



WHITBY PUBLIC LIBRARY
doorway to discovery

WHITBY PUBLIC LIBRARY

BOARD SUCCESSION PLAN

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Final

Whitby Public Library Board – Board Succession Plan

Developed by Whitby Public Library Board 2010

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Whitby Public Library Board – Board Succession Plan

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Whitby Public Library Board – Board Succession Plan

Purpose

The purpose of this plan is to provide direction on the process related to making appointments to the Whitby Public Library Board.

This plan is used to recruit Whitby Public Library Board (“WPL Board”) members. The plan is put into action as a result of one of two events:

- The current four year term is concluding. Board members are appointed for a four year term which runs concurrently with the term of Municipal Council. The process is put in place shortly after a Municipal election.
- The number of Board members falls below eight – the minimum number of board members required for the WPL Board – due to resignation of Board members or other, except where the unexpired term is less than forty-five days.

Process Overview

The following is a process overview with respect to appointing board members:

1. Following a Municipal Election, or as required due to board member resignations or other, the Whitby Town Clerk will put out a call for applications in the local press and on the Town’s website. Incumbents will be specifically notified and the call can also be placed on the library’s website. Information to be included in the call is documented in Appendix A.
2. Applicants will have access to information as to the qualifications required by law and the qualities most desirable in a board member as documented in Appendix B.
3. Once applications close, they will be shared with the Library’s CEO for the express purpose of a recommendation being made for Council’s consideration.

Where a vacancy arises in the membership of the Board, the appointing Council shall promptly appoint a recommended person to fill the vacancy and to hold office for the unexpired term, except where the unexpired term is less than forty-five days.

The WPL Board may ask applicants to submit a criminal information record, which should include a vulnerable sector search; however, responses are voluntary. Costs incurred by the applicant will be reimbursed as quoted in the Recruitment and Selection Policy – *“The cost of obtaining the Criminal Reference Check will be covered for all volunteers”*.

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Process Details

Step 1 – Establish a Selection Committee

The current Board Chair, the Mayor’s designate to the Library Board, and the CEO will form the selection committee. They may request additional existing Board members to sit on the selection committee if required.

The role of the Selection Committee is as follows:

1. Confirm the required profile of the Board, considering the strategic plan. The Board must have the capability to support the CEO in executing the strategic plan. Consider strengths and weaknesses of the current Board and identify areas where improvements can be made through the selection of Board members with certain qualifications.
2. Confirm the desired qualifications of all applicants.
3. Develop a screening/selection matrix or scorecard for all applicants based on the desired qualifications.
4. Conduct screening of all applicants using the selection screening/selection matrix or scorecard to rank prospective Board members.
5. Consider the needs of ongoing Board representation while considering new perspectives and views that new Board members will provide while ensuring continuity.
6. Make a recommendation to Council.

Step 2 – Board Vacancy Posting

Review the WPL Board Vacancy Posting Document (see Appendix A), and based on review of qualifications completed in Step 1, update the document. The completed document is to be sent to the Whitby Town Clerk.

The Whitby Town Clerk will confirm the Posting Document and approve it for use.

Upon approval, the following postings will occur:

1. The Whitby Town Clerk shall put out a call for applications in the local press and on the Town’s website.
2. The WPL CEO will place the call on the library website and on bulletin boards at all WPL Library locations.
3. The WPL CEO and/or Board Chair will communicate the call to groups associated with the Library, i.e. the Youth Group, Whitby Chamber, Seniors’ Centre, and/or other.

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Step 3 – Develop an Applicant Information Package

The WPL Board Vacancy Posting Document indicates that additional information is available. The selection committee (as established in Step 1), will develop an Applicant Information Package (AIP) that will be provided upon request.

The AIP may include the following information:

- Covering Letter welcoming applicants to consider the appointment
- WPL Board Vacancy Posting Document
- Application Form
- Information About the Board (Appendix B)
- Annual Report
- Current Strategic Plan

Other information that is deemed relevant at the time should also be included.

Step 4 – Screening and Recommendation to Council

As discussed in Step 1, a selection matrix/scorecard should be prepared to help screen the applicants. A sample is included in Appendix C.

