

Chief Executive Officer (CEO)

Newmarket Public Library



Position Profile and Candidate Brief

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Legacy Executive Search Partners

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Introduction

I am delighted to be able to present to you this Candidate Brief for the *Chief Executive Officer (CEO)* prepared on behalf of the Newmarket Public Library Board.

I trust that this document will provide you with background information on the Newmarket Public Library, a position profile and candidate brief and an outline of the search process we will be leading on behalf of the Library Board.

Please feel free to contact me if you require any additional information about the position or need clarification on any aspect of the search process. Additional information about the Newmarket Public Library is available on their web site at <https://www.newmarketpl.ca/en/index.aspx>.

On behalf of Legacy Partners and the Newmarket Public Library Board, I would like to thank you for your interest in this position and assure you of my prompt and fullest attention at all times.

Yours Sincerely,



Sincerely,

Kartik Kumar, Partner



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NEWMARKET PUBLIC LIBRARY (NPL) - BACKGROUND



The **Newmarket Public Library (NPL)** is vying for top talent given the ability of the NPL to achieve its strategic objectives, adjust quickly and effectively and maintain a highly sought-after culture is directly related to leadership. Leadership must have the skills, motivation and capability to lead and manage organizational change. Senior leadership must have the required knowledge, skills and capabilities critical to spearheading the continuous evolution of systems and people. In addition, a collaborative mindset is critical to success recognizing the existing partnership arrangement with the Town of Newmarket through the Community Services Commission

In this case, the NPL is looking for a CEO to be a key leader at a critical time. The Library continues to evolve to be the best it can be and has just realigned its leadership structure to better align services and reporting relationships. It is anticipated the department will be effectively positioned to take advantage of opportunities as they arise and respond to the ever-changing impact of the pandemic. The new CEO will be responsible for the development of a Strategic Plan and resulting Business Plans that are built with flexibility in mind, allowing the Library to pivot as needed and reflect the resiliency needed of innovative organizations.

The CEO would lead a complement of 20 full time staff and generally around 50 part-time staff and have the opportunity to contribute to one of the most dynamic and livable communities in Canada. We are looking for a CEO who can guide the organization through the challenges of today with a focus on the future while enhancing the symbiotic relationship with the Town of Newmarket.

Expectations related to the search for a new CEO should include a full suite of services, priced to allow tweaking of the approach to support achievement of the most effective, efficient and financially viable approach.

Library Vision and Role

Vision: Inspiring Growth

The library's role: Inspiring the growth of an engaged and informed Newmarket as the centre of community dialogue, debate and discovery in dynamic and welcoming physical and virtual environments.

Please find a link to the most recent [Newmarket Public Library Master Strategic Plan](#)

THE POSITION

Responsible for the direction and general management of the Newmarket Public Library System.

Duties and Responsibilities

1. Assesses Library service and facilities/equipment needs; evaluates programs and services; researches, develops, drafts, and makes recommendations to the Board on policies, service levels/standards, appropriate technology; and implements Board decisions in accordance with Strategic Plans, approved goals, and objectives. Identifies and implements procedures and directives that meet community needs, allocates resources to ensure efficient and effective operation of the Library. Develops and implements long-term strategic plans and policies and maintains the library as an essential community service. Keeps abreast of and responds to new legislation affecting libraries.
2. Directs and administers the day-to-day operations of the Newmarket Public Library System including Adult, Children's, Reference, Technical Service, Circulation of materials, Electronic Services, Newmarket Connections, Public use of the Library facility, Systems, Marketing, and financial/administrative support functions. Facilitates the development and acquisition of the Library's collection, programs, services, and technological needs. Ensures adequate budgets are allocated to reach core competency levels.
3. Supervises and/or oversees the supervision of all staff of the Newmarket Public Library System including hiring, performance reviews, training and development formulation and authorization, discipline, grievance response, health & safety, and promotion/transfer/terminations decisions in both unionized and non-unionized environment. Assesses staffing needs, makes recommendations for staff complement and/or major organizational design changes; recommends compensation and salary administration policies to the board; establishes and maintains personnel practices and procedures for the Library. Ensures adherence to legislative and statutory responsibilities of Chief Executive Officer and Secretary/Treasurer under the Public Libraries Act and all other applicable acts such as the Municipal Act.
4. Directs the financial administration of the library. Sets standards of performance and competency levels expected of all public library staff. Directs the Board's compliance with applicable employment legislation such as Human Rights legislation, Labour Relations Act and Employment Standards Act; recommends and monitors administration of Board employment policies and contracts; coaches line managers on problem resolutions; performs all HR management functions; obtains legal or outside counsel where appropriate. Responsible for ensuring compliance with the Occupational Health and Safety Act and Regulations and the corporate Occupational Health and Safety Policy and related procedures.

