

 First Nations Power Authority™		<h2 style="color: #0056b3;">Chief Executive Officer</h2>	
Reports To:	Chair, Board of Directors Chair, Governance Committee	Date Prepared:	August 14, 2017
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<p>How to apply: please email resume and cover letter in PDF or WORD format to info@fnpa.ca by September 30, 2017</p>			

FIRST NATIONS POWER AUTHORITY:

First Nations Power Authority (FNPA) is a non-profit organization committed to developing Indigenous-led business opportunities in the renewable energy and power generation sectors. As the only Indigenous-governed organization in Canada with a mandate to support Indigenous participation in the renewable energy and power generation sectors, FNPA plays a unique and important role by facilitating partnerships, mitigating project risks, securing Indigenous economic opportunities and ensuring a meaningful return on investment for all partners.

PRIMARY PURPOSE OF POSITION:

The Chief Executive Officer (CEO) serves as the most senior executive within the organization. The CEO performs a critical role in serving as the main interface with the Board of Directors, reporting directly to the Chair of the Board. The CEO:

- **Sets vision and strategy** for the organization in collaboration with the Board of Directors;
- **Models and sets the organization's core values**, culture and behaviour;
- **Builds and leads FNPA's senior management team**;
- **Develops strategic partnerships** with stakeholders, particularly Indigenous members; and,
- **Secures and allocates capital** to the organization's strategic priorities.

Beyond these strategic roles and responsibilities, the CEO provides leadership in overseeing the day-to-day operations of FNPA in the following areas: financial administration; enhancing organizational performance and effectiveness; developing and securing funding contribution agreements; advancing power development projects; overseeing the development of strategies related to membership and partnership development; overseeing the marketing and communications strategies of the organization; and, managing professional service contracts including legal services, human resources, program administration and information management.

1.0 MAJOR RESPONSIBILITIES

1.1 CORPORATE LEADERSHIP - VISION AND STRATEGY

- 1.1.1 In collaboration with the Board of Directors, annually develop, monitor, refine and implement a **multi-year strategic plan** for FNPA, including aligning the strategic plan to operational and financial plans, and tracking appropriate performance measures.
- 1.1.2 Annually, provide to the Board of Directors, a **Management Risk Assessment** for FNPA's Strategic plan, including identifying strategic risks and recommended strategies to mitigate these risks.
- 1.1.3 Develop, recommend and **oversee policies, procedures and standards** to enhance communication and work processes between the Board of Directors, management, technical and operational and administrative teams.

1.2 ORGANIZATIONAL LEADERSHIP AND CULTURE

Board Governance

- 1.2.1 **Provide the Board of Directors with the organizational information** it needs to effectively fulfill its governance and fiduciary responsibilities, including strategic and financial planning, monitoring performance, measuring strategic results, and managing risks.
- 1.2.2 In consultation with the Governance and Nominations Committee Chair, update, refine and maintain the **Corporation's Bylaws and Governance Manual**, including undertaking an annual review of corporate governance strategies and procedures, Board Charters, and key governance policies such as *conflict of interest declarations* and the Delegation of Authority Policy.
- 1.2.3 Annually plan, deliver and preside over **FNPA's Annual General Meeting**.
- 1.2.4 Manage the function of **Corporate Secretary** to the FNPA Board of Directors including ensuring all legal and procedural requirements are fulfilled (e.g., motions recorded, corporate minutes stored and maintained, etc.).
- 1.2.5 Work on an on-going basis with Chair of each Working Committee to implement the work plans for each of the three **Committees of the Board** including the Audit & Finance Committee, Governance and Nomination Committee and the Project Selection Committee.

Human Resource Management

- 1.2.6 Promote and **model an organizational culture** based on FNPA's values of mutual respect, accountability for results, innovation, creativity, productivity, partnership, and inclusion.
- 1.2.7 Determine, **develop and recommend human resource policies and procedure** including overseeing the refinement and maintenance of the **Governance Manual**.
- 1.2.8 Determine and manage **staffing needs** and oversee the recruitment process by setting guidelines for interviewing, screening, hiring, and training new employees.

