



Position Profile: Chief Executive Officer

December 2021

Our libraries are so valuable – and undervalued – in our city. They are like oxygen. We don't realize we need them until they aren't there – and the pandemic opened all of our eyes to the true value the library brings to our city and our communities.

Anne Maggisano, Chair of the Board
Toronto Public Library Foundation

Toronto Public Library is situated on land covered by the Dish with One Spoon treaty and the traditional territories of the Haudenosaunee Confederacy, the Wendat, Anishnaabe Nations, and the Mississaugas of the Credit First Nation. TPL gratefully acknowledges these Indigenous nations for their guardianship of this land.

Executive Summary

About Toronto Public Library

Toronto Public Library (TPL) is the busiest urban public library system in the world. Every year, almost 70% of Torontonians use its 100 branches and online services.

TPL empowers Torontonians to thrive in the digital age and global knowledge economy. With expanded access to technology, lifelong learning, and diverse cultural and leisure experiences, Torontonians have increased opportunities for growth and success, as well as stronger connections to each other and their communities.

TPL's **Strategic Priorities** are public space, digital inclusion and literacy, workforce development, a democratic society and public service excellence.

A **Focus on Equity** applies to all our Strategic Priorities. **Three Enablers** – partnerships, modernization, and evaluation & accountability allow TPL to deliver **short-, medium-, and long-term outcomes** to make Toronto successful, resilient, and well.

Useful Links:

[TPLF Literary Circle Presentation](#)
In Conversation: Vickery Bowles, TPL City Librarian and Richard Reyes-Gavilan, Executive Director, DC Public Library
Spring 2021

[TPL Strategic Plan](#)
2020-2024

[Libraries during COVID -19](#)
TVO: The Agenda
November 2020

[How public libraries play a vital role in restoring the economy](#)
Globe and Mail
July 2020

[Urgent Need: The Digital Divide](#)
Toronto Life
March 2021

Toronto Public Library is the world's busiest public library system.

- 68% of Torontonians use the Library.
- 1,047,034 people are registered Toronto Public Library cardholders.
- Last year there were 5,557,751 visits to TPL's 100 branches and over 32.3 million visits to [tpl.ca](#).
- TPL customers set a global record in 2020 downloading 8.7 million items from OverDrive and becoming the first library ever to hit 8 million checkouts in a calendar year.
- TPL was the first library in the world to loan 20 million e-books.
- TPL's collections are comprised of 10.5 million items in 40 different languages.
- In 2020, Library materials were borrowed over 21,000,000 times.

[tplfoundation.ca](#)

tpl: toronto public library foundation

The Toronto Public Library Foundation (TPLF) is a registered charity with the mission to raise funds in support of TPL's exemplary collections, ground-breaking programs and services, and its innovative community spaces.

TPLF exists as a capital-raising enterprise. Funds raised allow TPL to pilot new programs or accelerate successful ones so it can continue to meet our city's every changing needs.

Since its inception in 1997, the Foundation has raised nearly \$100 million thanks to generous donors and corporate partners. Donating to Toronto Public Library Foundation is an investment in literacy, education, culture, and the vitality of a world-class city.



The Foundation was started 25 years ago when the city cut funding to the Library. Two private citizens, Richard Boxer and Janet McKelvey, decided to do something about it. They established the Foundation to provide a vehicle for the private sector to serve as a resource for the Library.

There is a fundamental truth that a strong and enduring correlation exists between an effective library system and the social and economic health and well-being of our communities. TPFL understands that relationship.

Our communities will prosper when all our residents have the opportunity for self-directed learning, high speed network technology, space to collaborate for community and business start-ups, and continuing education for changing careers.



The COVID-19 pandemic has not only highlighted, but worsened the inequities in our city, increasing the demand for the Library’s services, putting pressure on the Library to meet those increasing needs, and to do so with resources that are constrained by the limits of government.



The challenge for the next Chief Executive Officer (CEO)

While there have been successes with major giving at the Foundation, growing major gifts at the transformational level (\$1 million plus) remains a focus for the team. In fact, it is vital in order for the Foundation to make a profound effect on TPL's future, its sustainability, and its growth.



Becoming an outstanding beneficial contributor to the library – that is the issue simply put. There is a need for private donors to play a more active, vital, and integral role in helping the Library meet the needs of our communities.

In the shorter term, TPL has a cluster of city-defining capital developments and redevelopments that has the potential to change Toronto's landscape. Greater fundraising capacity in the Foundation, could propel these initiatives forward.

