

Chief Executive Officer Markham Public Library



MARKHAM PUBLIC LIBRARY

Position Profile and Candidate Brief

March-April 2026

3080 Yonge Street, Suite 6060 | Toronto, ON | M4N 3N1 | LESP.ca

Introduction

I am delighted to present this Position Profile for the **Chief Executive Officer** role prepared on behalf of the Markham Public Library.

I trust that this document will provide you with all necessary background information on the Markham Public Library, a position profile, and an outline of the search process we will be leading on behalf of the organization.

Please feel free to contact me if you require any additional information about the position or if you need clarification on any aspect of the search process. Further details about the Markham Public Library are available on the website: <https://markhampubliclibrary.ca>

On behalf of Legacy Partners and the Markham Public Library, I would like to thank you for your interest in this position. I can always assure you of my prompt and full attention.

Yours Sincerely,



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Legacy Executive Search Partners
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Markham Public Library Overview



Markham Public Library connects the community to lifelong learning, the world's knowledge, cultural experiences, community building, personal growth and greater opportunities. It is a force for inclusivity, ensuring equity of access to welcoming spaces, resources and opportunities, and upholding democratic values.

Markham Public Library (MPL) champions the transformational power of reading and grows a community of learners through all stages of life by providing support for formal education and encouraging learning beyond the academic experience. The Library concentrates on readying children for school, providing opportunities for individual development, preparing people for employment and citizenship, and helping people build skills they need for the digital environment. The library connects the Markham community and instills an environment of life-long learning within its spaces and programming catered to all ages.

MPL works proactively to close the digital divide and build social cohesion so that Markham is economically and socially connected. Residents in all circumstances and at all stages of their lives benefit from the information, ideas, relationships and resources shared at the library. The City thrives on everyone's rich diversity, equity, opportunity and digital readiness.

Markham Public Library has eight public library branches:

- [Aaniin Branch](#)
- [Angus Glen Branch](#)
- [Cornell Branch](#)
- [Markham Village Branch](#)
- [Milliken Mills Branch](#)
- [Thornhill Community Centre Branch](#)
- [Thornhill Village Branch](#)
- [Unionville Branch](#)

Mission & Vision

Our Vision

At your library, Markham comes together to imagine, create, learn and grow as individuals, neighbourhoods and a City. Everyone in Markham benefits from exceptional library experiences and intellectual pursuits through reading, studying, exploring ideas, solving problems, gaining knowledge, engaging in civic discourse, and connecting with others to build social cohesion and create Markham's shared future. The Library is a place where nobody is left behind. Those living, working, or studying in the City are inspired and transformed as they experience library services, spaces and curated resources in ways that are uniquely meaningful to them.

Our Mission

We are your library, connecting you to lifelong learning, the world's knowledge, cultural experiences, community building, personal growth and greater opportunities. We champion the transformational power of reading. We are a force for inclusivity, ensuring equity of access to welcoming spaces, resources and opportunities and upholding democratic values that empower you for success as engaged global citizens. We enhance the educational experience, focusing on the development of key literacies in reading, digital skills, mathematics and sciences so that you can be resilient in an increasingly complex and dynamic world.

Values

We value reading and learning to support literacies of all kinds.

We are committed to offering excellent customer service.

We create a welcoming environment that recognizes and celebrates the diversity of our community.

We provide library spaces and resources that are free, convenient and easy to use.

We are innovative and collaborative, anticipating and meeting community needs in a changing world.

We are accountable for the responsible use of public funds.

Our Customer Promise

Markham Public Library enriches, inspires, empowers and links the community through our resources and services. We proudly work to promote literacy, a lifelong love of learning, and a culture of reading.

As our customer, you can expect Markham Public Library to:

- deliver equal access to information and services tailored to meet your needs
- offer dynamic service by informed staff who take ownership of every customer interaction
- acknowledge and respond to your feedback
- have fair practices and procedures while ensuring accountability to the community
- provide welcoming spaces

We are confident that you will work with us to ensure that all library customers share an outstanding experience. As a customer of Markham Public Library you will:

- respect the rights of all library customers to share a common space
- ensure the care and safety of your children
- be courteous and respectful to others
- follow library practices and procedures
- treat library materials and resources with care

We will work with you to provide an outstanding library experience.

Strategic Plan

Markham Public Library (MPL) is developing a new strategic plan to guide us in the years ahead. To get started, we've been learning as much as we can—identifying trends impacting our community and the library world, looking at the changes taking place in Markham, and studying how needs and interests are evolving.

Over the past several months, we invited the community to share their voices through surveys, interviews, and conversations. These included surveys focused on collections, technology and how you use the library. Through our community conversations you shared your goals, how we could help you achieve those goals, and your passion for building a stronger community. Through outreach efforts, we also gathered perspectives from those who aren't currently using the library.

Between surveys, conversations, and interviews, we received more than 10,000 responses. We're now analyzing this feedback to understand what matters most to you and how MPL can best serve our community in the years ahead.

Thank you for sharing your ideas and experiences. Together, we're shaping a plan that reflects your priorities and builds a more connected, vibrant Markham.

