

Background and Position Description

Director, Strategic Programs

Organizational Background:

Tides Canada's mission is to provide uncommon solutions for the common good by leading and supporting actions that foster a healthy environment and just Canadian society.

Tides Canada is comprised of two associated philanthropic organizations – Tides Canada Foundation and Tides Canada Initiatives Society. Tides Canada Foundation, established in 2000, is a national public foundation focused on environmental and social justice issues. The Foundation supports a range of sector participants, including large international and national institutions, NGOs, operating charities, private family foundations, corporate donors, individual philanthropists and social entrepreneurs. Tides Canada Initiatives Society is a growing operating charity that houses and supports over 40 social and environmental projects across the country. Tides Canada has offices in Vancouver and Toronto.

Tides Canada provides diverse clients and partners with programmatic, administrative, and financial services through three distinct but related departments/business units:

- *Strategic Programs*, which provides program leadership, and support and facilitative services to institutional clients, pooling ideas and resources to help solve complex environmental and social problems;
- *Client Services*, which provides individual philanthropists with products and services, including charitable giving funds (donor advised funds, collective giving funds, endowed and long term funds, and field of interest funds) and international giving services; and
- *Tides Canada Initiatives*, which provides charitable infrastructure, governance support, and financial and administrative services to diverse charitable projects.

Tides Canada has grown rapidly in its first decade of operation. Tides Canada Foundation is now the largest public foundation in Canada focused on environmental and social justice issues. It houses over 250 giving funds, and regular revenues average over \$20 million annually. Tides Canada employs 25 permanent staff members, supported by numerous consultants and service providers.

Significant work has unfolded in the past two years to build and renew the organizational structure, staff teams and internal systems to support this growth and refocus the efforts of staff on serving the broad needs of an expanding client base.

A recently completed business plan provides specific organizational context and guidance for growing the impact and financial stability of the three departments/business units in mutually reinforcing ways.

Strategic Programs Overview:

Strategic Programs is a newly formed department/business unit that has been established to serve the needs of institutional clients and partners – including US-based foundations that are supporting work in Canada – that aspire to create impact through large-scale initiatives. The emphasis of the work is on strategies, mechanisms and funds to support environmental grant-making and collaborative work on significant environmental issues, with an additional focus on social issues.

Our strategy for institutional clients is to move from enabling their charitable giving to positioning Tides Canada as a superior, value-added partner, able to accelerate and amplify their impact on critical issues in Canada, particularly relating to the environment.

Tides Canada has distinctive capabilities to contribute to large national initiatives like the Great Bear Rainforest, and it enjoys a unique franchise with large international foundations with significant interests in Canadian environmental issues. Tides Canada can draw upon these capabilities to position itself as a partner on a more equal footing with other institutions and to advance its ambition to provide more direct impact on solving environmental issues.

Over the next three years, the goals of Strategic Programs are to:

- Broaden and strengthen our base of relationships with major institutions, corporations and governments in Canada and internationally by solidifying current relationships and building new ones
- Demonstrate Tides Canada's value as a strategic partner to institutional clients by leading, facilitating and supporting large-scale initiatives and deals and otherwise directly enhancing the success and impact of programs in Canada
- Establish Tides Canada as a prominent leader and convener, especially around crucial environmental issues and strategies
- Build an operational plan to increase overhead allocations where appropriate, and to include payment for specific services

The Strategic Programs business unit team will include one or two program officers (the second depending on need and funding availability), one or two grant administrators, and general administrative support. The Strategic Programs team will work with a number of senior associates or content experts who will assist Tides Canada and its clients in developing appropriate philanthropic and programmatic responses to specific environmental challenges. Some senior associates may report to the Director, Strategic Programs.

Role Summary - Director, Strategic Programs:

Reporting to the Vice-President, Business Development and Services, the newly created position of Director, Strategic Programs provides leadership and direct accountability for Tides Canada's new Strategic Programs department/business unit.

The Director's major objectives are to increase Tides Canada's impact, improve current client relationships, increase the client base, and drive partnerships to achieve real results on key environmental initiatives through programmatic design, implementation and support. The Director is also directly accountable for research, evaluation and grant administration in Tides Canada. The Director, in partnership with other members of the senior management team, is responsible for growing Tides Canada's reputation as a knowledgeable, innovative and reliable philanthropic leader that works with diverse parties on intractable environmental issues. The Director is also responsible for overseeing programmatic input and support to clients focused on social issues in Canada.

Early activities for the Director include:

- Work with the senior management and Strategic Programs teams to systematically prioritize major environmental issues on which Tides Canada should focus in the next one to five years
- Assess and build the Strategic Programs team
- Build and refine plans for service delivery and growth and execute these plans
- Strengthen current and develop new relationships with institutional clients
- Seek opportunities for multi-party solution-building on priority issues
- Oversee the development and enhancement of systems to manage institutional clients' grant tracking and reporting
- Assist institutional clients to build TCI projects to further program objectives
- Oversee teams dedicated to serving each institutional client
- Collaborate with our Client Services department/business unit in activating support from individual donors for Tides Canada's key programs and initiatives
- Collaborate with our Tides Canada Initiatives department/business unit in establishing TCI projects that advance our key programmatic goals.

