kingston and County of Frontenac Councils for approval (PLA s.24 (1)).

Section 24 (6) of the PLA states that "a union board shall submit with its estimates a statement as to the proportion of the estimates that is to be charged to each of the municipalities, and if the estimates of the board are approved or amended and approved by the councils of the municipalities representing more than one-half of the population of the area for which the board was established, they are binding on all the municipalities".

### Budget Process and Allocations:

#### *City of Kingston*

As Kingston was awarded "strong mayor powers" under the *Municipal Act, 2001*, the Mayor of Kingston is responsible for presenting the budget to City Council. The Library received correspondence from Mayor Paterson dated August 15, 2023 outlining budget targets for 2024 and providing direction for the remainder of this Council's term. For 2024, the Mayor directed that the City of Kingston's operating budget be prepared with a tax rate increase of no more than 3.5%, including 1% for capital investment purposes, that it be

one of the lowest tax rate increases in Ontario, and that there should be a downward projection over the Council term.

Four-year operating budget estimates are also required by the City for external agencies to assist Council in understanding longer-term fiscal challenges.

For capital budgeting, the Library is asked to submit a 15-year capital plan in addition to the 2025 request.

## **2025 Draft Operating Budget:**

### ***Revenues***

- The Library's draft 2025 budget calls for an overall increase of 2.26% (\$202,242). The total KFPL draft operating budget for 2025 is \$9,152,383.
- The percentage increase is lower for the City of Kingston at 2.18% (\$163,413), related to unshared facilities costs that are not charged to the County of Frontenac, who will see a 3.93% (\$38,424) increase over 2024 figures.
- The Ministry of Tourism, Culture and Gaming has not announced any changes to the Public Library Operating Grant (PLOG) for 2024-2025. It is projected to remain at \$297,138.
- Revenues include \$15,000 from the County of Frontenac to contribute to the costs of providing system-wide administrative and technical services out of the Central Branch. The amount is based on the area of the Central Branch used to provide these services and is calculated using the 87/13% funding formula.
- Self-Generated revenues are projected to be flat for 2025, with an anticipated increase to non-resident fees offset by decreases to printer/copier revenue and facility rentals related to the Isabel Turner Branch closure.

### ***Expenditures***

Salaries, wages and benefits lines are projected to increase by 4.21% (\$280,899).

- The 5.21% (\$257,242) increase to the salaries and wages line is coming forward with the following considerations:
  - Collective Agreements with CUPE 2022/2202.01 expire in 2025.
  - Addition of salary costs for the Manager, Marketing and Community Engagement position, which is currently temporary and being funded by gapping and leaves of absence.
  - Anticipated wage increases and progressions along salary grids.
- Benefit costs are increasing 1.37% (\$6,543) over 2024 estimates. The relatively low

percentage increase is related to uncertainty at the time the 2024 budget was prepared. Benefit costs came in lower than estimated in 2024, as contracts with service providers were not settled when the budget was prepared. Benefits include contributions for employee pension plans, and premiums for extended health, life insurance and long-term disability plans, as well as early retiree extended health premiums.

- An analysis of the last 5 years of WSIB costs was conducted in making the decision to leave the budgeted amount at \$300. From 2019 through 2023, the average was \$117/year, with two years having no WSIB costs recorded.

A 1.87% increase (\$17,405) increase is included for Collection Material.

- Funds are being shifted from child/youth popular materials to adult popular materials based on circulation statistics.
- Electronic resources and serials lines are increasing to cover annual product price increases and reflect full pricing for OverDrive magazines, which was discounted for 2024, and a full-year of the NYTimes add-on for PressReader, which was added mid-2024.

Total shared system-wide expenditures are increasing by 1.02% (\$8,310)

- Savings in contracted services related to the Isabel Turner Branch closure are being offset by an increase to security costs to allow for a security guard at the Central Branch for all open hours (increase of 12 hours/week), and for overnight and early morning patrols, as well as increases in insurance costs.

