



**Halifax Regional Library Board  
Meeting Minutes  
Boardroom - Halifax Central Library  
Thursday, September 14, 4:30-6:30pm**

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**Present:** Tara Gault, Chair  
Lorraine Glendenning, Vice-Chair  
Leah Hamilton  
Lisa Blackburn  
Cindy O'Driscoll  
Brad Munro  
Stephanie Clark  
Sam Austin

**Regrets:** Paul Bennett  
Janet Newton

**Staff:** Åsa Kachan, CEO & Chief Librarian  
Terry Gallagher  
Debbie LeBel  
Mairead Barry  
Alison Lucio

**1.0 Call to Order. Approval of Agenda**

Tara Gault called the meeting to order.

*Moved by Lorraine Glendenning and seconded by Sam Austin that the Agenda be approved as circulated.*

*Motion approved.*

**2.0 Minutes of May 25**

*Moved by Brad Munro and seconded by Lisa Blackburn that the Minutes of May 25, 2017 be approved as circulated.*

*Motion approved.*

**3.0 Chair's Welcome**

Tara Gault welcomed the board members to the meeting. Ms. Gault spoke to the format adjustments reflected in the agenda that was sent in the meeting package. Estimated agenda times are now included, as well as proposed motions are now included on the agenda. It is anticipated that these changes will provide clearer directions for items up for decision by the

Board. Board members were positive about the changes to the agenda format, and the Chair encouraged members to provide further suggestions on areas of educational focus for future board meetings. Suggestions provided by members included having Education Sessions that highlight how the Library is helping various communities, the continuing practice of having staff provide updates on their departments, and an overview the Collections Department and their work. Board members appreciated having the Committees of the Board having the deeper discussions, and bringing items for approval to the full Board; this approach is very efficient.

The Chair circulated meeting evaluations, and requested that everyone complete and submit evaluations to the Chair at the end of the meeting for review. Board members were asked to include any suggestions they may have for future Education Sessions.

The Chair informed the Board that all Committees were working on their respective annual workplans, and these workplans will come to the Board for review. A workplan for the full Board will also be brought forward for approval.

Potential dates for 2018 Board meetings were circulated and discussed.

*Moved by Stephanie Clark and seconded by Leah Hamilton that the slate of proposed Board meeting dates for 2018 be approved as circulated.  
Motion approved.*

January 25  
March 1  
April 12  
May 24  
June 26 (AGM)  
September 20  
November 1  
December 6

## **4.0 Business Arising**

### **4.1 Strategic Plan Update**

#### **4.1.1 Performance Measurement Report**

Mairead Barry spoke to the sample Performance Measurement Report. The Board appreciated the draft report, and stated that the condensed nature of the report provides will be incredibly helpful going forward. A number of slight adjustments were suggested. The revised report will be brought back to the Board at the October meeting.

#### **4.1.2 Strategic Workforce Plan Update**

Åsa Kachan provided an update on the Strategic Workforce Plan. Highlights included:

- Janice Fiander started phase 1 this week. Slight shifting of branch managers has been done to cover Janice's absence; the manager group is very supportive of the work.
- It is anticipated that a Project Manager will be hired soon.
- The Business Analyst is doing some great work to support the project.
- Teams will be engaging with the organization as we move forward with the project.

- It is expected that implementation of recommendations will occur summer 2018.

The Board will continue to be updated as the work on the project continues. The CEO shared with the Board that the project marks an exciting time for Halifax Public Libraries. Management will continue to meet with union leadership throughout the project.

The Board requested that the current Staffing Model be presented during a future Education Session to allow for better understanding of future proposed adjustments.

Åsa Kachan spoke to how the curriculum of the MLIS program is now shifting into areas of data managing; management at HPL are working with Dalhousie University at potential changes to the program to have individuals trained well for life in the Public Library.

## **5.0 New Business**

### **5.1 Fundraising**

Mr. Floyd Dykeman, a high-level fundraising expert, spoke to the Board regarding the current climate in the Fundraising Industry. Mr. Dykeman was responsible for heading a successful \$280M campaign for Dalhousie University, and has a background in urban planning. Highlights of the presentation included:

- Nova Scotia presents an interesting fundraising landscape. There are the well-known large donors, but also many unknown individuals who are looking to be philanthropic with surprisingly large amounts of funds.
- Many campaigns in the province are on-going, and there are many more in the planning stages.

