



**ONTARIO FARMLAND TRUST**  
PROTECTING FARMLAND FOREVER

**ONTARIO FARMLAND TRUST**  
**EMERGENCY LEADERSHIP PLAN**

**September 26, 2018**

**Approved by OFT Board of Directors**

# ONTARIO FARMLAND TRUST

## EMERGENCY LEADERSHIP PLAN

### 1. Approval and Maintenance of Records

#### 1.1 Purpose:

The Board of Directors of the **Ontario Farmland Trust** (OFT) has developed this Emergency Leadership Plan to be implemented in the event of an unforeseen absence of its Executive Director.

Copies of the Emergency Leadership Plan are in place and held by the:

- Chair, Ontario Farmland Trust
- Secretary, Ontario Farmland Trust
- Chair, Governance Committee, Ontario Farmland Trust
- Executive Director, Ontario Farmland Trust

Primary responsibility for the periodic review and ongoing maintenance of the document rests with the Governance Committee who will work with the Executive Director as required. This committee will review the Emergency Leadership Plan annually, or as necessary, in conjunction with the Executive Committee and report to the Board of Directors.

### 2. Definitions

#### 2.1 Terms/ Time frame of the Plan:

This Emergency Leadership Plan has been developed in the event of an absence of the Executive Director for a period of:

Short-Term Absence: A temporary, unexpected, short-term absence of three months or less due to accident, injury, illness, or family leave.

Long-Term Absence: A temporary, unexpected, long-term absence of 4 to 12 months due to accident, disability, injury, illness, or family leave.

Permanent Absence: An immediate, permanent absence due to the immediate resignation, termination, or sudden death of incumbent.

### 3. Lines of Authority

#### 3.1 Appointment of the Acting Executive Director

In the event of an unplanned absence of the Executive Director, the Board Chair will be immediately notified of the absence. The Chair shall inform the Executive Committee, Board of Directors and staff of the Ontario Farmland Trust of the nature of the absence as soon as possible.

In the event of an unplanned *short-term absence, long-term absence, or permanent absence* of the Executive Director, the Board of Directors of the Ontario Farmland Trust authorizes the Board Chair to implement the terms of this Emergency Leadership Plan, as has been approved. The Chair shall convene a meeting of the Executive Committee as soon as possible to implement the procedures described in this plan.

### **3.2 Authority and Restrictions of the Acting Executive Director**

The person appointed as Acting Executive Director will have the same authority for decision-making and delegated actions as the permanent Executive Director with the exceptions noted below:

- The Board Chair will often act as the official OFT spokesperson in the temporary absence of the Executive Director.
- The Board or Chair may limit or monitor other duties and roles as may be appropriate for the specific circumstances.

### **3.3 Oversight, Orientation and Support of the Acting Executive Director**

The Board of Directors of the Ontario Farmland Trust through its Chair, will have the responsibility for monitoring the work of the Acting Executive Director, for orienting him/ her in their new role and for being alert to any special support needs that may arise in this temporary leadership role.

Specific orientation will take place as soon as possible upon the naming of an Acting Executive Director and will be done by the:

- Board Chair
- Executive Committee
- Standing Committee Chairs

The Board will monitor and evaluate the Acting Executive Director's performance only against the short-term and/ or interim directives.

The Board of Directors will provide ongoing support to the Acting Executive Director through the Board Chair and Executive Committee. The Board Chair and Executive Committee will meet regularly as required with the Acting Executive Director to provide direction and support.

### **3.4 Duties of the Acting Executive Director**

The job description for the Executive Director position is attached to this Emergency Leadership Plan as Schedule 1.

It is recognized that every situation will be different, and the expectations of the Board of the Acting Executive Director will depend upon the length of absence and, in the case of an internal 'fill', the expectations surrounding the incumbent's current position being covered as well or back filled.

The Acting Executive Director will be the primary liaison to the Board and is responsible to identify and make recommendations to the Board, and has overall responsibility for effective maintenance, in the case of a short-term absence, for ongoing operational, financial and human resource management. The position is also responsible in the case of a long-term absence, in collaboration with the Board of Directors, to champion the growth, development and financial sustainability of the Ontario Farmland Trust as an organization.

