

# KFPL Monitoring Report to the Board

## Ends (2025)

Kingston Frontenac Public Library responsibly stewards public resources to ensure that both urban and rural residents have access to resources, services, and programming that support lifelong learning, digital equity, information literacy, meaningful societal participation, and boundary-spanning connections with a diversity of other people and communities. Overall, the library provides resources and services that foster curiosity, spark imagination, and ignite creativity.

1. Residents and visitors find welcoming, inclusive public spaces, digital and physical, where diversity is celebrated and a shared sense of community, belonging, and respect is fostered and experienced.
2. Through continuous improvement, library spaces, collections, and services are increasingly responsive to people's needs and lived experiences, especially those of persons facing systemic barriers.
3. Working with and alongside Indigenous communities, library resources and services are actively being decolonized and Indigenized for generations to come.

## CEO Interpretation

### ► Global Ends Statement

I interpret *“responsibly stewards public resources”* to mean that funds are appropriately allocated and are spent effectively and efficiently according to the established budgets. I further interpret this to include asset management and life cycle planning activities as well as environmental sustainability and stewardship, as related to internal operations and infrastructure.

I interpret *“ensure that both urban and rural residents have access”* to mean that services are planned and resources are expended equitably across the system, with consideration to the needs of rural and urban library users and to the funding agreement between the City of Kingston and County of Frontenac.

I interpret *“life-long learning”* to mean the formal and informal learning, related to literacy, personal growth and vocational goals.

I interpret *“digital equity”* to mean that everyone has access to information, training and technology needed for full participation in society, democracy and the economy.

I interpret *“information literacy”* to mean the ability to seek, evaluate, and use

information effectively.

I interpret “*meaningful societal participation*” to mean active and personally meaningful engagement in social and civic life.

I interpret “*boundary-spanning connections*” to mean connections between different social groups with the goal of sharing knowledge, understanding each other, and cultural exchange.

I interpret “*foster curiosity*” to mean encouragement, support, or promotion of a desire to learn and explore.

I interpret “*ignite creativity*” to mean inspiration or stimulation of the creative process, including creative thinking and ideation.

I interpret “*spark imagination*” to mean encouraging innovative thinking and envisioning new possibilities.

► **Secondary Ends Statement – 1.**

I interpret “*welcoming, inclusive public spaces*” to mean everyone can access the Library without barriers, and that they feel comfortable and safe in library spaces.

I interpret “*where diversity is celebrated*” to mean that everyone sees themselves reflected in the Library’s physical and digital spaces generally and specifically through representative marketing and promotional materials, displays and graphics.

I interpret “*a shared sense of community, belonging, and respect is fostered and experienced*” to mean that library spaces provide opportunities for people to connect with each other and to learn more about their community. I further interpret this to mean that expectations around behaviour in the Library are clear and equitably applied to promote an atmosphere of mutual respect.

► **Secondary Ends Statement – 2.**

I interpret “*through continuous improvement*” to mean that the Library will demonstrate an ongoing commitment to improving efficiency and effectiveness in service design and delivery.

I interpret “*increasingly responsive to people’s needs and lived experiences, especially those of persons facing systemic barriers*” to mean that library staff will seek and apply feedback from library users in order to improve effectiveness and satisfaction with library services, and service decisions and policy design focus on helping those who face systemic barriers access the Library.

► **Secondary Ends Statement – 3.**

I interpret “*Working with and alongside Indigenous communities*” to mean that the

Library actively seeks and incorporates input from Indigenous Peoples and organizations in service design and delivery.

I interpret “*actively being decolonized*” to mean the removal or undoing of colonial elements and practices and “*Indigenized*” to mean the incorporation of Indigenous knowledge, perspectives, and ways of being.

## Statements of Compliance and Intended Results

Intended results for new initiatives for 2025 with associated evidence of compliance statements and connections to KFPL’s Strategic Plan 2023 are provided in [Appendix A](#). The status report at the end of the year will include compliance statements and evidence associated with Ends achievement for ongoing activities.

- ↳ The complete [KFPL Strategic Plan 2023 document](#) can be accessed via the Library’s website [<https://www.kfpl.ca/files/library-documents/KFPL-Strategic-Plan-2023.pdf>].
- ↳ The following abbreviations are used to reference specific strategic directions:
  - FEE = Facilitate energizing experiences rooted in inclusivity and diversity.
  - OSS = Optimize spaces and services
  - SPO = Strengthen strategic partnerships and operations
  - CEA = Champion environmental accountability

Compliance status, including establishment of benchmarks, will be reported in the Annual Ends Report of Library Achievements (scheduled for March 2026) as per Governance Policy (B-6) Chief Librarian Evaluation.