Internally, the Director will be a key member of a new and dynamic senior management team at Tides Canada. Collaborative leadership, creativity, authenticity and humour are desired attributes on this team. A commitment to our mission, our clients, and our staff is essential.

Externally, the Director will represent Tides Canada at a senior level in diverse settings to promote impact, opportunity and dialogue on priority issues. Tides Canada is a member of the Canadian Environmental Grantmakers Network, the Environmental Grantmakers Association, the Consultative Group on Biological Diversity and other philanthropic and non-profit sector associations.

Key Accountabilities:

- Holds direct accountability for the program impact and financial sustainability of the Strategic Programs department/business unit
- Designs, establishes and implements new program initiatives consistent with Tides Canada mission and goals
- Builds new partnerships with philanthropic clients and other partners to shape environmental solutions and promote financial viability
- Oversees all program related research and evaluation functions
- Manages grants administration
- Identifies and assesses key program issues and opportunities

- Develops and implements, in collaboration with Tides Canada management, staff, board and external stakeholders as appropriate, a strategic and operational plan for Strategic Programs, incorporating Tides Canada's goals and objectives
- Oversees the management of grant-making strategies with institutional donors to effectively track, manage and report outcomes
- Participates in the ongoing development and fulfillment of Tides Canada strategic directions
- Engages positively with colleagues at all levels in the organization to promote team work, collaborative creativity and building solutions to address problems
- Continuously identifies and evaluates risks to Tides Canada and to institutional clients and partners, and develops and implements risk management measures
- Builds and maintains a strong network of philanthropic, NGO, scientific, corporate, Indigenous, community and public sector leaders across Canada and internationally to further the goals and mission of Tides Canada and its program clients and partners
- Works with the senior management team to promote opportunities across departments/business units
- Oversees work planning and supervises work of Strategic Programs staff
- Provides leadership and direction to staff using effective management techniques; actively empowers, coaches and mentors staff; conducts performance evaluations and enables developmental opportunities; recruits staff and makes hiring and disciplinary decisions
- Promotes continuous service quality improvement in Strategic Programs
- Ensures compliance with CRA regulations pertinent to the operations of Strategic Programs

Qualifications:

- Recognized as an expert in one or more environmental issues or conservation approaches that are important in Canada (e.g., habitat and species protection, climate and energy issues, maintenance of biodiversity, conservation program planning, etc.)
- Masters degree in a related field, supplemented by 10 years of related experience in grant-making, science, research or environmental program or policy planning, or an equivalent combination of education, training and experience
- Demonstrated experience in leadership and management in the philanthropic or non-profit sectors
- Clear track record in establishing positive relationships with funders and NGOs in Canada and the United States
- Experience in convening groups of clients, experts and leaders
- Demonstrated experience with large-scale program development preferred
- Proven background in research, with evaluation experience preferred
- Solid track record in bridging strategic planning and on-the-ground implementation
- Proven ability to work with senior officials in government and the corporate sector
- Ability to apply an entrepreneurial and adaptive approach to management in a dynamic and, at times, ambiguous operating environment
- Knowledge of human resource, financial and project management principles and approaches
- Demonstrated experience in building, managing and motivating teams

Personal characteristics:

The Director should demonstrate a range of competencies:

- *Adaptability:* Demonstrate a willingness to be flexible and versatile in a changing work environment while maintaining effectiveness and efficiency
- *Behave Ethically:* Understand ethical behaviour and organizational practices, ensure that one's own behaviour and the behaviour of others is consistent with these standards and aligns with the values of Tides Canada
- *Build Relationships:* Establish and maintain positive working relationships with others, both internally and externally, to achieve Tides Canada's goals
- *Communicate Effectively:* Be a good, effective listener, and speak, write and otherwise present in a clear, thorough and succinct manner using appropriate and effective communication tools and techniques
- *Creativity/Innovation:* Develop innovative ways to create new opportunities and to improve operations of Tides Canada
- *Focus on Client Needs:* Anticipate, understand, and respond to the needs of internal and external clients and partners to meet or exceed their expectations
- *Have Fun:* Engage others with humour to build a trusting and enjoyable work environment and to promote team building
- *Foster Teamwork:* Work cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance organizational effectiveness
- *Implement:* Make the right things happen, and not just plan the right things
- *Lead:* Positively influence others to achieve results that are in the best interest of Tides Canada
- *Make Decisions:* Assess situations to determine the importance of opportunities and risks, and make clear decisions that are timely and in the best interests of Tides Canada
- *Management and Mentorship:* Work collaboratively and proactively with a staff team to enable them to carry out their work in an informed, creative and stimulating manner
- *Organize:* Set priorities, develop a work schedule, monitor progress towards goals, and track details, data, information and activities
- *Plan:* Determine strategies to move Tides Canada forward, set goals, create and implement actions plans, and evaluate processes and results
- *Solve Problems:* Assess problem situations to identify causes, gather and process relevant information, generate possible solutions, and make recommendations or resolve the problem
- *Think Strategically:* Assesses options and actions based on trends and conditions in the environment, and the vision and values of Tides Canada

APPLICATION INFORMATION: To apply, please send your resume, together with a cover letter, to careers@tidescanada.org.

Thank you for taking the time to express interest in working with Tides Canada!