Facilities expenditures (City of Kingston branches) are decreasing by 19.55% (\$-104,373).

- Water and sewer, natural gas and electricity costs have been moved to the Allocated Shared Services lines, along with some expenses formerly charged to the Contracted Services lines, as these items are included in the Shared Services Model with the City of Kingston.
- Contracted Services and Allocated Shared Services are both decreasing for 2025 only, related to the Isabel Turner Branch closure, and account for utilities, maintenance, and repair costs. These costs will be added back in in 2025, resulting in a larger increased in 2026.

### ***Operating Budget Projections***

- The 2026 operating budget projection calls for an overall increase of 5.30%.
- The 2027 operating budget projection calls for an overall increase of 3.81%.
- The 2028 operating budget projection calls for an overall increase of 3.83%.

## 2025 Draft Capital Budget:

Shared costs are calculated using the 87% / 13% funding formula. Unshared costs are charged only to the City of Kingston.

- **Branch revitalization (Unshared)**
  - **Isabel Turner Branch** \$2,123,000
    - Furniture and Equipment replacement
    - Information Systems and Technology
    - Automated Materials Handling System
    - Shelving
    - Collection Materials
- **Shared (Other)**
  - Courier Van Replacement \$65,000
- **Technology (shared)**
  - Website and security upgrades \$50,000

### ***Library Capital Requests included in the Facilities Management & Construction Services Budget***

Library staff and staff from the City of Kingston's Facilities Management & Construction Services (FMCS) department have been working collaboratively for the past several years. As the owner of buildings from which the Library operates, the City has obligations to meet Greenhouse Gas (GHG) reduction targets, to manage risk with respect to asset maintenance, and a legal obligation when construction projects require a Canadian Construction Documents Committee (CCDC) contract. FMCS staff are currently project managing the Isabel Turner Renovation Project and working with KFPL facilities staff on the implementation of a shared services model for asset management.

The Library includes funds for functional or operational capital projects, such as technology and shelving, furniture and equipment, while the costs to related to capital construction and maintenance are included in the FMCS budgets.

### **Recommendations:**

That the Kingston Frontenac Public Library Board receive and approve the 2025 operating and capital estimates.

That the Kingston Frontenac Public Library Board receive the operating budget projections for 2026, 2027 and 2028.

That the Kingston Frontenac Public Library Board receive and approve the 15-year capital plan.

That the Kingston Frontenac Public Library Board direct the Chief Librarian/CEO to forward the 2025 operating and capital estimates, operating budget projections for 2026, 2027 and 2028 and the 15-year capital plan to the City of Kingston and County of Frontenac.

**Next Steps:**

Pending KFPL Board approval of the 2025 operating and capital budget estimates, operating projections and the 15-year capital plan will be sent to the City of Kingston and the County of Frontenac.

The City of Kingston Council budget deliberations are scheduled for January 2025.

The County of Frontenac is holding budget deliberation meetings on October 29 and 30, 2024. The Library's draft operating and capital budgets were presented to County Council on October 16, 2024.