5. Negotiates and administers the Collective Bargaining Agreements. Serves as the Board's spokesperson and is responsible to the board for the overall development and maintenance of the Union/Management relationship. Oversees the preparation and conduct of negotiations, revisions to the Collective Agreements and advises the board in the development of the Board's proposals for collective bargaining, interpret the Collective Agreements; processes grievances; represent the Board at Labour Board and Arbitration hearings; participate in Union/Management meetings as required.
6. As Chief Financial Officer of the corporation co-ordinates, reviews, prepares and recommends to the board and municipal council the annual capital and operating budget/forecasts and potential funding sources; monitors and administers approved budgets, accounting records and cash collection, and regularly reports on same; authorizes purchases and payment of accounts; develops appropriate accounting and administrative procedures, and reporting standards; ensures efficient operations and fiscal management within budgets and Generally Accepted Accounting Principles, represents Library management with auditors. Prepares regular financial statements and reports, and audit files and is accountable to the Library Board for effective and efficient operations of the Library. Performs the duties of Treasurer to the Board in accordance with the provisions of the Public Libraries Act.
7. Responsible for the acquisition, operation, maintenance and protection of the physical plant and capital equipment. Oversees the operations, maintenance/repair and development of the Library facility, building systems, constructions and renovations, custodial services and security including planning and preparing annual operating and capital budgets, administering budget allocation and authorizing accounts for payment.
8. Develops and/or reviews marketing/promotion strategies and publicity materials of Library programs, facilities and special events and fund-raising ventures, ensuring compatibility with mission statement. Has sole authority by the Board to speak to public and press on behalf of the library. Develops co-operative relationships with library users, unions, staff, Members of the Board, the media, the public, and external agencies about Library matters; responds to enquiries and/or resolves concerns from same; liaises with Town officials respecting joint services provided by the municipality and attends E.M.T. meetings as necessary to maintain awareness of Town of Newmarket activities. Responsible to research and keep abreast of current trends and developments in Public Libraries, and community demands. Responds to enquires/concerns and/or refers and/or resolves complaints from staff, Board, Municipal Council, Municipal staff or local groups and the public. Liaises with Town of Newmarket, other levels of government. Forges relationships with community groups and leaders. Attends meetings of all related library organizations such as YNCIVD, YPLN & AMPLO providing input to policies and procedures for other libraries in addition to Newmarket Public Library. Responsibility for representing the Newmarket Public Library system externally on behalf of the Board.

9. Performs the duties of Secretary to the Board in accordance with the provisions of the Public Libraries Act. Provides background information to the board and ensure that the Board is well-informed; prepares and issues notices, agendas, minutes, and correspondence to and from the Board; prepares and forwards required statistical and financial reports to the Provincial government; follow-up on matters emanating from meetings and ensures appropriate records management. Prepares reports, makes recommendations, provides advice/direction, recommends long-range strategic plans, and attends Board, sub-committee, community group, public and/or other meetings, as required; regularly reports to the Board on Library activities; attends Council meetings as required. Formulates Terms of Reference for Board projects/studies, and strategic planning as required; monitors and administers associated contractual agreements; trains and directs new board trustees on policy and procedure as required.
10. In accordance with the Municipal Freedom of Information and Protection of Privacy Act (Ontario, 1989), the Board has delegated the powers and duties of the Head to the Chief Executive Officer. These powers and duties include responding to access requests, administering the privacy protection provisions of the Act and filing the requisite annual report.
11. Carries out all other duties as assigned by the Board in accordance with corporate objectives.

Supervision Requirements

Position Supervised Directly: 6 Full Time Staff and 1 Part Time Staff

Positions Supervised Indirectly: All Newmarket Public Library employees

10 Full Time Staff

30 Part Time Staff

1 Part Time Seasonal

Contract 35 Volunteers

Credentials Required

Formal advanced academic training in business/public administration and/or library discipline at a university master's level.

Factor Examples

Job Knowledge

- Significant demonstrated successful experience of seven to ten years as a senior administrator; experience in a public library system at a managerial level, preferably in a unionized environment; proven ability to anticipate and manage growth through creativity, innovation and vision; proven ability to supervise, motivate and develop staff.
- Excellent analytical, problem solving and administrative skills, leadership, communication, public relations, marketing, planning, presentation, organizational, and time management skills. Ability to theorize solutions to problems, and develop new initiatives and directions for the organization.
- Thorough working knowledge of labour relations principles and practices, collective agreement negotiation/administration, current Information Technology in a Public Library environment, financial administration and budgeting, pertinent municipal, library, and employment legislation, and library services/collections and strategies for development.
- Ability to deal co-operatively and effectively with elected and appointed officials, staff, the media, the general public, community/user groups, other governments/agencies, and other contacts.
- Class "G" Driver's license and reliable vehicle to use on Board business as necessary.

