



**ONTARIO LAND TRUST ALLIANCE  
EMERGENCY LEADERSHIP PLAN**

**September 25, 2018**

**Approved by OLTA Board of Governors**

**ONTARIO LAND TRUST ALLIANCE**  
**EMERGENCY LEADERSHIP PLAN**

**1. Approval and Maintenance of Plan**

**1.1 Purpose:**

The Board of Governors for the Ontario Land Trust Alliance (aka the OLTA) 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 will be held by the:

- Board Chair
- Board Vice Chair
- Board Secretary
- Governance Chair
- Executive Director

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 necessary. This committee will review the Emergency Leadership Plan annually, or as necessary, in conjunction with the Executive Committee and report on findings to the Board of Governors.

**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, and permanent absence due to 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 Land Trust Alliance of the nature and length of the absence as soon as it is possible.

In the sudden event of an unplanned *short-term absence, long-term absence, or permanent absence* of the Executive Director, the OLTA Board of Governors has authorized the Board Chair to implement the terms of this Emergency Leadership Plan. Within a one to two week period of grace and subject to clarity of leadership needs, the Chair shall convene a meeting of the Executive Committee as soon as possible to implement 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 independent actions as the permanent Executive Director with the exceptions noted below:

#### ***Spokesperson:***

- The Board Chair may and will act as the official OLTA spokesperson in the temporary absence of the Executive Director until such time as others are available to carry out this function.

### **3.3 Orientation and Support for the Acting Executive Director**

The OLTA Board of Directors through its Chair, will have the responsibility for monitoring the work of the Acting Executive Director, orienting him/ her in their new responsibilities and for being generally alert to any special support needs that may arise in this assigned 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:

- Chair of OLTA
- Executive Committee (Board Officers)
- Standing Committee Chairs e.g. Governance Chair as needed

The Board will monitor and evaluate the Acting Executive Director's performance only against 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/or Vice Chair will meet regularly as required with the Acting Executive Director to provide guidance or support as needed.

### **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 expectations by 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 also 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 Governors, to champion capacity building, program delivery and financial support of the OLTA and its member organizations.

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

- Board Support, Governance and Organizational Development
- Program Development, Service 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 recruited and filled from within the following internal and external talent pools and search:

- Current staff of the OLTA
- Current or former OLTA Governors
- Senior staff member of an affiliated land trust
- Through a competition or search authorized by the Board.

He/ she will be interviewed and recruited on behalf of the Board of Directors by the Chair of the Board or his/ her designate. For longer term and permanent selection of an Executive Director, the normal provisions of the OLTA Human Resources Policy will apply to ED recruitment.

## **4. Human Resource Issues**

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

Compensation for the Acting Executive Director (ED) will be negotiated between the Chair and the individual being considered for the Acting ED position based on the duties to be performed and directions from the Board. For short-term absence involving under-fill or partial duties, compensation may be at or less than the ED entry level salary. If the position is to cover a long-term absence and from within the organization, compensation will usually be more than the individual is paid currently but within the approved ED salary range.

## 5. Stakeholder Management

### 5.1 Internal Communication Plan

The Board Chair will notify the Executive Committee, Board of Directors and staff of the OLTA of the delegation of authority to and responsibilities of 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 OLTA
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 OLTA
Addition of, or change in salary information	Addition to salary schedule/ change in salary; Timing (start date and for how long)	Chair to staff contact for OLTA payroll
Notification of changes to organization authorizations (cheque signing authority, etc.)	Changes in organization authorizations	Office staff contact for OLTA to agencies, funders, partners and suppliers

### 5.2 External Communication Plan

In transition, the Board Chair and Acting Executive Director will notify external stakeholders of the temporary change in leadership and duties of 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: - ECCC, & MNRF - Foundations, donors and other funders of approved grants - OLTA Members, partners and associates, - OLTA Auditor and bookkeeper - Newsletter subscribers

### **5.3 Critical Relationship Management**

Building, maintaining and enhancing positive relationships for the organization and its programs are an important leadership function of the Executive Director. These critical relationships include current funders and donors. OLTA donor information can be found in our Sumac system. The Member Service Coordinator or Development Manager will have login information.

Other key relationships include regular contact and exchange with the OLTA membership, meetings and visits to local land trusts, the Annual Gathering and ongoing educational seminars and webinars. The Member Services Coordinator and other staff will have supporting files and records.