- 1.2.9 Develop and recommend a **succession plan** for the organization in consultation with the Board of Directors.
- 1.2.10 Oversee the **strategic and operational/work planning processes** for each operational unit within FNPA, including power project development, finance and administration, and membership development.
- 1.2.11 Ensure a **performance management framework and policy** is in place and well aligned with strategic priorities.
- 1.2.12 **Mentor and coach all direct reports**, to build and enhance their skills and work performance, and undertake **employee performance reviews** annually.
- 1.2.13 Ensure **human resources/employee files and payroll records are kept up-to-date**.
- 1.2.14 Administer and execute **health and benefit plans, remuneration packages** and general human resources practices, in line with FNPA standards and policies.
- 1.2.15 Provide oversight for the **maintenance of employee records**, including the distribution, review and processing of employee timesheets, expense claims and employment documents (i.e., contracts, letters of offer, terms, etc.).

Strategic Communications

- 1.2.16 Act as the **primary spokesperson** for FNPA for all public or media enquiries.
- 1.2.17 Develop and implement an **annual communications and marketing plan** for FNPA.
- 1.2.18 **Grow FNPA's brand, network and public credibility** by building and maintaining open communications, reporting and information-sharing to continually enhance FNPA's growth, success and industry reputation.
- 1.2.19 Represent FNPA and its Members with **integrity, honesty and professionalism**. Work in the best interests of the organization at all times.

1.3 POWER PROJECT AND STRATEGIC PARTNERSHIP DEVELOPMENT

Power Project Development

- 1.3.1 Negotiate and implement power projects under the **2016 Renewable Energy Set-Aside Agreement with SaskPower**, including securing First Nation Opportunities Agreements (FNOAs) and Power Purchase Agreements (PPAs) for each project.
- 1.3.2 Implement the National Business Plan in the **development and establishment of FNPA in Alberta** in a manner that meets the unique needs of Alberta Nations and the Alberta energy market.
- 1.3.3 **Develop, maintain and grow a list of comprehensive and strategic projects** as development opportunities for FNPA Members that align with regional strategic supply plans.
- 1.3.4 Ensure **fair and transparent supply chain and procurement processes** during project development and ensure project risks and conflicts are effectively managed.

- 1.3.5 **Promote the development of renewable energy projects** on behalf of Membership with utilities, regulatory bodies, and independent power producers.
- 1.3.6 Administer within available budgets, capacity and staff to **provide Members with technical expertise and market advisory services** in support of their development strategies.

Partnership and Membership Development

- 1.3.7 Oversee the ongoing **development of both general and industry members**, including implementing strategies to grow membership revenue and expand FNPA's business operations to other jurisdictions.
- 1.3.8 Build **strategic relationships** with government departments, agencies, or programs and identify for the Board any strategic opportunities or risks flowing from these partnerships.
- 1.3.9 Successfully advance, and at expiration, renegotiate FNPA's **Master Agreement with SaskPower**. Identify and develop opportunities to establish similar agreements within Alberta. Engage with SaskPower representatives and develop positive relationships that enable FNPA to fulfill its goals under the Agreement.
- 1.3.10 Work to identify partnership agreements with **research, learning or Indigenous institutions** that will enhance FNPA's profile, or grow its opportunities.
- 1.3.11 Identify, evaluate and manage **business development, investment and partnership opportunities**.

1.4 FINANCIAL MANAGEMENT AND PLANNING

Financial Management and Planning

- 1.4.1 Develop and recommend to the Board of Directors FNPA's **annual financial plan and budget** in alignment with the Corporation's strategic direction and plan.
- 1.4.2 **Identify and pursue funding opportunities** by overseeing the development of funding proposals and maintaining up to date knowledge of funding programs and sources.
- 1.4.3 **Oversee the formulation and implementation of internal financial policies, procedures and guidelines**, to ensure and protect the financial sustainability of FNPA.
- 1.4.4 **Oversee and execute all legal or contractual agreements on behalf of FNPA**, including contribution agreements, partnership agreements, and professional service contracts.
- 1.4.5 **Oversee all operational and capital planning needs**, including ensuring office leases, insurance, and key information technology needs are identified and managed.

Financial Reporting and Audit

- 1.4.6 **Maintain a working budget and cash flow model** to ensure operational finance requirements are met.
- 1.4.7 **Develop and maintain a revenue forecast model** and plan to achieve financial sustainability for FNPA.