The next CEO of the Toronto Public Library Foundation, alongside the Library senior leadership team, will guide and support the TPLF Board and staff to develop and deliver a new and ambitious strategic plan. It will be creative, build on existing momentum, and ready the foundation for transformational impact. Toronto Public Library Foundation needs to brand itself in the public mind, distinguish itself with the importance of its success, and thereby attract new donor support and dollars.

The CEO will mobilize, focus, and harness the ideas, connections, and skills of TPLF's leadership volunteers. Confident, resilient, and highly professional, the successful candidate will have previous experience in effectively engaging Board members and senior volunteers and must also possess a strong understanding of the not-for-profit sector and of Foundation governance, earned as an executive leader in a complex NFP, or potentially as a private-sector leader who comes with extensive fund development and NFP board experience.

Change on the scale imagined is not a quick process. It could take a decade. But there is a destination known and a path to be blazed. The first small steps must lead to giant strides.

Position Overview

Organization: Toronto Public Library Foundation

Title: Chief Executive Officer (CEO)

Reports to: Board Chair & the Board of Directors

Team: Fourteen in total, four direct reports

Key Internal Relationships:

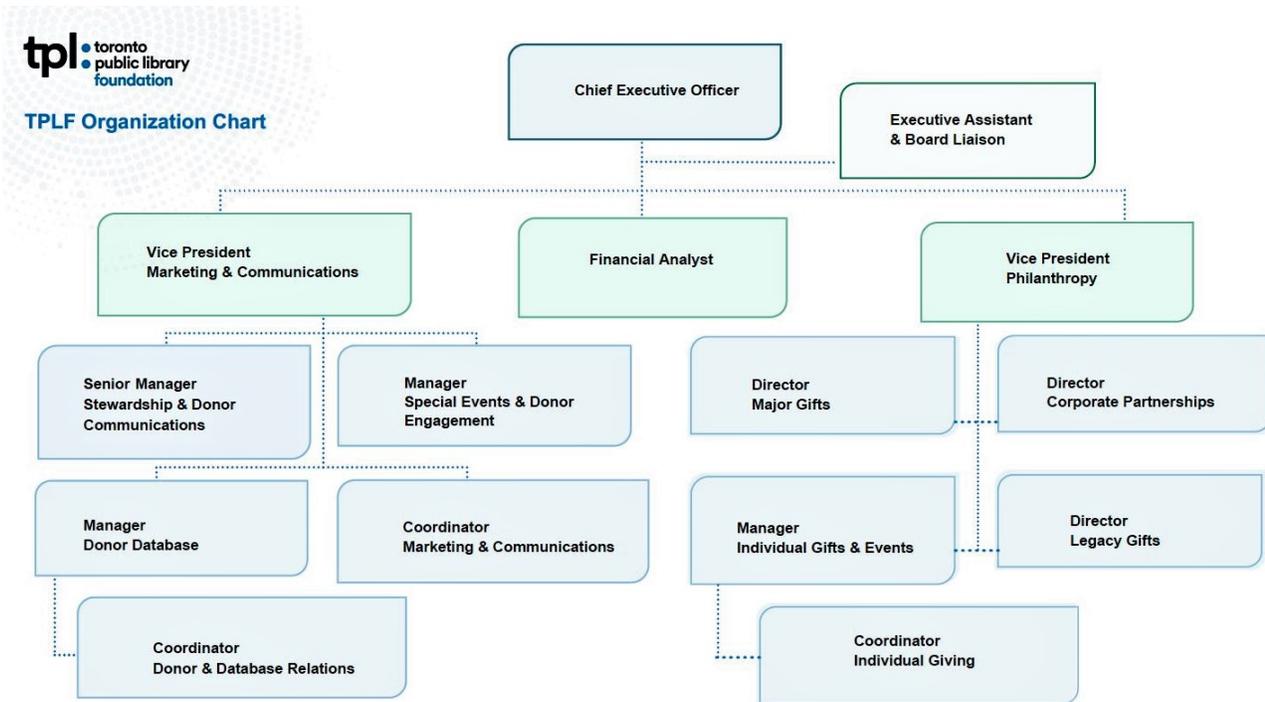
- TPLF Board of Directors
- City Librarian & TPL Senior Leadership

Key External Relationships:

- Individual donors, foundations, corporations, and community members
- Select funding and community partners
- Maintaining strong community relationships as the leader and ambassador of the Foundation among external stakeholders and peer social organizations



Organizational Chart



The Board of Directors & Governor’s Council

<https://tplfoundation.ca/board-governors-council/>



Responsibilities of the Role

The CEO of the Toronto Public Library Foundation will lead the strategy, operations, and staff at TPLF. Reporting to the Foundation Board of Directors through the Chair, the CEO will be accountable for the overall strategic and operational management of all Foundation activities and will build on previous successes. The successful candidate will lead the Foundation in the next phase of its evolution.

