

POSITION PROFILE
CHIEF EXECUTIVE OFFICER
BRACEBRIDGE PUBLIC LIBRARY

April 2021

THE LIBRARY

A new CEO is being recruited on the retirement of the incumbent after 15 years. The Bracebridge Public Library (BPL) is a single-branch system in the downtown core serving a mid-sized population that swells markedly in the summer. The vintage Carnegie building built 1908 and renovated in 1984, will be replaced as part of a Multi-Use Community Center once funding becomes available.

BPL PURPOSE

An essential community hub providing everyone with materials and experiences that open minds, explore our world, inspire discovery, entertain, and foster lifelong learning. Its motto: A lifelong passport to discovery.

BPL VISION

A vibrant community destination. Services include current collections, a variety of programs and events, local history resources, cultural offerings, public spaces, and increasingly online digital offerings. Library staff is personable, knowledgeable, technologically competent, and skilled at collaboration and community engagement. The library is committed to community partnerships and continuous improvement.

BPL STRATEGIES

The Strategic Plan for 2015-2019 focused on the following:

Meeting the Community's Need for a 21st Century Library

The Library as a Community Hub

The Library as a Knowledge Hub

The Library as a Technology Hub

The Library and the Community

Funding for Present and Future Library Projects

This strategic plan is currently under review as the board seeks to create a revision for the short-term while the pandemic greatly disrupts services, along with an update to the current goals for the next four years.

The staff complement of six full and eight part-time is non-unionized with a mix of long-tenured and new employees. The library is fortunate to have several staff with either MLS/MLIS designation, Library Techniques diploma, or EXCEL certificate.

As an Ontario public library, BPL is funded through the town and province with a current budget just over \$1.0 million. The Town of Bracebridge owns and maintains the building and provides various administrative services and support. The District Municipality of Muskoka provides IT support. BPL relies on the strength of these positive relationships that acknowledge and respect the library as a part of the town, but a separate legal entity. The library is governed by its own nine-member board, including one councillor. BPL is supported by an active Friends of the Library group.

BPL prides itself on its broad range of services and programs with staff regularly initiating new events such as library displays in the community, a seed library, and a cake pan borrowing service. Like most public libraries, it offers a range of technology-related support and has pivoted recently to a wide variety of online training sessions.

BPL'S 2019 SERVICE ACTIVITY LEVELS

▪ Borrowing (physical)	94,445
▪ Electronic resources use	26,132
▪ In-person visits	77,000
▪ Web visits	31,373
▪ Program attendance	5,993
▪ Card holders	7,663

BPL participates in a reciprocal borrowing program with other libraries in the District Municipality of Muskoka which extends resources available, and the number of potential users.

BPL embraces the principles of Truth and Reconciliation with Ontario's Indigenous populations, understanding that recognition and respect are key to developing healthy reciprocal relations which BPL attempts to reflect in its collection and programming.

THE COMMUNITY

As the centre for the District Municipality of Muskoka, Bracebridge is in an area of natural beauty including 1,600 lakes and numerous waterfalls.

Bracebridge's population of over 16,000 continues to grow. Many people reconsidered their life and work accommodations during the pandemic, leaving urban centres. Being on a major highway two hours from Toronto and minutes from a regional airport make Bracebridge a favoured destination. Although Bracebridge is a retirement destination, there is a significant increase in the number of young families, with the largest demographic group being between 30 and 55. Housing throughout Muskoka has become

increasingly in short supply, with most homes being owner-occupied. Internet connectivity is strong in town, less so in some rural areas. A limited public transit route is in place with expansion considered in future. As the cost-of-living increases, pressure is growing on lower-income long-term residents. The population increases dramatically in the summer and on weekends with cottage owners and seasonal visitors, skewing the demand for service delivery. Some summer visitors and those moving to Bracebridge have 'big city' service expectations.

The economy depends on hospitality and tourism, construction, geo-tech and green technology, health care, niche manufacturing, and regional and local government. There is a continuing need for health care professionals.

Bracebridge has five public schools, two separate schools, and a satellite campus of Georgian College. The Dewey Institute located on the previous Nipissing University satellite site, is yet to operate at total capacity.

Bracebridge's mayor, council, and senior staff are committed to adapting to meet changing needs, while protecting and preserving Bracebridge's soul and heritage, as reflected in the town's Downtown Master Plan. This Downtown Master Plan is under review with input from many stakeholders.

The library facility of 8,700 sq. ft. is undersized to serve Bracebridge's growing population. The town's Memorial Arena's ageing infrastructure and the current lack of library space prompted the town to undertake a major building design project in 2018. Multiple library needs assessment studies supported this decision. The town was unsuccessful in garnering a 2019 ICIP government grant to fund a new Multi-Use Community Center (MUCC). However, it has pledged to proceed with this project in a phased approach that will see the shovels in the ground in 2021 for the project's arena and community hall portions. The library will be part of phase two, while a field house may have to wait for phase three. The funding and timing of these two later phases remains uncertain.

THE CEO'S ROLE & KEY OPPORTUNITIES

This is a role for a leader, collaborator, and relationship builder. The CEO helps the board develop and implement its vision, championing the library to be a community-builder, place of possibilities, and key player as the town adapts to its fast-changing environment. The CEO seeks to develop sound partnerships to provide services residents and businesses need and want. The new CEO will galvanize, encourage, and support BPL's loyal staff. Together, they will transform BPL to meet Bracebridge's evolving needs in a complex digital society and build the organizational capacity essential for relevant library services today and into the future.