Laura Carter, CEO/Chief Librarian  
May 20, 2025

Appendix A: Statements of Compliance and Intended Results for 2025

► Global Ends Statement

Kingston Frontenac Public Library responsibly stewards public resources to ensure that both urban and rural residents have access to resources, services, and programming that support lifelong learning, digital equity, information literacy, meaningful societal participation, and boundary-spanning connections with a diversity of other people and communities. Overall, the library provides resources and services that foster curiosity, spark imagination, and ignite creativity.

| Statement of Compliance   | Planned Initiatives  | Intended Results   | Strategic Directions |
|---|--|--|----------------------|
| Monitoring reports are submitted to the Board to demonstrate that financial activities are being conducted reasonably, without causing or allowing fiscal jeopardy.   | <div><div>→ (L-5) Financial Condition reports provided for the Feb., Apr., Sept. and Oct. Board meetings.</div><div>→ (L-4) Financial Planning &amp; Budgeting report provided for the Oct. Board meeting.</div></div>   | <div><div>→ Monitoring Reports are assessed by the Board as providing a reasonable interpretation of the policy and sufficient evidence of compliance.</div></div>   | SPO                  |
| Operating and capital budgets with projections are prepared according to established municipal timelines, balancing the Library’s operational requirements with direction received from City of Kingston Council. | <div><div>→ Collective Bargaining with CUPE 2202/2202.01; negotiation of new non-union agreement.</div><div>→ 2026 operating and capital budgets are presented to the Library Board for review/approval and forwarded to municipal councils for consideration and approval.</div></div>                | <div><div>→ 2025 operating budget approved by City Council.</div><div>→ Agreements with CUPE 2202/2202.01 and non-union employees settled and ratified.</div><div>→ 2026 operating budgets approved by City Council.</div></div>   | SPO                  |
| Operating and capital funds are managed effectively to maximize service delivery and resource availability across Kingston-Frontenac.   | <div><div>→ Explore strategies to ensure full utilization of the operating budget and implement a policy that allows for re-allocation of funds while keeping the overall budget intact.</div><div>→ Pursue fundraising opportunities to supplement operating budget and capital projects.</div></div> | <div><div>→ Ensure the full operating budget (or close to) is used by fiscal year-end.</div><div>→ Increase revenue from grant applications and donations.</div></div>   | SPO                  |
| Asset management and life-cycle planning activities are planned and executed.   | <div><div>→ Continued participation in municipal asset management planning processes.</div><div>→ Operational equipment and software is proactively replaced/updated to minimize service disruptions.</div><div>→ Implementation of key recommendations from the cyber security audit.</div></div>     | <div><div>→ Asset and level of service information is provided for inclusion in municipal reporting and planning processes.</div><div>→ Windows 11 is deployed to newly purchased and installed public service desk computers.</div><div>→ Upgrade Wi-Fi hotspot hardware to 5G technology.</div><div>→ Improved network and systems security.</div></div> | SPO                  |