## **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/or decisions on the Emergency Leadership Plan.

#### **6.21 Records of Bylaws, Policies & Minutes**

- Bylaws – Current, updated document is located in the Board Manual in Dropbox and in OLTA corporate records
- Board Policies and Guides – Current, updated documents are located in the Board Manual and Folders in Dropbox
- Minute Book - Meeting minutes are located in the Board Meetings & AGM Folders in Dropbox and in OLTA corporate records
- Corporate Seal – There is no OLTA corporate seal
- Articles of Incorporation – Located in OLTA office file cabinets, at Corporations Canada and in the OLTA Dropbox
- Organization Strategic Plan – Current, approved document is located in Dropbox and in OLTA office files
- HR Policies and Procedures – Copy of the current policy is in the OLTA Board Manual in Dropbox and an OLTA staff orientation binder is kept up to date in the OLTA office
- Emergency Communications – Document is titled “Emergency Leadership Plan” located in OLTA Dropbox and filed with Chair and others as prescribed in this document

## **6.22 Bookkeeper**

Jean Labrecque  
[labrecquej@sympatico.ca](mailto:labrecquej@sympatico.ca)  
905-274-1927  
37 Mineola Road East  
Port Credit, ON L5G 2E4  
Bookkeeper is the contact to Pivotal Solutions for payroll.

## **6.23 Banking Institution**

TD Canada Trust  
217 Gore Road  
Kingston, ON K7L 5H6  
Local contact: Guita Mirzaei [GUITA.MIRZAEI@td.com](mailto:GUITA.MIRZAEI@td.com) 416 869 6262 x300

### **Investments**

Members Services Coordinator & Bookkeeper hold GIC info and logins.

## **6.24 Financial Information**

- Employer/ Business Number – 86943 7517
- Budget – Current budget is located in the OLTA Dropbox – “OLTA Board Development and Governance Folder”
- Financial Statements – Current and audited Financial Statements are located in OLTA Office file cabinet
- Blank Cheques – Located in locked cabinet in the OLTA office
- Donor Records – kept in Sumac (donor management software)
- Employee Records – Located in locked cabinet in OLTA office
- Credit Cards – Visa limit is \$2,000 - ED and Member Services Coordinator have their own PIN
- Master Passwords – ED and Member Services Coordinator have a master password document

## **6.25 Funding Agreements In Place**

Current Funders as of June 2018 (and changes from year to year)

- Ontario Trillium Foundation
- McLean Foundation
- Ontario Ministry of Natural Resources & Forestry
- ECO Canada – SAR Summer Student

Information on contacts for each foundation or funder can be found by a search in Sumac and the above list is provided as a current example.

## **6.26 Legal Advice and Services**

Paul Peterson currently provides some informal legal advice but is not contracted while he is a current OLTA Board Governor. Formal legal services are contracted subject to Board authorizations.

## **6.27 Website Host**

[www.olta.ca](http://www.olta.ca)  
[ontariolandtrusts.ca](http://ontariolandtrusts.ca)

CMS Web Solutions  
Alla Ollen-Bittle  
905-982-0450 X 5490  
1-877-299-9966  
[alla@cmswebsolutions.com](mailto:alla@cmswebsolutions.com)

## **6.28 Domain Name Registration**

[MyDomain.com](http://MyDomain.com)

## **6.29 Office Facilities Information**

Ontario Heritage Trust  
Janice Findlay, Property Manager  
416-212-1364 416-625-2640  
[Janice.Findlay@heritagetrust.on.ca](mailto:Janice.Findlay@heritagetrust.on.ca)  
[OHTtenantrequests@heritagetrust.on.ca](mailto:OHTtenantrequests@heritagetrust.on.ca)

## **6.30 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 of Plan

The development of this Emergency Leadership Plan was undertaken through the current Governance Chair and current Executive Director in consultation with the Governance Committee and then reviewed and adopted by resolution of the Board of Governors of the Ontario Land Trust Alliance.