The CEO reports to the board. The CEO's responsibilities include, and are not limited to: serves as Secretary/Treasurer for the board; supports the board in its governance and strategic planning; leads and inspires staff to bring the library's values to life. The CEO works closely with the town CAO and oversees

BPL's collaboration with town management to collectively and organizationally best serve Bracebridge residents and businesses. Building and fostering strategic alliances with the town, businesses and community organizations, the CEO ensures a solid infrastructure is maintained and designed for the future – facilities, funding and staff, collections, and programs. The CEO must be aware of the past, firmly rooted in the present and working on the future. For some issues, such as collections and programming, the CEO's planning horizon is three to five years, while for facilities, that horizon is 20 years and beyond.

The new incumbent will address a range of opportunities to ensure that service levels are consistent and meet the needs of the community:

- As an integral member of the MUCC working and steering groups, work closely with town staff, architects and project managers on phase 1 of construction, considering the implications and impact for phase 2 -library build; ensure that library requirements are met in phase 2
- Engage in and lead fundraising as needed for the new library, as well as tracking sources of funding beyond municipal and provincial operating grants
- Develop creative approaches to deal with space limitations until the new library is built through adjusting programs, developing new partnerships
- Support the board in developing short and long-range strategic directions and developing annual operating plans
- Work on re-branding the library, as the Carnegie-related logo will become no longer representative
- Clarify and foster relationships and responsibilities with town staff, particularly working with the CAO and collaborating with all the town's key staff and organizational units. Assist the board negotiate a Memorandum of Understanding (MOU) with the town
- Envision and implement service strategies to reach residents and businesses in all neighbourhoods of Bracebridge, building on existing staff roles of community engagement and development in an increasingly digital world, though acknowledging that not everyone is connected or connectable with marginal and unreliable internet service in many areas
- Champion the work of staff while providing leadership and motivation, assessing training and development needs and ensuring on-going staff growth
- Assist the board in its development through orientation and training, policy development, and in positioning and development with town council, taking best advantage of board member skills, interests, commitment, and contacts.

THE IDEAL CANDIDATE

This position will appeal to those who are passionate about the difference community-led libraries make and who have:

- A graduate-level degree in library-information science (preferred); or comparable level of education (including and not limited to business, technology, or public administration)
- Five years of management experience including budgeting, policy development, strategic planning, project management and personnel management
- A strong understanding of emerging trends, new technologies and advancements in library service
- Political acuity and ability to adapt to political changes; an understanding of legislation that pertains directly to libraries and to public entities in general; ability to continue to present the continuing relevance of public libraries in a world of rapid change
- A clear understanding of the CEO's role and relationships with the board, town staff, council, community influencers and decision-makers
- Experience with facility planning and development, ideally for shared-use solutions
- An inspiring vision for the library as an essential contributor and partner with organizations and groups to deliver community-based programs and services that strengthen the social fabric and quality of life
- The ability to forge both formal and informal partnerships and relationships
- A willingness to problem-solve and seek creative solutions
- The belief and ability to articulate the distinctive role of the public library, particularly in upholding intellectual freedom and the democratic right of education for all
- Demonstrated ability to lead, motivate, influence, and work collaboratively and effectively with a wide spectrum of individuals
- Excellent oral and written communications skills and confidence in representing the library in a range of forums demonstrating diplomacy and negotiation skills
- Advanced technical skills with strong awareness of social media, on-line promotion, and marketing

- Ability and willingness to be a leader, manager, delegator, and achiever in a small library, ready to move from long-range planning to developing the annual budget, to guiding the work of staff that they 'own' themselves, to working directly with library clients when required
- A sincere desire to be an integral part and champion of the growing and evolving Bracebridge community.

COMPENSATION:

Bracebridge Public Library offers a highly competitive salary range (\$97,497- \$114,077) with a comprehensive benefits plan and participates in the OMERS pension plan.

FOR ADDITIONAL INFORMATION:

We welcome and encourage inquiries; please contact: Daryl Novak, Dysart Jones and Associates; daryl@dysartjones.com or 905-468-5550/647-774-4959.

APPLICATION PROCEDURE AND TIMELINE:

Please submit your covering letter and results-oriented resume combined into one Word or PDF document. The covering email subject line should state your name (last name first) followed by: BPL Application. Send to daryl@dysartjones.com. To help ensure that we hear from serious applicants only, a hard copy is also required. Mail this to Dysart & Jones Associates, 15526 Niagara Parkway, RR#1, Niagara-on-the-Lake, ON, L0S 1J0. **Note: In order to be considered, both hard copy and e-mail must be received by Wednesday, April 28, 2021.** Only complete applications will be acknowledged.

Preliminary phone interviews will be May 3-5, 2021. Interviews with the search committee will be held Saturday, May 15. Final interviews with the entire board will be held the week of May 17 in the evening. A final decision and offer will be made in late May, with a view to the new incumbent to beginning in June or early July 2021. Interviews will be conducted via Zoom™ unless evolving protocols allow for Covid-safe in-person interviews. The successful candidate will be subject to credential and security checks.

Bracebridge Public Library is an Equal Opportunity Employer and welcomes applications from candidates of diverse backgrounds. In accordance with the Accessibility for Ontarians with Disabilities Act, 2005; Bracebridge Public Library provides accommodations throughout the recruitment and placement process to applicants with disabilities. If selected to participate in the recruitment process, please inform us of the nature of any accommodation(s) required. Any information received relating to accommodation measures will be addressed confidentially.