| Statement of Compliance  | Planned Initiatives   | Intended Results  | Strategic Directions |
|--|---|---|----------------------|
| The environmental sustainability and stewardship of Library operations and infrastructure is assessed regularly to identify and inform implementation of improvements.   | <ul style="list-style-type: none"> <li>→ Purchase/installation of cleaning equipment to facilitate reuse of janitorial, programming and outreach supplies.</li> <li>→ Purchase of new courier van, balancing cost, fuel efficiency and performance requirements.</li> <li>→ Redirect waste from landfills through sale of surplus furniture, equipment and collection materials.</li> <li>→ Improve internal recycling and composting.</li> </ul>   | <ul style="list-style-type: none"> <li>→ Decreased costs and environmental impact related to disposable and single-use items.</li> <li>→ Decreased fuel costs and environmental impact related to courier operations.</li> <li>→ Decreased costs and environmental impact related to disposal of surplus assets.</li> <li>→ Increased awareness and participation in recycling and composting processes.</li> </ul> | SPO, CEA             |
| <p>Effectual access to Library services across Kingston-Frontenac is demonstrated when:</p> <ul style="list-style-type: none"> <li>- The distribution of branches, hours of operation, resources, programs and services support the specific needs of residents and align with municipal funding ratios.</li> <li>- Usage statistics trend upwards over time.</li> </ul> | <ul style="list-style-type: none"> <li>→ Assess the geographical distribution of programs offered, attendance and feedback received and adjust programming plans as required for 2026.</li> <li>→ Targeted efforts to increase number of active cardholders across the system.</li> <li>→ Develop and implement a Community Outreach plan to increase awareness/use of the Library.</li> <li>→ Determine performance metrics and update data collection processes accordingly.</li> </ul> | <ul style="list-style-type: none"> <li>→ Increase in active cardholders.</li> <li>→ Community Outreach plan developed for 2026.</li> <li>→ Improved data collection and statistical reporting.</li> <li>→ Development of performance metrics.</li> </ul>  | OSS, FEE             |
| Service design and delivery prioritizes stated Board Ends and Strategic Directions, as demonstrated by quantity and breadth of programs, resources and services.   | <ul style="list-style-type: none"> <li>→ Update and implement program planning and evaluation processes and procedures.</li> <li>→ Review staff portfolios and responsibilities to ensure alignment with Ends and Strategic Directions.</li> <li>→ Advance digital equity and information literacy objectives.</li> </ul>   | <ul style="list-style-type: none"> <li>→ Complete and implement program planning and evaluation guidelines.</li> <li>→ Adjust program, service offerings and staff portfolios to achieve better alignment with established programming priorities, Ends and organizational capacity.</li> <li>→ Re-launch of Technology Tutor program</li> </ul>  | FEE, OSS             |

► **Secondary End – 1.**

Residents and visitors find welcoming, inclusive public spaces, digital and physical, where diversity is celebrated and a shared sense of community, belonging, and respect is fostered and experienced.

| Statement of Compliance  | Planned Initiatives   | Intended Results   | Strategic Directions |
|--|---|--|----------------------|
| Development and enhancement of physical spaces is undertaken with consideration to Board Ends and library user needs and expectations. | <div>→ Continued implementation of Facilities Plan recommendations, including:<ul style="list-style-type: none"><li>- Isabel Turner Branch renovations</li><li>- Sharbot Lake Branch relocation planning.</li><li>- Furniture enhancements at Mountain Grove, Plevna and Arden branches.</li><li>- Community engagement at Parham Branch to inform adjustments to branch layout.</li><li>- Research feasibility of holds lockers for rural branches.</li><li>- Improved roadside signage.</li></ul></div> | <div>→ Advancement of Facilities Plan initiatives leading to increased use and satisfaction in Library spaces.</div>   | OSS                  |
| Library policies are in place to clarify expectations around behaviour in the Library to promote welcoming and respectful spaces.      | <div>→ Implementation of Library Use and Conduct Policy, including staff training, marketing and communications activities and review and adjustment of suspension guidelines and appeal procedures.</div> <div>→ Review of other relevant policies and procedures.</div>   | <div>→ Library Use and Conduct Policy implementation complete.</div> <div>→ Review of KFPL Employee Online and Social Media Policy, Public Use of KFPL Online Forums and Social Media, Standard of Conduct for KFPL Employees and Volunteer Policy completed.</div>  | OSS                  |
| Website and marketing and promotional materials are reflective of Kingston-Frontenac and are consistent across branches.               | <div>→ Update digital communications channels to align with best practices, with new website re-design and launch to be followed by newsletter re-design.</div> <div>→ Update and translate library rack card into French and one additional language.</div> <div>→ Strengthen visual brand elements throughout the library system.</div>   | <div>→ New website launched.</div> <div>→ Newsletter re-design initiated.</div> <div>→ Re-design of patron email notices complete.</div> <div>→ Display signage redesigned and improved to increase consistency and ensure accessibility.</div> <div>→ Marketing materials translated.</div> <div>→ Book display templates updated and expanded.</div> | OSS, FEE             |

► **Secondary End – 2.**

Through continuous improvement, library spaces, collections, and services are increasingly responsive to people's needs and lived experiences, especially those of persons facing systemic barriers.