Please visit [this link](#) to view the 2021-2025 Strategic Plan.

Why Join the Markham Public Library Team?

Great libraries help build great communities! Through free access to diverse collections, spaces and learning opportunities, public libraries level the playing field, giving everyone in the community the opportunity to achieve their goals. The Markham Public Library is a place where nobody is left behind. Those who live, work or study in the City are inspired and transformed as they experience library services, spaces and curated resources in ways that are uniquely meaningful to them.

At the library, Markham comes together to imagine, create, learn and grow as individuals, neighbourhoods and a City. Everyone in Markham benefits from exceptional library experiences and intellectual pursuits through reading, studying, exploring ideas, solving problems, gaining knowledge, engaging in civic discourse, and connecting with others to build social cohesion and create Markham's shared future.

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We are accountable for the responsible use of public funds.

We are also committed to a positive, supportive and inclusive work environment. At MPL, we offer accommodation for applicants with disabilities in compliance with the Accessibility for Ontarians with Disabilities Act (AODA). Should you require Code-protected accommodation through any stage of the recruitment process, please make them known when contacted, and we will work with you to meet your needs.

Job Description

Position Summary:

Reporting to the Library Board, the Chief Executive Officer (CEO) serves as the visionary and strategic leader, and chief advocate of Markham Public Library (MPL), ensuring that library services remain relevant, equitable, and transformative for the community. The CEO provides leadership across all facets of MPL operations (people, programs, collections, facilities and technology) within the policy and financial framework established by the Board. The position champions a culture of engagement, innovation, and accountability; fosters an environment where staff are empowered and thrive, customers experience exceptional service, and where there is a shared organizational commitment to the principles of freedom of expression as well as other freedoms enshrined in the Canadian Charter of Rights and Freedoms.

The CEO is a visible and trusted community leader, building strong relationships with municipal and other levels of government, stakeholders, and sector peers to advance MPL's mission, and amplify its role in civic life and its position as a vital community hub. Through a policy governance framework, the CEO ensures that the Board's Ends are achieved, reported, and continuously strengthened. The position also actively contributes to the broader public library profession, sharing knowledge and shaping best practices.

Ultimately, the CEO drives organizational sustainability and growth, ensuring compliance with legislation, alignment with Board and municipal priorities, and delivers outcomes that demonstrate MPL's commitment to equity, diversity and inclusion.

The salary range for this position is \$185,167- \$216,619 and it is advertised to fill a retirement.

Key Responsibilities:

Strategy, Impact and Innovation

1. Leads and provides executive oversight to the development, execution, and evaluation of MPL's multi-year strategic plan and annual business plans, which include impact measures and results aligned with community needs and aspirations.
2. Provides vision and strategic leadership that position MPL as a future-ready library system.
3. Champions service innovation, continuous improvement, and data-driven decision making aligned with sector trends and best practices.

Governance and Board Relations

4. Embeds policy governance principles (Board Ends, Executive Limitations, Board-CEO linkage) to clarify accountability; interprets Board Ends into actionable strategies and focuses the organization on their achievement through measurable objectives.

5. Serves as the Board's primary connection to operations, providing information, advice, and timely and transparent monitoring reports on organizational performance, risk, compliance, customer relations, financial condition, and staff treatment.
6. Advises the Board on management and development concerns of the library including requirements under the Public Libraries Act, and recommends policies consistent with strategic goals.
7. Supports Board effectiveness through Board orientation and on-going education, and ensures that Board members have the necessary information and support to exercise their governance responsibilities.
8. Acts as Secretary to the Board/Secretary-Treasurer as designated, ensuring accurate records and minutes.
9. Maintains constructive and cooperative relationships with municipal administration and council, and upholds the Board's autonomy under the Public Libraries Act.

Operational Excellence

10. Champions MPL's mission, vision and values, nurturing a culture of innovation, openness, collaboration and service excellence throughout the organization.
11. Plans, organizes, controls and evaluates operations across all branches, digital services, and outreach, ensuring alignment of programs, services and collections with Board Ends and community priorities.
12. Ensures performance targets and impact measures are established to assess outcomes for pre-set goals.
13. Oversees facilities stewardship, capital planning, asset protection, and business continuity to provide safe, welcoming, and accessible environments.

People and Culture

14. Leads and develops a large, unionized workforce, fostering a positive, inclusive and high-performing culture where staff feel valued, empowered, and equipped to innovate and excel.
15. Leads labour relations (collective bargaining, grievances, and arbitration) in accordance with the Labour Relations Act.
16. Ensures effective performance management processes, including training, mentoring, coaching and other talent management strategies; and ensures MPL's continued success through effective succession management strategies.
17. Cultivates a leadership team that embraces and demonstrates MPL's cultural values and commitment to service excellence.
18. Ensures compliance with relevant legislation including the Occupational Health and Safety Act, the Employment Standards Act, and Ontario Human Rights Code to promote a safe and respectful workplace.