Dated at Toronto, Ontario on September 25, 2018

\_\_\_\_\_  
Chair, OLTA

\_\_\_\_\_  
Secretary, OLTA

\_\_\_\_\_  
Governance Chair, OLTA

\_\_\_\_\_  
Executive Director, OLTA

---

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

Adopted by Resolution of Board of Governors – September 25, 2018

Reviewed and updated by Governance Committee – annually or as needed

Reviewed and approved by Board of Governors – record future dates

## **SCHEDULE #1**

### **Ontario Land Trust Alliance**

#### **Executive Director - Job Description**

##### **Overview:**

The Ontario Land Trust Alliance (OLTA) is a non-profit, volunteer-based organization that encourages the land trust movement throughout Ontario by providing administrative and active professional support to a province-wide network of member groups who adhere to a set of standards and practices regarding the broad spectrum of land trust activities.

Reporting to the Board of Directors and working closely with OLTA staff, volunteers and members, the Executive Director will provide dynamic, creative and strategic leadership to achieve the goals of OLTA with laser focus on service to our membership. The successful candidate will be highly able to motivate, network, inform governments and build the strength of the Alliance by generating new partnerships and by finding new fundraising opportunities.

##### **Duties and Responsibilities:**

###### **Management:**

- Oversee all programs, services, activities, facilities and equipment of OLTA including the day-to-day operation of the office;
- Manage and lead staff and volunteers to implement the strategic goals and priority activities of OLTA as defined in the strategic and annual operating plans;
- Hire, train, and supervise staff and/or contract workers in accord with OLTA's approved budgets, policies and federal/provincial laws;
- Work with staff and volunteers to create and implement work plans with measurable targets to ensure implementation of the goals of the strategic and the annual operating plans;
- Conducts annual performance reviews with staff and volunteers to communicate progress against work plans, strengths, and areas for further development;
- Prepare an annual budget and work plan in consultation with the Treasurer and Committee Chairs for review and approval by the Board and appropriate committees;
- Monitor receipts, expenditures and cash flow and report to the Board or the Administration and Finance Committee as directed by the Board. Resolve any outstanding financial problems in conjunction with the Board or Finance Committee;
- Be alert to potential issues and opportunities that may affect OLTA or its Membership and assure that proactive positions are taken;

- Maintain complete records pertaining to OLTA's organization and business affairs;
- Facilitate the development of new programs as outlined in the strategic plan and annual work plan and as directed by the Board of Governors;

**Conservation:**

- Develop programs and strategies for targeting funding to support the land securement programs of Member Land Trusts including the OLTAP program;
- Develop and maintain Best Management Practices and training programs to support Member Land Trusts in their efforts to protect, manage, and restore conservation lands in Ontario;
- Draft responses, comments, and recommendations to Government policies that impact OLTA and its Membership for approval by the Government Relations Committee and Board;

**Relationships and Collaboration:**

- Create and maintain relationships with appropriate external organizations and government bodies that will assist OLTA in advancing our mission;
- Nurture and maintain positive internal relationships within the OLTA team of Governors, Staff, Member Land Trusts and Associates through active and timely communications, consultation and collaboration in assessing priorities and developing programs;
- Monitor government legislation, policies, and programs affecting member Land Trusts or OLTA, and bring issues and opportunities to the attention of the Board of Governors;

**Volunteers and Membership:**

- Oversee the building and maintenance of the membership and supporters (Land Trusts, associates, corporations, and individuals) base in accordance with the targets outlined in the annual work plan;
- Oversee programs and procedures for ensuring effective volunteer recruitment, orientation, training, and recognition;
- Champion the Canadian Land Trust Standards and Practices through personal leadership, continual education support and evaluation opportunities for OLTA members;
- Maintain regular contact with members using a wide array of communication and engagement tools, with particular emphasis on periodic face-to-face contact to understand their needs and to help them meet challenges;
- Maintain and update an OLTA library of guides, samples, resources, templates and other materials to assist OLTA members in the CLT Standards and Practices;

**Board Support and Leadership:**

- Provide Board Member Orientation annually after the AGM to ensure new members are informed and positioned to succeed quickly;

- Monitor existing and, where appropriate, initiate new policies and procedures for Board approval to ensure the effective and ethical operations of the Alliance as per the Canadian Land Trust Standards and Practices;
- Bring all appropriate issues and policy decisions to the Board in a timely manner for discussion and direction for resolution;
- Prepare Board Meeting packages for approval by the Chair and ensure circulation no less than one full week prior to the Board Meeting;
- Assist Chair and Board Governance and Development Committee to integrate and recruit new members and provide for ongoing board development;
- Provide the Board and its Committees with competent staff support;
- Provide a written report on work plan progress and results at each Board meeting;
- Provide written reports on financial and fundraising status as directed for Board meetings;
- Work with the Board Chair and the Board to manage the strategic planning process in setting long-term goals and measurable targets for organizational performance;
- Regularly examines and reviews progress against the annual operating plan, and works with the Committee chairs, volunteers, and staff to make adjustments as needed;