Mr. Dykeman provided a number of items that should be considered before beginning a major gifts program, including:

- Organization strategy
- Annual operating plans and three year operation plans (part of your storytelling you bring to your donor)
- Perception and understanding of your value to the community
- Three to five year fund raising goal
- Donor pipeline development
- Gift chart projections
- Donor and gift block chart
- Projected cash flow
- Awareness campaign
- Case for support
- Prospect research
- Database development and record keeping
- Staffing
- Budget
- Program and staff performance metrics
- Donor accountability
- Naming opportunities and value
- Volunteer recruitment

- Stewardship plan

Mr. Dykeman spoke to the Board regarding possible fundraising governance models.

#### Internal Fundraising Department

- From within (accountable to CEO or Senior Staff)
- This is how HPL ran the Share the Wow campaign
- Accountability is clear
- Might want to consider creation of a Strategic Advisory Council

#### Stand-Alone Foundation

- Mr. Dykeman personally not in favour of this model for HPL, as there are great legal costs and CRA implications in establishing a Foundation. Mr. Dykeman's perspective is that the current structure of having an internal fundraising department can work well for HPL and meet our needs.
- Increased costs with having to establish a separate entity: CEO, board, staff, etc.

Mr. Dykeman shared his experience that the structure of a fund development or foundation does not matter to the donor; they simply want to give to a worthwhile cause. Mr. Dykeman suggested that volunteers are very important and can be incredibly impactful.

The role of the Board for fundraising can be varied, but usually includes the approval of fundraising priorities, giving to the campaign, and focusing on the outcomes the fundraising can bring.

Once a governance structure has been established, the next focus should be getting people to understand that the Library is a place to donate. It is important to "get your message out there", raise awareness and profile of what happens at the Library, and have clear fundraising priorities for your donors.

Chair Tara Gault thanked Mr. Dykeman for his presentation. .

The Board requested that next steps for Fundraising be brought to the Board for further discussion.

## **6.0 CEO Report & Chief Librarian**

Åsa Kachan, CEO & Chief Librarian spoke to the report that was circulated with the Board package. Highlights included:

- Janice Fiander has done some excellent community outreach with the John Howard's society. A Book Club has been established, and Janice has worked with the group to remove fines, started cards, taught the group how to access materials, etc. Feedback from the group has been incredibly positive and this work has already garnered incredibly positive results. This work is funded through a grant from the Mental Health Foundation of NS.
- Janice and the AG team have also worked with the surrounding community to find innovative ways to provide service to the community.
- Dartmouth North capital project has broke ground. This project will result in improved outside space and service for the community.

- Meetings have been happening with all of the HRM Councillors and Mayor. Åsa reported that these meetings have provided an opportunity to have specific conversations about their districts.
- Åsa reported that she has been invited to participate in Communities of Culture and Heritage core services review.
- The CELA program has launched at HPL. This will result in improved access to materials for individuals with visual impairment.
- The outdoor signage for Central Library was shown to the Board. There will be some revised drawings coming back with minor revisions.

## **7.0 Board Committee Reports**

### **7.1 Board Executive Committee**

Tara Gault provided an update on the recent meeting of the Executive Committee. The Committee is now comprised of new members, with Tara Gault serving as Chair, Lorraine Glendenning Vice-Chair, and Leah Hamilton the Chair of the Finance & Audit Committee. The Committee is working on the Workplan for the Committee and the Board; these will be presented to the Board at a future meeting.

### **7.2 Finance & Audit**

Leah Hamilton, Chair of the Finance & Audit Committee did not provide a report, as the Committee is scheduled to meet this coming Monday. The Committee will be reviewing financials as well as looking at the Committee Workplan.

### **7.3 Governance Committee**

Chair Tara Gault provided an update to the Board. The Governance Committee met and spent significant time discussing the bylaws and comparing other bylaws that have been well crafted. A full set of draft bylaws will be brought forward for review at the next meeting of the Committee.

### **7.4 LBANS**

The Annual LBANS Conference is happening from September 29 to October 1. Former Board member Doug Vaisey will be receiving an award, and former Chair Paul Bennett will be presenting his findings from the various Governance conversations throughout the province. Any Board member who is interested in attending were encouraged to contact Alison Lucio.

## **8.0 Motion to Move In-Camera**

*Moved by Lisa Blackmore and seconded by Brad Munro that the Halifax Regional Library Board move in camera.*

*Motion approved.*

## **9.0 Other Business**

No further business was put forth for discussion.

## **10.0 Adjournment**

The meeting was adjourned.