The next CEO will focus on increasing fundraising, in particular major gifts, with an emphasis on identification and stewardship of donors, impact reporting, and raising the profile of the Library.

Day-to-day duties will include oversight and leadership, fundraising and donor relations, Board and staff engagement, finance and operations, and marketing and communications for TPLF.

The CEO will work closely with the City Librarian and TPL leadership team to ensure ongoing alignment between the Library and Foundation.

The Foundation has mapped a new Strategic Plan that will need to be translated operationally. This will be one of the first deliverables for the next CEO.

Key Areas of Responsibility

Fundraising Leadership (60%)

- Foster a culture that promotes ethical practices, and encourages individual integrity
- Design, plan, implement and execute diversified fund development programs that significantly increase funds received
- In collaboration with the Board and Library leadership, identify priority needs, financial requirements, and potential sources of funding
- Translate the Library's top priorities into compelling donor opportunities
- Work with Library staff to lead the development of the case for support to build awareness of philanthropic opportunities at the Foundation

- Lead development and execution of diversified fundraising strategies and plans, including annual initiatives, to meet revenue goals of the strategic plan and budget
- Partner with the Board, senior volunteers, Library leadership, and fundraising staff team to identify, cultivate, and solicit key prospects for significant philanthropic gifts
- Participate in the cultivation, solicitation, and stewardship of leadership and major gift prospects, partnering with volunteers, Library colleagues, and Foundation staff
- Maintain strong relationships with current donors and build sustainable relationships with prospective future donors
- Ensure that the Foundation team has appropriate processes in place to track donors and donor activities and conduct appropriate stewardship and impact reporting

Staff, Volunteer and Community Leadership (20%)

- Ensure the effective recruitment, development, organization, and maintenance of the human resource needs of the Foundation, including staff, volunteers, and Board members
- Empower employees by providing motivational leadership and coaching
- Foster team collaboration and support the professional growth of employees
- Maintain the performance management system for employees, including annual assessments and ongoing review of metrics and goals
- Provide guidance and support to Board members and key volunteers in their work to further the strategic priorities of the Library and Foundation
- Support the board in fulfilling its governance responsibilities, providing timely reports on the status of the foundation, and demonstrating legal, regulatory, and ethical compliance
- Serve as the chief spokesperson for the Foundation, in consultation with the Board Chair
- Serve as an engaged, visible, and passionate ambassador with donors and to community and civic organizations
- Develop strong community linkages with individuals, businesses, corporations, media, and the public, and act as a key spokesperson for the Foundation

Strategy and Operations (20%)

- Direct and execute all activities of the TPLF, either directly or through delegated authority

- Demonstrate positive and proactive engagement with the Library leadership team and staff to align philanthropic activity with the financial and programmatic priorities of the Library, furthering the mission and vision of the Library
- Lead development of the Foundation's strategic plan for its approval by the Board; the new plan will be consistent with the strategic priorities of the Library
- With the Foundation leadership team and staff, develop and implement operational plans to achieve the goals and objectives of the strategic plan
- Build the capacity of the Foundation by assessing existing structures, programs, and staff; build on existing strengths and new opportunities to improve performance and manage resources for maximum efficiencies and results
- Ensure that all Foundation plans and activities align with the brand, strategy, and values of the Library
- Direct the development of the annual budget (calendar year) for the Foundation; measure progress and evaluate the plans and budget, reporting risks and performance outcomes to the Board and Library senior leadership
- Ensure the Foundation has appropriate operational policies in place, and maintains compliance with all applicable laws and regulations and maintain the Foundation's role as trustee of donors' funds
- Work with staff to identify, assess, and implement emerging and/or best practices in philanthropy
- Continue to build on the positive momentum of the existing communications plan for the Foundation, utilizing diverse communication vehicles to articulate and highlight donor impact
- Collaborate closely with the Library in communications and community relations to maximize community reach and to ensure alignment on all key messages

The Ideal Candidate

The CEO will be a motivating leader who paints a compelling vision, sets clear expectations, and encourages and empowers others to deliver excellence. Approachable and accessible, the successful candidate will be one who invests time and energy in developing people to their full potential.