A Board member shall hold office for a term concurrent with the term of the appointing council, or until a successor is appointed, and may be reappointed for one or more further terms.

Once the application period closes, the Whitby Town Clerk will share all applications to the Library's CEO for the express purpose of making a recommendation to Council for consideration.

The selection committee, with support from Town Council, should consider the following goals in selecting an appropriate Board:

- Maintain the current Board size of 9 board members
- Make reasonable efforts to ensure that applications for Board members are sought and considered from a diversity of:
 - Geographic areas of the municipality
 - Language and cultural groups representing the demographic nature of the municipality
 - Age distributions representing the demographic nature of the municipality
 - Applicants who show a clear interest in public libraries and a willingness to advocate for the library

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- Applicants with a mixture of professional and other skills related to the work of the Board, including financial, human resources, project management, business leadership, legal, policy, government relations, and/or marketing
- Make reasonable efforts to ensure that candidates selected have one or more of the following competencies/skills:
 - Respect for the institution; understanding of the importance of the library and role in the community
 - Openness to others' views; ability to work as a member of the team and participate in discussions
 - Persistence, sound judgment, a sense of fiscal responsibility, and initiative
 - Friendly relaxed manner; have connections and affiliations with the Community
 - A passion for good governance; have a sense of accountability to the Community
 - Knowledge of the Library's strategic plan (as posted on the Whitby Public Library web-site); willingness to learn; ability to work towards a vision
 - Desire to improve Library services, understand the long term nature of Library goals
 - Transparency and integrity; must not be motivated by personal crusades or issues
 - Ability to make time for the job, training, staying on top of issues, and participating in meetings and committees
 - Self-confidence and assurance to develop important perspectives on critical topics like intellectual freedom, literacy, library finances and the appropriate role of a Board member

Step 5 – Appointment

The Mayor's designate to the Library Board will present the selection committee's recommendations to the Whitby Town Clerk. A list of appointments will be presented to Council for approval.

Upon Town Council appointment of the new Board Members, the Town Clerk will notify new Board Members and confirm their acceptance of the appointment.

The CEO will communicate the new Board to the existing Board, Staff, and the Public via the Library's website, in that sequence.

The new Board Members will be introduced at a subsequent WPL Board Meeting.

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Step 6 – Legacy of Outgoing Board

The Board with the help of the CEO will prepare a Legacy report of the outgoing Board, depicting the successes and challenges experienced. This report should be in point form and will become an introduction to the goals, accomplishments and challenges of the Library Board for the past four years, for the new appointed Board members.

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Appendix A – Whitby Public Library Board – Posting Document

What is a Library Board?

A library board is a group of citizens appointed by the local Municipal Council who are responsible for the governing of the public library. They are volunteers who serve their community with no financial compensation. Members may be reimbursed for travelling and other expenses incurred in the performance of library business. The role of the library board is to act as an agent of public trust. It is responsible for ensuring the library is properly managed, but does not itself manage. The Chief Executive Officer is responsible for internal management and daily operation of the library.

Key Library Board responsibilities are:

- Selects and evaluates the Chief Executive Officer of the Library;
- Establishes operating and administrative policies to govern the operation and programs of the library;
- Determines the goals and objectives for the library and secures adequate funds to fulfill those goals;
- Understands the needs of the community in relation to the library and creates a link between the community and library services offered;
- Promotes and advocates for the library in the community and to Municipal Council;
- Oversees the budget process, with the understanding that Council has final authority and approval for the library budget, which forms part of the Town of Whitby's consolidated budget.

What are the qualifications for Library Board members?

Each board member will bring to the board individual strengths, skills, talents and experiences to effectively serve the library. A board representing a broad spectrum of community interests and occupations, with diverse viewpoints, assures that the library will serve the total community.