Judgement

- Work assignments consist of unique or novel problems/issues, which must be resolved using initiative and creativity.
- Opportunity for creativity in planning and solutions.
- Research and recommendations are made to the Board.
- High level of analysis on all issues is required for reporting to the Board.
- Ultimate responsibility for direction of Library services, and policy direction.

Contacts

- Contacts and the requirement to initiate interactions on behalf of the organization are a major element of the job.
- Interacts with and directs staff at all levels initiating programs and procedures.
- Liaises and advocates with Town of Newmarket, Board, Municipal Council, public, external organizations, union, government and press contacts.

Mental Effort

- Analyzing and preparing reports and presentations, budgets/financial statements, statistics and reports.
- Responding to and initiating communications on behalf of organization and directing roles, responsibilities, and actions to be taken.
- Problems solving, ultimate decision-maker for operations.
- Strategic thinking and long-range directions planning.
- Collective bargaining, grievance, and other human resource issues.
- Meetings with above contacts.

Physical Effort

- Office setting.
- Extended periods of sitting at the computer and meetings.

Accountability

- Work involves the planning, development and delivery of a number of related programs and services, and to participate directly in broad, strategic organizational planning at a corporate or senior level.
- Responsible to monitor program/service related procedures and guidelines to ensure their effectiveness, and develops policy for presentation to the Library Board for approval
- Directs all staff, develops organizational goals & day-to-day decisions
- Plans and controls financial activities, materials, services and facility costs and programs.

Responsibility for Human Resources

- Work requires supervising a number of work teams through subordinate supervisors, and resolves complex human resource matters as referred by subordinate supervisors.
- Develops policy and procedure and manages collective bargaining, benefits administration, and payroll.
- Ensures that all legislation requirements are met.

Impact of Decisions

- Work results have overall impact on organization programs/operating policies and the public at large.
- Responsible for the Long Term Strategic Planning process and the long-term facility planning.
- Poor quality of service.
- Library image/embarrassment to the Town can be affected.

Working Conditions

- Office setting.
- Occasional evening and/or weekends.

Work Pressure

- Financial/Goal deadlines – council, board, Town
- Conflicting political interests
- Responsible in emergency situations, public and staff health
- Special projects
- Workload
- Multitasking

THE IDEAL CANDIDATE



IDEAL EXPERIENCE

- Minimum of 8-10 years of progressive senior management experience within the Public/Private sector. Experience with similar sized public libraries is preferred.
- Prior experience in guiding the development and implementation of a strategic plan would be a key requirement.
- Proven record of accomplishment of working with a volunteer Board of Directors and understanding how to effectively manage the interface between the senior leadership team, the Board and key stakeholders.
- Transformation leadership and change management experience that anticipates social, economic and technological trends.
- Proven experience working within a unionized environment.

IDEAL QUALIFICATIONS AND COMPETENCIES

- Post-graduate degree in library science (MLIS designation) would be ideal, however a combination of education and experience would be considered.
- Demonstrated leadership skills with a team-oriented management style including senior level supervisory experience in a library or similar environment.
- Demonstrated success in effectively promoting services to the business community.
- Proven success working effectively and proactively with a governance Board and collaboratively with government agencies and officials.
- Proven success developing and implementing strategic and operational business plans; demonstrated ability to prioritize, multitask, and manage projects, translating vision and strategy into tangible results and outcomes.
- Strategic and innovative thinker; a proven ability to champion and successfully implement strategic plans with others to effect operational and change management.

- Knowledge of financial administration including P&L responsibility and budgetary processes.
- Excellent verbal/ written and interpersonal skills; ability to resolve conflicts and deal with sensitive or political issues in an effective and timely manner.
- Ability to develop and maintain excellent and proactive communication channels with all internal and external stakeholders- a bridge builder and diligent advocate for the library as a community hub.
- Ability to lead and consistently demonstrate excellent customer service across the organization.
- Demonstrated level of professionalism and confidentiality with strong ethics.

PERSONAL ATTRIBUTES

- An agile, collegial leader with experience working and building a family-oriented culture and having an empowerment mindset.
- Excellent leadership, interpersonal and communication skills.
- Reliable and possessing strong integrity, tact, and patience.
- A visionary who contributes creative, new ideas.
- An inclusive management style, approachable and a team builder.
- A flexible attitude and ability to work with a diverse employee base.
- A “hands-on” leader who consistently gets the most from their team by providing role clarity while keeping a broad strategic perspective and pursuing longer range plans.
- Outgoing, proactive, enthusiastic; thrives on building trust and developing new relationships and partnerships.
- “Ambassadorial”-consistently in the community with senior-level presence and maturity and an ability to develop strong networks.
- A good listener with the skill to balance the interests of multiple stakeholders.
- A self-starter who takes the initiative; high energy, goal-oriented, proactive.
- Empathy for diversity and the desire to make a genuine difference within the community bringing a real customer service and partnership approach.