With a commitment to philanthropy and professional fundraising practice, the CEO will be a strategic visionary and results-oriented implementer. The ideal candidate will bring previous experience in efficiently and profitably running an enterprise, whether in the

not-for-profit, public, or private sectors. That said, candidates must possess a strong understanding of fund development practice, the not-for-profit sector, and of Foundation governance, either through direct employment or volunteer leadership experience. Transformational major gift experience is required, and critical to this role, though it is recognized that this experience may come from either volunteer or professional work.

A persuasive networker and connector with strong executive presence, the successful candidate will bring a track-record of success in engaging with others to initiate, negotiate, and close transformational deals.

The successful candidate will be an exceptional relationship builder with the proven capacity to engage philanthropists and top executives effectively and proactively in supporting the Library and its goals.

The new CEO will be a compelling communicator and public speaker who is eager to serve as a passionate and proud ambassador in the community. Through marketing and storytelling, the CEO will help to elevate visibility and awareness of the Library, and of the impact of investing in the Library's work. Innovative and creative, the successful candidate will be open to using technology and new approaches for communication, engagement, and fundraising.

The CEO will initiate conversations and collaborations with the City Librarian and colleagues. Warm and personable, the successful candidate will be an excellent listener who seeks to understand the ideas and perspectives of others across the organization and throughout our diverse community.

The CEO will be someone who takes time to notice and celebrate success, someone who will value and contribute to a positive team spirit and culture of collaboration.

Respectful and transparent, the new CEO will lead change by seeking input and ideas and explaining the vision and decisions to ensure clarity and alignment across the team. The successful candidate will possess superior organizational skills and exceptional follow through, balancing a strong sense of urgency with calmness and patience.

Application Instructions

This opportunity will appeal to an accomplished leader, someone with sophisticated relationship skills, experience leading a high-performing team with full accountability and impressive fund development experience, particularly at the transformational level (\$1M+).

Applying for the role starts with your own – objective – personal analysis. Do you have the top-flight success in major gifts, the zeal for business excellence, and a creative leadership style that inspires the very best of your team? You have held accountability for a P&L and are known in the sector. The CEO role demands clear-eyed objectivity, quick intelligence, the highest degree of organization, and tireless commitment to results. You are collaborative, excited by new engagement practices, and have a deep understanding of reputational dynamics in philanthropic success.

If you are looking for an outstanding challenge, working with a great Board and a Library leadership team for a very important, focused, and successful organization that is about to go through bold and ambitious change, then please submit your CV, a covering letter explaining why you are a serious candidate, to:

**Preston Human Capital Group via email: cathy@phcap.ca
by Monday, January 31st, 2022.**

Toronto Public Library Foundation hires based on merit and is strongly committed to equality and diversity within its community and to providing a welcoming and inclusive workplace. TPLF welcomes applications from Indigenous persons, visible minority group members, women, persons with disabilities, people of all sexual orientations and genders, and others with the skills and knowledge to productively engage with diverse communities.

As an equal opportunity employer TPLF will accommodate your needs under the Ontario Human Rights Code. Upon individual request, hiring processes will be modified to remove barriers to accommodate those with disabilities. Should any applicant require accommodation through the application, interview, or selection processes, please notify us so that we may provide appropriate assistance.

Please note all inquiries and applications will be held in strict confidence and only qualified respondents will be contacted.

Major Gifts Chart

This document will be kept in total confidence, viewed by the search consultant only.

We ask all interested candidates to submit a major gifts chart. A sample first row has been filled in here. **Please do not share any confidential information.**

Your Name:

Time Period:

Donor Name <small>(only if public)</small>	Gift Level	Institution	Focus or Purpose of Gift	Your Role & Roles of others involved	Gift Details	Key Learning
<i>John Doe or anonymous</i>	<i>\$100,000</i>	<i>XYZ Foundation</i>	<i>Education</i>	<i>Primary donor manager: identified, cultivated, and closed.</i>	<i>2-year pledge given 2021</i>	<i>Zoom calls kept donor 'engaged' and didn't use the pandemic as a reason not to communicate</i>

*Please only reveal donor name if the donor has granted consent, otherwise leave anonymous