The Public Libraries Act requires a Library Board member to be:

- A Canadian citizen
- A resident of the Town of Whitby
- Not employed by the Library Board or municipality
- At least eighteen years old

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An effective board member should have:

- Respect for the institution; understanding of the importance of the library and role in the community
- Openness to others' views; ability to work as a member of the team and participate in discussions
- Persistence, sound judgment, a sense of fiscal responsibility, and initiative
- Friendly relaxed manner; have connections and affiliations with the Community
- A passion for good governance; have a sense of accountability to the Community
- Knowledge of the Library's strategic plan (as posted on the Whitby Public Library web-site); willingness to learn; ability to work towards a vision
- Desire to improve Library services, understand the long term nature of Library goals
- Transparency and integrity; must not be motivated by personal crusades or issues
- Ability to make time for the job, training, staying on top of issues, and participating in meetings and committees
- Self-confidence and assurance to develop important perspectives on critical topics like intellectual freedom, literacy, library finances and the appropriate role of a Board member

What commitment is required?

The term of a library board member is four years and runs concurrently with the term of municipal Council. Meetings of the Whitby Public Library Board are held monthly from September until June, on the 3rd Wednesday of each month. Board members also sit on one or more committees which meet occasionally each year.

How can I get further information?

Contact:

Jane Hilton
Library Board Chair
wplboard@whitbylibrary.ca

Ian Ross
CEO and Chief Librarian
ianross@whitbylibrary.on.ca
or (905) 668-6531, ext. 2222

www.whitbylibrary.on.ca

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Appendix B – Information About the Board

The Whitby Public Library

The Whitby Public Library has 3 branches in the municipality of Whitby, one central “main” branch, and 2 community branches in Brooklin and at Rossland Road East and Garden Street. The Library’s over 47,000 members borrowed over 1.3 million items in 2009, with close to 600,000 visits. Additionally, the library had 275,000 visitors to its website. Library staff responded to over 113,000 reference questions and supported over 133,000 internet users.

The Whitby Public Library Board

The Board, governed by the *Public Libraries Act*, and with the CEO and Library staff, manages an annual operating budget of over \$4M. Most of the funding comes from the Whitby Town Council through the municipal tax base. The rest comes from provincial grants and miscellaneous sources. The Whitby Town Council has final approval over the library’s budget. In 2008 and 2009, the Board developed a new strategic plan covering the 2009 to 2013 time frame.

Responsibilities of the Board

The following is an overview of the role of a Library board member:

- Selects and evaluates the Chief Executive Officer of the Library;
- Establishes operating and administrative policies to govern the operation and programs of the library;
- Determines the goals and objectives for the library and secures adequate funds to fulfill those goals;
- Understands the needs of the community in relation to the library and creates a link between the community and library services offered;
- Promotes and advocates for the library in the community and to Municipal Council;
- Oversees the budget process, with the understanding that Council has final authority and approval for the library budget, which forms part of the Town of Whitby’s consolidated budget.

Term of Office

Four years, to coincide with the term of elected Council.

Remuneration

No remuneration is paid to Board members; however, actual expenses for Board business are reimbursable following WPL policies.

Board Member Qualifications

The Public Libraries Act requires a board member to be:

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- A Canadian citizen
- A resident of the Town of Whitby
- Not employed by the Library Board or municipality
- At least eighteen year old

In addition to these general eligibility requirements, effective board members should have:

- An understanding of the importance of the library and role in the community
- Knowledge of the Library’s strategic plan (as posted on the Whitby Public Library web-site)
- Ability to work as a member of the team and participate in discussions
- Sound and independent judgment, a sense of fiscal responsibility, personal integrity, and initiative

The Board will select five or more members with demonstrated skills, interests, and experience in:

- Financial Management
- Public Sector Governance
- Community Service, and
- Community Diversity

Meetings

The Library Board usually meets at the Central Branch of the Whitby Public Library and occasionally meets at one of the WPL branches, on the evening of the third Wednesday of each month, between September and June.

Members will also be asked to serve on library committees, to liaise with community groups, or to represent the library at various events.

Members belong to the Ontario Library Boards’ Association, which holds annual conferences and sponsors other developmental activities.

Membership

The Board consists of 9 members:

- The Mayor or a Council member as the Mayor’s designate
- Eight citizens of the municipality of Whitby who are over eighteen, have no criminal record, and are a Canadian citizen, and who meet the requirements as outlined above
- It is the desire of the Whitby Library Board to have a broad level of representation on the Board in support of the Whitby Public Library Strategic Plan, including representatives from the following areas: Youth, Seniors, Small Business, and Newcomers

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Additional Information

Interested candidates of the Whitby Public Library Board should review the *Whitby Public Library 2009 – 2013 Strategic Plan*, found on the Whitby Public Library Internet site at <http://www.whitbylibrary.on.ca>.