**Kingston Frontenac Public Library  
2025 Draft Operating Budget**

Account	Account Description	2025	2024	Variance	% Variance
<b>EXPENSES</b>					
<b>Staff Costs</b>					
710100	Salaries and wages	5,198,875	4,941,633	257,242	5.21%
720210	Payroll benefits	1,752,604	1,728,947	23,658	1.37%
720280	WSIB	300	300	0	0.00%
<b>Total Staff Costs</b>		<b>6,951,779</b>	<b>6,670,880</b>	<b>280,899</b>	<b>4.21%</b>
<b>Collection Material</b>					
730300	Adult popular mat'l's	600,000	585,000	15,000	2.56%
730305	Child/youth pop mat'l's	180,000	192,650	-12,650	-6.57%
730310	Electronic resources	128,788	122,245	6,543	5.35%
730315	Serials	41,766	33,254	8,512	25.60%
<b>Total Collection Material</b>		<b>950,554</b>	<b>933,149</b>	<b>17,405</b>	<b>1.87%</b>
<b>Branch Operations - System-Wide</b>					
730205	General Supplies	50,000	50,000	0	0.00%
730210	Vehicle repairs & maintenance	5,200	5,000	200	4.00%
730215	Vehicle fuels and lubricants	9,400	9,400	0	0.00%
730400	Computer Equipment	47,355	60,000	-12,645	-21.08%
730410	Software	41,775	30,111	11,665	38.74%
730420	Furniture and fixtures	12,250	12,250	0	0.00%
730500	Advertising	18,000	18,000	0	0.00%
730515	Telephones/Cell Phones	33,555	33,463	92	0.27%
730515	Internet Connectivity	40,931	39,017	1,914	4.90%
730710	Fees, subscription, membership	15,591	15,150	441	2.91%
730720	Mileage	11,300	11,300	0	0.00%
730730	Education and training	40,600	40,600	0	0.00%
730805	Miscellaneous Expenses	8,000	8,000	0	0.00%
730855	Delivery, postage & shipping	5,000	5,000	0	0.00%
740005	Professional services	26,500	26,500	0	0.00%
740020	Contracted services - system wide	377,639	378,316	-678	-0.18%
740030	Programs	25,755	24,600	1,155	4.70%
750005	Equipment rentals	10,225	9,543	682	7.15%
750110	Interest & Service Charges	2,500	2,500	0	0.00%
780300	Allocated Insurance	38,985	33,500	5,485	16.37%
<b>Total Branch Operations - System-wide</b>		<b>820,560</b>	<b>812,250</b>	<b>8,310</b>	<b>1.02%</b>
<b>Facilities</b>					
710325	Protective clothing	2,026	2,026	0	0.00%
730205	Cleaning supplies	27,351	27,351	0	0.00%
730400	Tools & Equipment	10,200	10,200	0	0.00%
730800	Repairs & maintenance	10,927	10,660	267	2.50%
730820	Water and Sewer	0	20,527	-20,527	-100.00%
730825	Natural Gas	0	88,851	-88,851	-100.00%
730830	Electricity	0	154,324	-154,324	-100.00%
740020	Contracted Services	62,535	219,924	-157,388	-71.56%
780280	Allocated Shared Services	316,451	0	316,451	0.00%
<b>Total Facilities</b>		<b>429,490</b>	<b>533,862</b>	<b>-104,372</b>	<b>-19.55%</b>
<b>Total Expenditures</b>		<b>9,152,383</b>	<b>8,950,141</b>	<b>202,242</b>	<b>2.26%</b>