The Acting Executive Director's functional and leadership responsibilities include the following areas:

- Board Support, Governance and Strategic Development
- Program Development, Delivery and Evaluation
- Financial Control, Management and Fundraising
- Public Relations, Marketing and Business Development
- Personnel Management and Administration

### **3.5 Filling the Acting Executive Director Position**

The Acting Executive Director position will be filled from within the following internal and external talent pools:

- Current staff of the Ontario Farmland Trust through an interview
- Current or former Board members of the Ontario Farmland Trust
- Senior staff member of a like organization e.g. another land trust
- Through a competition or search that is authorized by the Board

He/ she will be approached for recruitment on behalf of the Board of Directors by the OFT Chair or his/ her designate.

## **4. Human Resource Issues**

### **4.1 Compensation for the Acting Executive Director**

Compensation for the Acting Executive Director will be negotiated between the Chair and the individual being considered for the Acting ED position based on the actual duties to be performed in relation to the ED salary range.

For short-term absence involving under-fill or partial duties, compensation may be at or less than entry level. If it is to cover a long-term absence, compensation will be fairly determined within the ED salary range. For permanent absence, recruitment will be in accord with the Human Resources Policy.

## 5. Stakeholder Management

### 5.1 Internal Communication Plan

The Board Chair will notify the Executive Committee, Board of Directors and staff of the Ontario Farmland Trust of the delegation of authority and leadership to the Acting Executive Director as follows:

Notification (Type)	What will be shared? (Why)	From Whom/ To whom?
Notification of Absence	Absence; Timing (when and for how long); Reason if appropriate	Chair to Board and staff of OFT
Announcement of Acting Executive Director	Who; From where; Timing (start date and for how long); Rationale if appropriate	Chair to Board, staff and operational committees of the OFT
Addition of, or change in salary information	Addition to salary schedule/ change in salary; Timing (start date and for how long)	Chair to office staff contact, OFT
Notification of changes to organization authorizations (cheque signing authority, etc.)	Changes in organization authorizations	Office staff contact, OFT to appropriate institutions, agencies and funders

### 5.2 External Communication Plan

At transition, the Board Chair and Acting Executive Director will notify external stakeholders of the temporary change in leadership and delegation of authority to the Acting Executive Director as follows:

Notification (Type)	What will be shared? (Why)	From Whom/ To whom?
Notification of change in leadership and delegation of authority to the Acting Executive Director	Acting Executive Director, Introduction; Timing (start date and for how long);	Chair and Acting ED to key funding partners, stakeholders, or service providers including: <ul style="list-style-type: none"> <li>• OFA, CFFO, NFU</li> <li>• Key foundations and funders of approved grants</li> <li>Key partners, including OLTA</li> <li>• OFT Auditors, bookkeepers, U of G contacts</li> </ul>

### **5.3 Critical Relationship Management**

Building, maintaining, mentoring and enhancing positive organization and program relationships are important functions of the Executive Director. These critical relationships include current partners, funders and donors.

Donors can be found in “Keela”, the OFT’s donor management system, and a list of current funders can be found in the most recent operating budget (which is sent to the Treasurer monthly for review, feed-back and advice).

Other important relationships will include current easement landowners, and landowners currently in the process of placing an easement on their property as well as most recent enquiries about farmland easements. The Land Securement & Stewardship Committee will have access to this information.

## **6. Operational Issues**

### **6.1 Daily Operations**

It is not anticipated that the organization’s services or programs will need to be temporarily reduced or restricted due to a short-term, long-term or permanent absence of the Executive Director. However this must be carefully considered as part of operational decisions to fit the circumstances.

The level of services and programs to be continued will be decided by the Chair and Board and communicated, as appropriate, at the time of implementing action and decisions on the Emergency Leadership Plan.

### **6.21 Nonprofit/ Charitable Status/ Organization Information/ Location**

- Bylaws – Current, updated document is located in the Approved OFT Policies Folders in Google Drive
- Board Policies and Procedures – Current, updated documents are located in the Approved OFT Policies Folders in Google Drive
- Minute Book - Meeting minutes are located in the OFT Board Meetings & AGM Folders on Google Drive
- Corporate Seal– There is no corporate seal
- Articles of incorporation – Located in the office file cabinets, at Corporations Canada and in the OFT Google Drive
- Organization Strategic Plan – Current, approved document is located on Google Drive
- HR Policies and Procedures – Copies of the current, updated document are in OFT Google Drive – Approved Policies Folder
- Emergency Communications – Document is titled “Emergency Leadership Plan” located in OFT Google Drive and with the Chair and Secretary of the Board of Directors. Secure passwords list is held by the ED + two Officers for emergency use only