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Appendix C – Whitby Public Library Board Member – Evaluation Matrix

The following is an example of a Whitby Public Library Board applicant evaluation matrix. This Matrix should be reviewed and updated prior to calling for applications. This matrix is to be used by the selection committee to assist them in selecting and recommending to Council the preferred applicants for the role.

| Qualification | Candidate 1 | Candidate 2 Etc.... | Etc... | Comments |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------|------------------|-----------------------------------------------------------------|
| Pre-Screening All applicants must meet the following minimum qualifications. Some information may not be provided on application, thus, assumption is “Y”. | | | | |
| Canadian Citizen | Y/N | Y/N | Y/N | |
| At least 18 years old | Y/N | Y/N | Y/N | |
| Is not employed by the Board or Municipality | Y/N | Y/N | Y/N | |
| A resident of the Town of Whitby | Y/N | Y/N | Y/N | |
| Screening All applications will be reviewed and matches to the following qualities identified. The Selection Committee will attempt to select a Board which covers all areas of qualifications as listed below. | | | | |
| Incumbent Board Member | # Years | # Years | # Years | The purpose of this is to maintain some experience on the Board |
| Rating Scale | 1 2 3 4 5 | 1 2 3 4 5 | 1 2 3 4 5 | |
| Understanding of the role of the Library in the Community | | | | |
| Knowledge of the Library’s Strategic Plan | | | | |
| Governance / Board experience -experience in serving on public sector, private sector or not-for-profit boards | | | | |
| Financial Management experience, -understanding of financial reporting and knowledge of other considerations and issues associated with auditing requirements | | | | |
| Human Resources -understanding of human resource/personnel considerations and issues for executive recruitment, compensation structures and performance review | | | | |

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| | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|
| Government Relations -experience in strategic government relations or customer relations management | | | | |
| Risk Management -experience in the process of identifying principal corporate risks and ensuring that management has implemented the appropriate systems to manage risk | | | | |
| Legal Knowledge | | | | |
| Policy experience -able to understand the complexities of issues and analyze options | | | | |
| Marketing expertise -effective communications | | | | |
| Strategic Planning experience -experience with planning, evaluation and implementation of a strategic plan | | | | |
| Local Business Leader -experience in conducting business | | | | |
| Age specific sector i.e. Youth, senior, young family | | | | |
| Diversity representation i.e. gender, geographic, ethnic background, public/private and NFP sector | | | | |
| Noted Newcomer to Canada | | | | |
| | | | | |
| Other Experience i.e. Advocacy | | | | |

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Appendix D – Legacy of Outgoing Board

As an Outgoing Board, a Legacy report will be prepared to enumerate and highlight the goals, accomplishments and challenges of the Board during its tenure in the last four years. This document will also be an introduction, for a new Board member, of the Board's requirements and duties.

Board Legacy Document 2007-2010

This document depicts the accomplishments and challenges of the Whitby Public Library during the period of 2007-2010. It is to be a reference document for the incoming Board members and make them better understand the value of the Whitby Public Library in the Community. It enumerates the Vision, Mission, Goals, Values, Accomplishments, Challenges and Strategic Directions as defined in the Strategic Plan.

Our Vision

The Whitby Public Library will be an important resource, catalyst and partner in building Whitby's future and preserving Whitby's proud heritage. Our high quality services and resources will open the doors of lifelong learning, personal growth and discovery to all citizens of Whitby. We will be an oasis for the curious and a portal to the world of information.

Our accessible facilities will provide welcoming spaces for people of all ages and cultures to gather, learn, develop, connect with each other and reflect. Our user-friendly website and electronic resources will provide access for all to local and global information – and bridge the digital divide for those who lack access to technology and electronic resources.

Our innovative and responsive programs and services will meet the needs of our changing population, and will support the Town's objectives of building a strong, sustainable and livable community.

Our Mission

Whitby's Doorway to Discovery: *enriching and advancing our community by providing equitable access to information, ideas, inspiration and the joy of reading.*

Goals

The goals of the Library are based on the Strategic Plan of 2009-2013.