**Funding Development:**

- Lead the Board and staff in the development and implementation of OLTA's Fundraising Strategy and all fundraising initiatives;
- Provide leadership in securing budgeted income, through events, sponsorship campaigns, grant requests, membership campaigns, and Legacy appeals;
- Research potential new sources of funds for existing programs and projects;
- Prepare and submit funding applications to support annual and multi-year work plans;
- Negotiate and seek new streams of Government funding for programs such as OLTAP or to develop and find new means of corporate sponsorship for conservation;
- Oversee the development of an Operating Fund for the sustainable core funding of OLTA and Defence, Endowment or Legacy Funds where feasible and practical;

**Public Engagement:**

- Ensure that OLTA has a visible and effective public image by regular use of the media, speaking engagements, and by a presence or profile at appropriate public functions;
- Establish and maintain contact with key individuals throughout the Province, in partner organizations, and local businesses to advance OLTA's public image and reputation;
- Oversee the development of the newsletter, website, and social media accounts.

## Qualifications

- **Demonstrated knowledge of:**
  - Land Trusts, current conservation issues and challenges gained through a combination of formal education and work experience in order to develop and implement effective projects in support of OLTA's strategic goals;
  - Legislation, policy documents, directives and guidelines related to land use, conservation, restoration and wildlife management.
  
- **Demonstrated ability to:**
  - Think and act strategically to reach existing goals and develop new goals that will help fulfil OLTA's mandate;
  - Identify, develop, implement and evaluate projects including: identifying resources, developing project budgets and timelines, identifying and applying for funding sources;
  - Providing ongoing and final project reports to funders and other interested stakeholders as required;
  - Establish and maintain relationships with community stakeholders.
  
- **Demonstrated skills in:**
  - Administration and management of a non-profit, charitable organization reporting to a board of directors;
  - Fundraising through innovative and diverse approaches to institutional, corporate and community sources, using planned events and projects, multi-faceted communications and outreach;
  - Efficient project management to plan and carry out a variety of large and small projects;
  - Computer software including electronic messaging, social media, word processing, presentations and programs to support effective project administration and reporting.
  
- **Demonstrated competency in:**
  - **Leadership** - commands personal skills that are dynamic, inspirational and persuasive with a goal of motivating staff, volunteers, members to grow OLTA into an influential and effective organization at the provincial level and beyond;
  - **Planning, Organizing and Coordinating** - proactively plans, establishes priorities and allocates resources; develops and implements increasingly complex project plans; identifies contingency plans; recognizes problems and takes corrective action; keeps other informed of decisions and progress; monitors and adjusts work to accomplish goals and deliver OLTA mandate; coordinates own and others' work;

- **Teamwork** - works cooperatively with other staff, stakeholders, volunteers and partners to achieve common goals; seeks input from others and recognizes when compromise may be necessary;
- **Conflict Resolution** - recognizes potential sources of conflict; handles disagreements promptly; facilitates discussions and works towards achieving appropriate solutions; builds rapport;
- **Communication** - effectively communicates complex information and issues; adapts communication or presentation as appropriate to meet the needs of a variety of audiences; presents OLTA and self in a positive light when communicating with others; shares information and maintains open communication;
- **Relationship Management** - actively identifies and initiates partnership opportunities for mutual benefit; effectively monitors and manages relationships to ensure ongoing support and achievement of objectives;
- **Adaptability** – adjusts activities and behaviours to meet new or changing demands; displays positive attitude when faced with fluctuating demands and conditions.

**Driver’s Licence:**

- Valid Ontario driver’s licence and access to a vehicle in order to undertake site visits and attend required meetings and events.

**Working Conditions:**

- Travel required to visit members and attend meetings and events;
- Flexible work hours to attend a variety of activities, events and programs;
- Regular attendance at the head office for staff and other meetings is essential;
- OLTA offers a virtual office and work at home for the right candidate.

**Salary Range:**

- \$75,000 - \$95,000 based on qualifications and experience (subject to review)