<b>Projections</b>															
2026	2025	Variance	% Variance	2027	2026	Variance	% Variance	2028	2027	Variance	% Variance				
5,354,737	5,198,875	155,861	3.00%	5,515,274	5,354,737	160,537	3.00%	5,680,627	5,515,274	165,353	3.00%				
1,849,314	1,752,604	96,710	5.52%	1,978,766	1,849,314	129,452	7.00%	2,117,280	1,978,766	138,514	7.00%				
300	300	0	0.00%	300	300	0	0.00%	300	300	0	0.00%				
<b>7,204,351</b>	<b>6,951,779</b>	<b>252,571</b>	<b>3.63%</b>	<b>7,494,340</b>	<b>7,204,351</b>	<b>289,989</b>	<b>4.03%</b>	<b>7,798,207</b>	<b>7,494,340</b>	<b>303,867</b>	<b>4.05%</b>				
618,000	600,000	18,000	3.00%	636,540	618,000	18,540	3.00%	655,636	636,540	19,096	3.00%				
185,400	180,000	5,400	3.00%	190,962	185,400	5,562	3.00%	196,691	190,962	5,729	3.00%				
132,652	128,788	3,864	3.00%	136,631	132,652	3,980	3.00%	140,730	136,631	4,099	3.00%				
43,019	41,766	1,253	3.00%	44,310	43,019	1,291	3.00%	45,639	44,310	1,329	3.00%				
<b>979,071</b>	<b>950,554</b>	<b>28,517</b>	<b>3.00%</b>	<b>1,008,443</b>	<b>979,071</b>	<b>29,372</b>	<b>3.00%</b>	<b>1,038,696</b>	<b>1,008,443</b>	<b>30,253</b>	<b>3.00%</b>				
50,000	50,000	0	0.00%	50,000	50,000	0	0.00%	50,000	50,000	0	0.00%				
5,330	5,200	130	2.50%	5,463	5,330	133	2.50%	5,600	5,463	137	2.50%				
9,400	9,400	0	0.00%	9,400	9,400	0	0.00%	9,400	9,400	0	0.00%				
49,723	47,355	2,368	5.00%	52,209	49,723	2,486	5.00%	54,819	52,209	2,610	5.00%				
43,858	41,775	2,082	4.98%	46,044	43,858	2,186	4.98%	48,348	46,044	2,304	5.00%				
12,250	12,250	0	0.00%	12,250	12,250	0	0.00%	12,250	12,250	0	0.00%				
18,000	18,000	0	0.00%	18,000	18,000	0	0.00%	18,000	18,000	0	0.00%				
36,162	33,555	2,607	7.77%	37,838	36,162	1,677	4.64%	39,440	37,838	1,601	4.23%				
42,159	40,931	1,228	3.00%	43,423	42,159	1,265	3.00%	44,726	43,423	1,303	3.00%				
15,591	15,591	0	0.00%	15,591	15,591	0	0.00%	15,591	15,591	0	0.00%				
11,300	11,300	0	0.00%	11,300	11,300	0	0.00%	11,300	11,300	0	0.00%				
40,600	40,600	0	0.00%	40,600	40,600	0	0.00%	40,600	40,600	0	0.00%				
8,000	8,000	0	0.00%	8,000	8,000	0	0.00%	8,000	8,000	0	0.00%				
5,000	5,000	0	0.00%	5,000	5,000	0	0.00%	5,000	5,000	0	0.00%				
26,500	26,500	0	0.00%	26,500	26,500	0	0.00%	26,500	26,500	0	0.00%				
399,143	377,639	21,504	5.69%	420,070	399,143	20,927	5.24%	441,723	420,070	21,653	5.15%				
26,013	25,755	258	1.00%	26,273	26,013	260	1.00%	26,535	26,273	263	1.00%				
10,026	10,225	-199	-1.94%	10,238	10,026	211	2.11%	10,659	10,238	422	4.12%				
2,575	2,500	75	3.00%	2,652	2,575	77	3.00%	2,732	2,652	80	3.00%				
40,154	38,985	1,170	3.00%	41,359	40,154	1,205	3.00%	42,600	41,359	1,241	3.00%				
<b>851,782</b>	<b>820,560</b>	<b>31,222</b>	<b>3.80%</b>	<b>882,209</b>	<b>851,782</b>	<b>30,428</b>	<b>3.57%</b>	<b>913,823</b>	<b>882,209</b>	<b>31,613</b>	<b>3.58%</b>				
2,026	2,026	0	0.00%	2,026	2,026	0	0.00%	2,026	2,026	0	0.00%				
28,035	27,351	684	2.50%	28,736	28,035	701	2.50%	29,454	28,736	718	2.50%				
10,200	10,200	0	0.00%	10,200	10,200	0	0.00%	10,200	10,200	0	0.00%				
11,199	10,927	273	2.50%	11,479	11,199	280	2.50%	11,766	11,479	287	2.50%				
0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%				
0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%				
0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%				
64,099	62,535	1,563	2.50%	65,701	64,099	1,602	2.50%	67,344	65,701	1,643	2.50%				
487,147	316,451	170,696	53.94%	501,762	487,147	14,614	3.00%	516,814	501,762	15,053	3.00%				
<b>602,706</b>	<b>429,490</b>	<b>173,216</b>	<b>40.33%</b>	<b>619,904</b>	<b>602,706</b>	<b>17,198</b>	<b>2.85%</b>	<b>637,605</b>	<b>619,904</b>	<b>17,701</b>	<b>2.86%</b>				
<b>9,637,909</b>	<b>9,152,383</b>	<b>485,526</b>	<b>5.30%</b>	<b>10,004,896</b>	<b>9,637,909</b>	<b>366,987</b>	<b>3.81%</b>	<b>10,388,330</b>	<b>10,004,896</b>	<b>383,434</b>	<b>3.83%</b>				