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Our Values

These core principles and beliefs will continue to guide our organization:

- Accessibility
- Accountability
- Innovation
- Intellectual Freedom
- Lifelong learning
- Love of reading
- Professionalism
- Quality Service
- Respect for diversity
- Responsiveness

Our Strategic Directions

We believe that four key directions should guide our work over the next five years.

- Providing Responsive Services and Programs
- Enhancing Access to our Services
- Reaching Out and Engaging Our Community
- Strengthening Our Organization

Recent Accomplishments

1. *Providing Responsive Services and Programs*

a) Enhance collections and programs for newcomers

- Expanded Literacy, English as a Second Language, and non-English language collections
- Redesigned Newcomers' webpage
- Offered multicultural programs for children and adults
- Forged partnerships with community groups

b) Explore the potential for the Library's branches to be enhanced community points for Town Info

- Central Library used as launch site/information clearinghouse for Town events – e.g. Whitby in Bloom, Doors Open Whitby Public Library
- Brooklin Library acted as information centre for Brooklin Community Centre & Library

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- Library developed and launched website to provide community information on Brooklin Community Centre & Library building project
- Library has links to Town of Whitby programs and services on its website

c) Develop and market a business and employment resource centre for small and medium-sized businesses, entrepreneurs and the unemployed

- Developed and launched business website in consultation with business community and Town of Whitby
- Expanded business resources (book format and databases)
- Partnered with Business Advisory Centre Durham; Durham Region Unemployed Help Centre; Community Development Council Durham; Whitby Chamber of Commerce
- Promoted business resources to various community groups and agencies
- Offered a number of business programs at Central Library

d) Continue to develop collections in new formats and enhance online collections

- Digitized 5,000 historic images – posted on Our Ontario website
- Enhanced Literacy and ESL collections
- Made audio books available in multiple formats
- Presented multicultural films to promote multicultural DVD's
- Developed Graphic Novel collection for adults
- Introduced downloadable eBook collection
- Developed "Book Club Sets" for loan

e) Enhance our approach to customer service so that we can ensure our service is accessible, high quality and responsive, and meets the expectations of our users

- Library represented on Town of Whitby Accessibility Working Group
- Staff and Trustees received Accessible Customer Service Training
- Self-serve holds introduced at branches
- RFID self-checkout introduced at branches

f) Work with partners to pursue funding options for the further development and digitization of the Whitby Archives and Local History collection

- 5,000 photographs have been digitized
- Archive Exhibit setup in the West Wing of the Ontario Legislature
- 2nd \$80,000 donation received to digitize historic photographs

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g) Develop a plan for the collections, programs and services to be housed in the new Brooklin Branch

- Selection of material for the new branch is continuing
- Formulated and set service hours, staffing, and programming

h) Develop further partnerships for adult programming including cultural and information programs

- Expanded community read program “Pass the Book” program to Durham-wide
- Partnered with Durham Region Transit and Durham Region public libraries to offer free transit to children participating in summer reading club
- Partnerships with numerous community groups in offering programming
- Participated in Town of Whitby community events

i) Explore alternative ways of delivering children’s programs to meet changing community needs

- Introduced a variety of new programs at all branches, increasing overall program attendance

2. Enhancing Access to our Services

a) Enhance online Services and self-service, and ensure that all services are user-friendly, accessible and intuitive

- RFID self-checkout introduced at Rossland and Brooklin branches
- Introduced wireless service at Rossland Branch

b) Explore opportunities (in association with other partners) to offer and enhance web-based interactive library catalogue, improve user experience, and virtual access to services and information

- Introduced Web 2.0 based library catalogue

c) Work with the Town and other community partners to explore the best way to serve future growth areas – including Port Whitby and the northwest Whitby

- New Brooklin Community Centre & Library under construction

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d) Complete the construction of the Brooklin Community Centre and Library

- Facility scheduled to open late 2010

3. Reaching out and engaging our Community

a) Develop a plan to maximize the power of the internet as a marketing tool

- Staff graduated from the Library's 25 Things Web 2.0 Training program
- Staff posting material on the new Library website
- Programs entered on EventKeeper on the website
- 2000 people subscribe to our electronic newsletter

b) Develop a communication plan for the construction and opening of the Brooklin Community Centre and Library (BCCL)