| Statement of Compliance   | Planned Initiatives  | Intended Results   | Strategic Directions |
|---|--|--|----------------------|
| Library policies and initiatives ensure collections remain responsive to community needs through several strategic approaches.  | <ul style="list-style-type: none"> <li>→ Audit of newly acquired library materials undertaken to identify and rectify deficits in community representation.</li> <li>→ Express Read program evaluation.</li> <li>→ Review of ILLO procedures in preparation for launch of new software.</li> </ul>                           | <ul style="list-style-type: none"> <li>→ Collection audit complete and tactics developed to address deficits identified.</li> <li>→ Express Read evaluation complete and recommendations actioned.</li> <li>→ ILLO procedures updates, staff training developed and delivered via the LMS.</li> <li>→ ILLO re-launched on new platform.</li> </ul>   | OSS, FEE             |
| Library programming design and delivery is increasingly responsive to community needs and lived experiences.  | <ul style="list-style-type: none"> <li>→ Strategic review of partnerships with respect to alignment and opportunities.</li> <li>→ Develop process to track program suggestions from the community and embed into planning process.</li> </ul>  | <ul style="list-style-type: none"> <li>→ Development of partnership strategy</li> <li>→ Community suggestion tracking process implemented.</li> <li>→ Program planning process updated to integrate community feedback.</li> </ul>   | FEE                  |
| Guided by the Library Facilities Plan and policies and regulations such as the Accessibility for Users with Disabilities Policy, Library spaces are designed to be responsive to people's needs and lived experiences, especially those facing systemic barriers. | <ul style="list-style-type: none"> <li>→ Update Facilities Plan to reflect updated population projections and community needs</li> <li>→ Isabel Turner Branch renovation plans prioritize enhanced accessibility and inclusive design features.</li> <li>→ Investigate use of Library spaces by partner agencies.</li> </ul> | <ul style="list-style-type: none"> <li>→ Facilities Plan update complete</li> <li>→ Enhanced physical accessibility and inclusive service design to ensure broad participation in Library spaces and programs.</li> <li>→ Develop strategy to guide use of Library spaces by partner agencies.</li> </ul>  | FEE, OSS             |
| The Library demonstrates an ongoing commitment to improving efficiency and effectiveness in service design and delivery.  | <ul style="list-style-type: none"> <li>→ Evaluate current marketing efforts and develop a strategy that prioritizes audience needs.</li> <li>→ Improve and implement changes to program evaluation process.</li> <li>→ Review of operational policies and procedures.</li> </ul>   | <ul style="list-style-type: none"> <li>→ Evaluate all existing marketing channels (social media, email, print and digital ads) to assess performance and relevance of programming promotions.</li> <li>→ Review programming target audiences and optimize marketing efforts for greater reach and relevance.</li> <li>→ Internal program evaluations completed for all programs in Q3 and Q4.</li> </ul> | SPO                  |

| Statement of Compliance  | Planned Initiatives   | Intended Results   | Strategic Directions |
|--|---|--|----------------------|
|  |   | <div>→ Formal evaluations incorporating patron feedback completed for One Earth series, Summer Reading challenges, and one to two additional programs.</div> <div>→ Update schedule of review for all operational policies and procedures.</div> |                      |
| Feedback is sought and integrated into service design and delivery, with a focus on helping those who face systemic barriers access the Library. | <div>→ Review and update Community Engagement Policy.</div> <div>→ Improve community feedback mechanisms.</div> | <div>→ Community engagement policy updated.</div> <div>→ Initiate planning for annual satisfaction survey, to launch in 2026.</div> <div>→ Increased number of programming suggestions shared by the public.</div>                               | FEE, OSS, SPO        |

► **Secondary End – 3.**

Working with and alongside Indigenous communities, library resources and services are actively being decolonized and Indigenized for generations to come.

| Statement of Compliance  | Planned Initiatives  | Intended Results   | Strategic Directions |
|--|--|--|----------------------|
| Opportunities to decolonize and Indigenize Library resources, services and spaces are actively identified and implemented in consultation with Indigenous communities. | <div>→ Continue building relationships with Indigenous communities.</div> <div>→ Increase awareness of, and action on, gaps in the Indigenous collection.</div> <div>→ Work with an Indigenous artist on placemaking initiatives as part of the Isabel Turner Branch renovation.</div> <div>→ Translation of the Statement of Solidarity and Acknowledgement into Indigenous languages relevant to the Kingston-Frontenac.</div> | <div>→ Connection established with Shabot Obadjiwaan First Nation.</div> <div>→ Increased availability of Indigenous authors and materials in the collection.</div> <div>→ Statement of Solidarity and Acknowledgement is translated into at least two indigenous languages.</div> <div>→ Placemaking project complete or near completion by year-end.</div> | FEE, OSS             |