Account	Account Description	2025	2024	Variance	% Variance	2026	2025	Variance	% Variance	2027	2026	Variance	% Variance	2028	2027	Variance	% Variance
<b>REVENUES</b>																	
<b>Provincial Funding</b>																	
610000	Provincial Subsidy	-297,138	-297,138	0	0.00%	-297,138	-297,138	0	0.00%	-297,138	-297,138	0	0.00%	-297,138	-297,138	0	0.00%
<b>Total Provincial Funding</b>		<b>-297,138</b>	<b>-297,138</b>	<b>0</b>	<b>0.00%</b>	<b>-297,138</b>	<b>-297,138</b>	<b>0</b>	<b>0.00%</b>	<b>-297,138</b>	<b>-297,138</b>	<b>0</b>	<b>0.00%</b>	<b>-297,138</b>	<b>-297,138</b>	<b>0</b>	<b>0.00%</b>
<b>Self-Generated Funding</b>																	
610090	Project Grants	-30,000	-30,000	0	0.00%	-30,000	-30,000	0	0.00%	-30,000	-30,000	0	0.00%	-30,000	-30,000	0	0.00%
630560	Printer/Photocopier Revenue	-21,805	-23,400	1,595	-6.82%	-24,800	-21,805	-2,995	13.74%	-24,850	-24,800	-50	0.20%	-24,850	-24,850	0	0.00%
630585	Fines/Damages	-10,400	-10,400	0	0.00%	-10,400	-10,400	0	0.00%	-10,400	-10,400	0	0.00%	-10,400	-10,400	0	0.00%
630775	Non-Resident Fees	-10,500	-9,000	-1,500	16.67%	-10,500	-10,500	0	0.00%	-10,500	-10,500	0	0.00%	-10,500	-10,500	0	0.00%
630950	Facility Rentals	-35,500	-35,000	-500	1.43%	-40,000	-35,500	-4,500	12.68%	-45,500	-40,000	-5,500	13.75%	-45,500	-45,500	0	0.00%
640450	Donations	-11,000	-11,000	0	0.00%	-11,000	-11,000	0	0.00%	-11,000	-11,000	0	0.00%	-11,000	-11,000	0	0.00%
660270	Expenditure Recovery	-40,000	-40,000	0	0.00%	-40,000	-40,000	0	0.00%	-40,000	-40,000	0	0.00%	-40,000	-40,000	0	0.00%
670730	Miscellaneous Revenue exempt	-10,000	-10,000	0	0.00%	-10,000	-10,000	0	0.00%	-10,000	-10,000	0	0.00%	-10,000	-10,000	0	0.00%
<b>Total Self-Generated Funding</b>		<b>-169,205</b>	<b>-168,800</b>	<b>-405</b>	<b>0.24%</b>	<b>-176,700</b>	<b>-169,205</b>	<b>-7,495</b>	<b>4.43%</b>	<b>-182,250</b>	<b>-176,700</b>	<b>-5,550</b>	<b>3.14%</b>	<b>-182,250</b>	<b>-182,250</b>	<b>0</b>	<b>0.00%</b>
<b>Municipal Funding</b>																	
610300	County of Frontenac	-1,015,925	-977,501	-38,424	3.93%	-1,052,979	-1,015,925	-37,054	3.65%	-1,094,642	-1,052,979	-41,663	3.96%	-1,138,948	-1,094,642	-44,306	4.05%
610526	City of Kingston	-7,670,115	-7,506,702	-163,413	2.18%	-8,111,092	-7,670,115	-440,977	5.75%	-8,430,866	-8,111,092	-319,774	3.94%	-8,769,994	-8,430,866	-339,128	4.02%
<b>Total Municipal Funding</b>		<b>-8,686,040</b>	<b>-8,484,203</b>	<b>-201,837</b>	<b>2.38%</b>	<b>-9,164,071</b>	<b>-8,686,040</b>	<b>-478,031</b>	<b>5.50%</b>	<b>-9,525,508</b>	<b>-9,164,071</b>	<b>-361,437</b>	<b>3.94%</b>	<b>-9,908,942</b>	<b>-9,525,508</b>	<b>-383,434</b>	<b>4.03%</b>
<b>Total Revenue</b>		<b>-9,152,383</b>	<b>-8,950,141</b>	<b>-202,242</b>	<b>2.26%</b>	<b>-9,637,909</b>	<b>-9,152,383</b>	<b>-485,526</b>	<b>5.30%</b>	<b>-10,004,896</b>	<b>-9,637,909</b>	<b>-366,987</b>	<b>3.81%</b>	<b>-10,388,330</b>	<b>-10,004,896</b>	<b>-383,434</b>	<b>3.83%</b>
<b>Net Income (deficit)</b>		<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>		