KEY RELATIONSHIPS

- The Library Board.*
- Direct supervision of members of the Leadership Team.
- Indirect supervision of all other staff within the system.
- Providing functional and technical advice to the Library Board and to all managers and direct reports with regard to library administration, operations and services.
- The Town of Newmarket Mayor and Chief Administrative Officer, Senior Leadership Team, Provincial Ministries, Ontario Library Association, CFLP-FCAB, and other related associations.



About Newmarket

The Town of Newmarket is located in [York Region](#) and is home to over 85,000 residents.

Newmarket has consistently been named one of the 'Best Places to Live in Canada' by *MoneySense Magazine* and has garnered an international reputation for being one of the country's most dynamic, diverse and desirable towns to live and work in. Newmarket is also widely considered a progressive place with a reputation for innovation, particularly in its environmental projects.



Newmarket is located between the bustling City of Toronto and picturesque cottage country – allowing us to retain small town charm while providing big city amenities such as premium health care facilities ([Southlake Regional Health Centre](#)), upscale shopping and retail (Upper Canada Mall and unique shops around Town) and advanced transit networks ([vivaNext](#) rapid transit system).

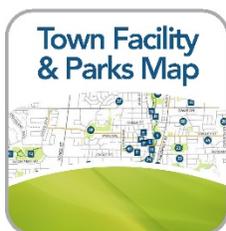
Its proximity to 400 series highways, sprawling parks and trails and affordable housing makes Newmarket an ideal location for young families and professionals alike.

Additionally, the Town has extensive [recreation and culture](#) programs, public art initiatives and [heritage and history](#) preservation projects (including our Historic Downtown Main Street and the [Elman W. Campbell Museum](#)) for residents and tourists.

Schools and Education:

Newmarket is home to various institutions for your education. Our local elementary and secondary schools are part of the [York Region District School Board](#), [York Catholic District School board](#), and independent, co-educational school, [Pickering College](#).

Recreation:



Throughout the Town of Newmarket, residents can enjoy a variety of outdoor recreational areas, including community and neighbourhood parks and parkettes. There are over 45 active parks and open spaces and over 800 acres of parkland in Newmarket! Picnic areas, trails, playgrounds, soccer pitches, ball diamonds, tennis courts and basketball courts can be found in various parks throughout the Town.

As part of the Town's commitment to environmental sustainability, pesticides (insecticides, herbicides and fungicides) have been eliminated and culturally friendly practices have been adopted.

Transportation:

In Newmarket, travelling is easy with its many public transit options.

For regional transportation, visit the [GO Transit](#) website for complete information about schedules and fares.

For public transit within York Region and Newmarket, visit the [York Regional Transit and Viva](#) website.



For information on car rentals and taxis in Newmarket and York Region, please visit our [Business Directories](#) page.

Travelling in Newmarket will be even better with the completion of the new rapid transit line running along Davis Drive from Yonge Street to Highway 404. Check on all the latest rapidway details at [vivaNext](#).

Healthcare:

The Town of Newmarket is home to Southlake Regional Health Centre. Southlake is building healthy communities through outstanding care, innovative partnerships, and amazing people and delivers a wide range of healthcare services to the communities of northern York Region and southern Simcoe County. Advanced regional programs include Cancer Care and Cardiac Care and serve a broader population across the northern GTA and into Simcoe-Muskoka.

For more information visit [southlake.ca](#).

For information about other health services offered in York Region, please visit [york.ca](#).

Cultural Events:

Celebrate Culture Days | September – October | #FREE Events

Culture Days is a national celebration of arts and culture. At the end of each September, millions of people attend thousands of free and participatory arts and culture events across the country. This year Culture Days is growing from 3 days to a month long digital virtual celebration!

The Town of Newmarket Explores Unexpected Intersections

It's not lost on us that this year's theme of 'Unexpected Intersections' has been infused with some unexpected new meaning. We are partnering with some awesome community groups and invite you to experience cultural learnings and stories from the comfort and safety of your home.

Culture happens where you least expect it and we're celebrating with #FREE events!

TIMELINE

I trust that this Position Profile and full Candidate Brief have enabled you to decide whether the position of CEO at the Newmarket Public Library is one that interests you. If you wish to be considered for the position, please forward a cover letter and your resume by email to Kartik Kumar at newmarketceo@lesp.ca.

Please be assured that any information that is shared with Legacy Executive Search Partners will be treated in the strictest confidence and shared only with the client for the purposes of this search.

Thank you once again for your interest.