Finance, Stewardship and Risk

19. Directs the financial administration of MPL; oversees the preparation and monitoring of operating and capital budgets to ensure sustainability and alignment with library policies and strategic priorities.
20. Ensures cost-effective services and transparent financial reporting to the Board, Municipality and Province.
21. Assumes ultimate responsibility for the assets of the library.
22. Serves as a signing officer as authorized by the Board, maintains strong internal controls including appropriate risk identification and management, procurement integrity, and audit readiness.
23. Seeks opportunities for grant funding to supplement and build on existing resources.

Legal, Regulatory and Policy Compliance

24. Develops and/or maintains legislated, Board and operational policies to ensure the safe and effective delivery of library services.
25. Ensures compliance with the Public Libraries Act, OHS, ESA, MFIPPA, AODA/IASR, and municipal by-laws and policies.
26. Safeguards charitable compliance by adhering to all relevant federal, provincial and other applicable requirements for charities as registered by Canada Revenue Agency.
27. Maintains and regularly reviews Board and operational policies; leads risk management, privacy/data governance, accessibility planning/reporting, and emergency executive succession.

Community Partnerships, Advocacy and Sector Leadership

28. Cultivates strategic relationships with municipal partners, community agencies, schools, vendors, and funders to amplify impact and leverage resources.
29. Builds and sustains trust in the library through collaboration, openness, accountability and respect.
30. Leads advocacy that elevates the library's social, economic, and cultural vitality, aligning with national and provincial library priorities; and supports Board advocacy efforts.
31. Represents MPL on external committees, including those within the Municipality, professional associations and community organizations that contribute to MPL and the broader profession.
32. Ensures an effective public relations program that enhances the library's profile, and keeps the community engaged and informed of the evolving role of the library and its importance to a healthy community.

The Ideal Candidate

- **Education and Designation:** A Master's Degree in Library Science from an ALA-accredited faculty or a Degree in Business or Public Administration or related field.
- **Public Library Experience:** Has a minimum of ten years' senior-level experience in public libraries, with experience in labour-relations within a unionized environment, collective bargaining, working with a governance board and managing board relationships. Strong understanding of public library trends, competencies, and impact-oriented service models.
- **Strategic Leadership & Systems Thinking:** Ability to set clear strategic direction, establish goals and expectations, and align resources to achieve organizational outcomes. Demonstrated ability to balance strategic vision with operational execution and proven ability to foster a high-performing, accountable culture focused on results. Experience leading organizational change, innovation, and continuous improvement and the ability to anticipate and respond to change and position the organization to remain future-ready.
- **Governance Literacy and Political Acumen:** Experience operating effectively within a governance Board/CEO model and strong political acuity and ability to navigate municipal and public sector environments. Proven ability to build and maintain constructive and cooperative relationships with elected officials, municipal partners, and key stakeholders. Ability to support governance processes, including reporting, compliance, and Board engagement.
- **Financial Acumen:** Strong strategic financial oversight, including budgeting, forecasting, and capital planning. Ability to manage public funds responsibly within municipal and/or charitable frameworks and experience making informed, value-based financial decisions and managing organizational risk.
- **People Leadership & Labour Relations:** Demonstrated experience leading, motivating, and developing senior leadership teams. Ability to foster a collaborative, inclusive, and high-performance culture. Experience engaging constructively with unions and managing labour relations. Commitment to inclusion, diversity, and equity in both principle and practice.

- **Communication Skills & Advocacy:** Excellent oral and written communication skills, with the ability to adapt messaging to diverse audiences. Strong advocacy skills and the ability to represent the organization effectively with stakeholders, including the public, elected officials, and community partners. Demonstrated ability to build and maintain trusted relationships across the municipality, community organizations, educators, and labour groups. Ability to serve as a visible, articulate, and effective public communicator, including media relations and public engagement.
- **Innovation & Community Impact Leadership:** Demonstrated ability to champion innovation while balancing operational stability. Strong understanding of modern public library service models and evolving community needs and ability to position the library as a key community hub for learning, inclusion, and engagement.
- **Personal Attributes & Leadership Style:** Integrity, sound judgment, and professionalism. An open, collaborative leadership style with the ability to make timely and effective decisions. Agility and resilience in managing change, complexity, and evolving priorities. Demonstrates confidence, drive, and a strong sense of accountability.

The Timeline

I trust this Position Profile has enabled you to decide whether the position of a Chief Executive Officer at the Markham Public Library interests you. If you wish to be considered for the position, please forward a cover letter and your resume in PDF format by email to **Kartik Kumar** at careers@lesp.ca by **April 19, 2026 @ 11:59 pm**.

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

Thank you once again for your interest.

Legacy Partners and the Markham Public Library are committed to equity, diversity and inclusion and recognizes that a diverse staff is essential to organizational excellence. We welcome applications from all qualified individuals and encourage women, members of racialized communities, Indigenous persons, persons with disabilities, and persons of any sexual orientation or gender identity to confidentially self-identify at the time of application. In accordance with the provincial legislation, accommodation will be provided by Legacy Partners and the organization throughout the recruitment, selection and/or assessment process, upon request, to applicants with disabilities.



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[Contact Us](#)