**Kingston Frontenac Public Library  
Draft Capital Budget - 2025  
15 Year Capital Plan**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
<b>LIBRARY</b>															
Branch Revitalization (Shared)	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Branch Revitalization & Renewal (Unshared)	-	-	750,000	300,000	-	-	-	500,000	-	-	-	-	-	-	-
Facility Repairs	-	30,000	45,000	90,000	35,000	50,000	45,000	50,000	-	80,000	70,000	50,000	50,000	50,000	50,000
Materials for Sight Impaired	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Shared IS&T	50,000	90,000	85,000	100,000	100,000	100,000	100,000	350,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Shared Other	65,000	-	50,000	75,000	-	-	75,000	-	65,000	-	-	-	-	-	-
Turner Renovations	2,123,000														
<b>Total Library</b>	<b>2,238,000</b>	<b>220,000</b>	<b>1,030,000</b>	<b>665,000</b>	<b>235,000</b>	<b>250,000</b>	<b>320,000</b>	<b>1,000,000</b>	<b>265,000</b>	<b>280,000</b>	<b>270,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
<b>FINANCING</b>															
Library Capital Reserve Fund	2,223,050	195,300	999,450	629,250	209,000	224,000	284,250	941,500	230,550	254,000	244,000	224,000	224,000	224,000	224,000
<b>Total Reserve Funds</b>	<b>2,223,050</b>	<b>195,300</b>	<b>999,450</b>	<b>629,250</b>	<b>209,000</b>	<b>224,000</b>	<b>284,250</b>	<b>941,500</b>	<b>230,550</b>	<b>254,000</b>	<b>244,000</b>	<b>224,000</b>	<b>224,000</b>	<b>224,000</b>	<b>224,000</b>
Total Grants															
Total Other (Steele)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Recovery from County	14,950	24,700	30,550	35,750	26,000	26,000	35,750	58,500	34,450	26,000	26,000	26,000	26,000	26,000	26,000
<b>TOTAL FINANCING</b>	<b>2,238,000</b>	<b>220,000</b>	<b>1,030,000</b>	<b>665,000</b>	<b>235,000</b>	<b>250,000</b>	<b>320,000</b>	<b>1,000,000</b>	<b>265,000</b>	<b>280,000</b>	<b>270,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>