## **6.22 Chartered Accountant**

Lori Curtis, CPA, CA  
lcurtis@curtisvillar.ca  
Curtis-Villar LLP Chartered Professional Accountants  
Guelph Office: 30 Norwich Street East, Guelph, ON N1H 2G6  
Fergus Office: 208 St Andrew Street W, Fergus, ON N1M 1N7

## **6.23 Banking Institution**

Royal Bank of Canada  
74 Wyndham St N  
Guelph, ON, N1H 4E6  
Phone: (519) 824-6800

## **6.24 Investments**

Lisa Porterfield | Business Account Manager | Royal Bank of Canada | 5  
Woodlawn Rd W. Unit 5D, Guelph, ON. N1H 1G8  
T. 519-767-4010 | F. 519-767-3317

## **6.25 Payroll Service Provider**

Mary Stojadinovich  
PAYROLL SPECIALIST  
HR | PAYROLL | RECRUITMENT | STAFFING  
t: 905-890-4476  
f: 905-507-9712  
mstojadinovich@pivotalolutions.com  
www.pivotalolutions.com

## **6.26 Financial Information Location**

- Employer/ Business Number – 86733 4104
- Budget – Current organization budget is located on Google Drive and also provided to the Treasurer
- Financial Statements – Current and audited Financial Statements are located in OFT Office file cabinet and on Google Drive.
- Blank Cheques – Located with office bookkeeper
- Computer Passwords – Located with various staff
- Donor Records – kept in Keela, our donor management software
- Employee Records – Located in Office file cabinet and on Google Drive with controlled accessibility to protect privacy
- Credit Cards – Visa limit is \$2,000. Kathryn has the PIN.

- Master passwords – Kathryn keeps a master password document labeled “Additional Information” in her files on Google Drive. The document is secure and password protected.

## **6.27 Funding Agreements In Place**

### Current Funders as of June 2018

Ontario Trillium Foundation  
McLean Smits Foundation  
Echo Foundation  
Friends of the Greenbelt Foundation  
RBC Foundation  
Agricultural Youth Green Jobs Initiative  
Canada Summer Jobs  
McCrea Peacock Foundation  
McLean Foundation

### Other common funders

Ontario Land Trust Assistance Program  
Gosling Foundation

Information on contact person for each foundation can be found in Kathryn’s “Funders – Current” folder on the Google Drive.

## **6.28 Legal Counsel**

Robert C. Rossow • Partner  
Gardiner Roberts LLP  
Bay Adelaide Centre - East Tower, 22 Adelaide St W, Ste. 3600  
Toronto, ON M5H 4E3  
T 416.865.6624 | F 416.865.6636 E: RROSSOW@grllp.com | www.grllp.com/p/robertrossow

## **6.32 Website Host**

Wordpress  
[www.ontariofarmlandtrust.ca/wp-admin](http://www.ontariofarmlandtrust.ca/wp-admin)  
User name and password held by Kathryn

**Green Geeks**  
<https://www.greengeeks.com/login/>  
User name and password held by Kathryn

## **6.33 Domain Name Registration**

<https://rebel.ca/Login.aspx>  
User name and password held by Kathryn



### **6.34 Office Facilities Information**

Joanna Gillis  
[gillisj@uoguelph.ca](mailto:gillisj@uoguelph.ca)

Sara Firmani  
[sfirmani@uoguelph.ca](mailto:sfirmani@uoguelph.ca)

### **6.35 Insurance Information**

Ross D. Fraser  
Cade Associates Insurance Brokers Limited  
[4800 Dundas St. W, Suite 100](#)  
[Toronto, Ontario M9A 1B1](#)  
[rfraser@cadeinsurance.com](mailto:rfraser@cadeinsurance.com)  
P. 416.234.9980 F. 416.234.0554  
[www.cadeinsurance.com](http://www.cadeinsurance.com)

## 7. Completion and Approval

The development of this Emergency Leadership Plan was undertaken by the current Executive Director in consultation with the Executive & Governance Committee and then reviewed and adopted by resolution of the Board of Directors of the Ontario Farmland Trust.