- Brooklin Community Centre & Library website developed and frequently updated on status of construction and photos of the site
- Information disseminated at temporary Brooklin Branch
- Good coverage in *Brooklin Town Crier*
- Closures advertised in *Brooklin Town Crier*

c) Explore ways of increasing the delivery service for people who are homebound

- Exploring the possibility of tying the Library's Visiting Library program to Community Care's Friendly Visiting program

d) Explore potential opportunities for global programming connections

- Knitting group have partnered with the Library in knitting dolls to be shipped to African children
- Participated in project Bimini Bound, where gently used and new books for children in grades JK to grade 12 are sent to the Island of Bimini in the Bahamas

e) Enhance the functionality of the website to support patron engagement

- Main Page of website edited to allow more of the fresh content of staff posts to be visible on computer screen
- Knowledge Ontario advocacy link added to the library website
- Biographical profile updates of Trustees posted to the Library Board page

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f) Further develop relationships with community agencies to enable them to utilize our facilities, collections and resources

- Partnered with numerous community agencies in offering programs to residents, securing library as vital to community

g) Explore further inter-generational programming in cooperation with other community agencies

- Knitting group knitted lap blankets to be given to Fairview Lodge and dolls for Haiti
- Co-sponsor “Grand Day” with Whitby Seniors’ Activity Centre

h) Further develop services and programs for Teens

- Large contingency of teen volunteers for Reading Buddies program
- Teen Advisory groups at Central and Brooklin branches
- Library a member of Whitby Youth Council

i) Explore potential partnership opportunities with the future Abilities Centre and the Whitby Mental Health Centre

- Discussion originated by the Library about partnering with Ontario Shores Centre for Mental Health Sciences and offering programs to raise community awareness of mental health issues
- Ontario Shores Centre for Mental Health Sciences will now include the Library in their regular schedule of community activities

j) Develop a plan to celebrate our 100th anniversary in 2011

- This Direction is still to be addressed

4. Strengthening our Organization

a) Develop a user-friendly process for individuals wishing to make charitable donations and planned gifts to the library

- User friendly “Donate Now” button added to homepage

b) Enhance our present Board development program

- WPL hosted an Ontario Library Boards’ Association Leadership by Design workshop

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- Educational Institute audio conference *Governance: 10 mistakes Boards Make* added to the Board Intranet
- Staff and Trustees attended a training session at the Pickering Library
- Trustees attended the OLA SuperConference
- Board met with the new Town of Whitby Clerk, Debi Wilcox
- Trustees attended the Whitby Chamber of Commerce AGM

c) Develop a desired Board profile (for the next Board), and provide support for the Town in its selection and recruitment efforts

- The Board's Planning Committee has been developing a Board Succession Plan that has now been implemented
- The Planning Committee has met with the Town Clerk to discuss the Board Member requirements for WPL

d) Prepare a plan for staff development to enhance staff skills and competencies and support staff ability to assume new roles

- Many staff attended various workshops, seminars and courses to improve their skills

e) Explore ways of streamlining processes to achieve further efficiencies

- Numerous efficiencies realized, enhancing customer service

Challenges

1. Board Profile in the Community

Increase the Board's profile in the community by developing a computerized presentation that can be presented at community events; strengthen community relationships; increase opportunities for Board participation in the Community and in turn bring back community views to improve the Library.

2. Library Communication

Get to know more, formally and informally, the staff by occasional visits to branches.

3. Board Communication and Participation

A more active participation of Board members in the community, at Council, and with Library staff. Perhaps Board members can volunteer in library, Council and community events.

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4. Increase Communication with Town Council

Quarterly, the Board through its Chair and CEO should present to Council meetings, through the Mayor's designate, the Library's accomplishments and challenges.

5. Strategic Direction – Enhancing Access to Our Services

Work with the Town and other community partners to explore the best way to serve future growth areas – including Port Whitby and northwest Whitby.

6. Reaching Out and Engaging Our Community

Explore potential partnership opportunities with the future Abilities Centre. Develop a plan to celebrate our 100th anniversary in 2011.