Dated at Guelph on September 26, 2018

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Chair, Ontario Farmland Trust

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Secretary, Ontario Farmland Trust

\_\_\_\_\_  
Chair, Governance Committee

\_\_\_\_\_  
Executive Director

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### **EMERGENCY LEADERSHIP PLAN – Tracking Approvals & Reviews**

Adopted by resolution of the Board of Directors – September 26, 2018

Reviewed or updated by the Governance Committee – annually or as needed

Reviewed for annual approval by the Board of Directors – future dates

## SCHEDULE #1

### EXECUTIVE DIRECTOR JOB DESCRIPTION

July 2016

#### PROFESSIONAL JOB POSTING

#### Executive Director (ED) for the Ontario Farmland Trust (OFT)

##### Purpose of Position

The OFT is seeking a hard-working dynamic executive leader to take our Ontario farmland conservation efforts to a new level of success. **The person that we are looking for will bring demonstrated talent, energy and experience to the organization, particularly with respect to the pivotal leadership of all fundraising, marketing and promotion.** Our Executive Director will be a superior communicator who will add leverage to existing OFT relationships, further develop strategic partnerships with numerous stakeholders and maintain a highly functional team environment of staff and/or contract resources in policy, outreach and land securement. **With laser focus and passion, the ED will create and generate new fundraising initiatives, ensure good relations with all funders and grow the donor, financial, membership and supporter base.** The ED will engage governments at all levels in financial and policy support and lead staff and volunteer teams in the delivery of Trust priorities and projects.

##### Responsibilities and Accountability

The ED is accountable to the Ontario Farmland Trust Board and its Chair, manages all programs and coordinates the activities of the OFT. Key position responsibilities include:

- Fundraising, communications, community outreach and donor relations
- Supervision of staff and management of contract and project based staff
- Financial management and annual budgeting for all programs and services
- Government relations, partnership development and stakeholder networking
- Executive support in the functioning of the Board, Committees and task groups
- Ensure that office systems, record keeping and administrative procedures are effective, efficient, in compliance with charity law and consistent with Board direction and policy

##### Qualifications and Experience

a) Five to ten years of program management with non-profit organizations or the equivalent in leadership and administration of a business or agency. A strong track record of progressive responsibility and successful management with several organizations is desirable.

- b) Demonstrated experience in successful fundraising results through a diversity of skills and experience. Well-developed marketing, promotion and communication skills (both oral and written) including dynamic presentations, public speaking and group leadership of high calibre.
- c) Working familiarity with general accounting principles, financial planning, annual operating budgets, financial reporting, fiscal control, risk management, audit statements, etc.
- d) Commitment to farmland conservation, a collaborative style in team leadership and strategic organization of goals, priorities and actions to achieve OFT vision and mission and appreciation of the current policy and legislation in Ontario affecting farming and farmlands.
- e) General awareness of the functions, standards and practices of land trusts or other not for profit conservation groups including the duties, liabilities and responsibilities of Boards in governance and of Staff in agency management will be considered as desirable knowledge.
- f) General awareness of the interests of key stakeholder groups in farmland protection, such as farm organizations, conservation authorities, municipal agencies, government ministries, community groups, agri-business corporations and ability to grasp the emerging challenges and opportunities for Ontario farmlands, farming and farmers will be considered as desirable qualities.
- g) Professional capacity to manage multi-faceted client relations and policy development with print and web-based communications e.g. monthly newsletters, annual reports, fundraising appeals, sponsorship requests, press releases and social media tools.
- h) Self-starting leadership within the OFT mission, positive responsive in active support for OFT Board governance, priority directions, strategic intentions and oversight and demonstrated skills in human resource management and personal relationships.

### **Benefits and Remuneration**

The salary range for the full time position is \$75,000 to \$95,000 per year and the starting rate will be established based on qualifications and experience. The OFT offers a health benefits contribution and a vacation leave allowance as part of its compensation package. The position is full-time (40 hours/week without overtime) as a professional executive manager. The ED will need to be available for occasional weekend and evening meetings, work, and travel. Flexible hours of work are expected and required in relation to normal duties.

Annual performance review is based on job description and approved goals. Current office location is at Guelph, Ontario with travel and work activities across Ontario.

A valid Ontario driver's licence and convenient access to use of a vehicle for personal transportation is required for carrying out OFT work purposes.

**Guide for Applicants**

**Please submit a letter to summarize your related abilities, interests and qualifications for this position with a professional CV and work references to: OFT Board Hiring Committee, OFT Chair by e-mail to: authorized name and e-mail or business address**

Only candidates selected for interviews will be contacted. Note that references will not be contacted unless a candidate has accepted the opportunity to participate in a personal interview.

More information about is available on OFT website: [www.ontariofarmlandtrust.ca](http://www.ontariofarmlandtrust.ca)