- 1.4.8 **Identify and anticipate financial and budget variances and risks** and recommend strategies to mitigate these risks.
- 1.4.9 **Oversee the annual audit review** process including executing the audit letter of engagement and providing strategic oversight to the audit review process.
- 1.4.10 **Oversee annual reporting on funding and project agreements**, including financial claims and final report submissions.
- 1.4.11 Work closely with the **Audit & Finance Committee** on financial integrity, analysis and controls.

2.0 CRITICAL SKILLS / KNOWLEDGE / ABILITIES

2.1 Leadership Attributes

- Demonstrated experience at the senior management / CEO level.
- Demonstrated experience and commitment to Indigenous community economic development and business development.
- Experience with interest-based negotiation.
- Proactive, motivated, energetic leader with strong project management, priority setting and time management skills.
- Experience and ability to lead, coach, mentor and manage staff using a collaborative leadership style.
- Strong decision-maker based on critical thinking, problem solving and analytical skills.
- Able to provide strategic business direction and draw together a multi-discipline team to achieve project results.
- Able to proactively recognize and manage risks to project success.
- Ability to make clear recommendations to Board of Directors.

2.2 Relationship Building

- Strong relationship building and partnership building skills, particularly in the context of Indigenous business and economic development.
- Commitment to collaboration and teamwork - must be able to proactively work with Board committees, collaborate with staff and build positive relationships with existing partners.
- Trustworthy and collaborative leader, able to consider alternate viewpoints, influence, negotiate and motivate others to support project objectives.

2.3 Knowledge Attributes

- Strong knowledge of corporate planning, finance and performance management.
- In depth knowledge of corporate governance and Board management best practices.

- Experience and comfort with reviewing and assessing financial reports, indicators and audited financial statements.
- Strong knowledge of priority markets.
- Knowledge and experience in developing funding proposals to government.
- Strong knowledge and experience in the renewable energy and power generation sectors.
- Knowledge of Indigenous public policy, Indigenous economic development issues, and governance models.
- Very strong written and oral communication skills.
- High level of proficiency in Microsoft Office programs, specifically Word, Excel, PowerPoint and Outlook.

2.4 Problem Solving

- Business/Investment Evaluation – ability to perform due diligence assessments on prospective business and partnership opportunities.
- Financial Analysis – ability to understand and interpret financial information, indicators and ratios; understanding of budgeting and chart of accounts; program reporting, including budget variances.
- Business Planning and partnership agreement evaluation, including the ability to provide high level analyses of proposed business development projects or agreements
- Analytical Skills - a working knowledge of economic theory.
- Understanding of legal partnership models such as limited partnerships, joint ventures, and partnership agreements.

3.0 EDUCATION

- Graduate degree in business administration, public administration, economics, finance, management or Masters in Science, preferred. Post-secondary degree with additional credentials and certification will be considered.
- Professional accounting designation an asset (e.g., CMA, CFA, CA, CPA, CGA, etc.).
- Certification in Project Management (PMP) is an asset.
- Professional Director Designation (Pro Dir) is an asset.

4.0 **EXPERIENCE**

- At least five years of experience at a senior management level in providing strategic, financial management and general operations management services.
- Extensive experience in technical proposal development, writing and reporting, and working with government funding programs.
- Progressive experience in business/operations management and leading a productive, motivated team.
- Experience working with Indigenous communities and organizations.
- Experience serving Boards of Directors.
- Preference will be given to Indigenous candidates who self-declare.

5.0 **CONDITIONS OF WORK**

- 5.1 Regular Head Office presence in Regina and leadership presence in Alberta regional office. Bi-weekly presence in regional Saskatoon office. Board meetings (quarterly, minimum) in Saskatoon.
- 5.2 Significant travel throughout Saskatchewan and Alberta to meet with General and industry members, key stakeholders, funding providers, and key partners. Occasional travel to national / regional forums or events.
- 5.3 Four to six weeks of paid vacation, depending on contractual terms. Possibility of performance pay based on achievement of performance targets at discretion of the Board of Directors.

6.0 **KEY RELATIONSHIPS**

- FNPA Board of Directors.
- FNPA Executive Management team, staff and direct reports.
- First Nation General Members, communities, business entities and leaders.
- SaskPower
- Alberta Electrical System Operator, Alberta Utility Commission, Ministries of Energy, Environment, Indigenous Relations and Alberta Climate Change Office
- Government partners and funders.
- Industry members and independent power producers.
- Project managers, team members, engineering consultants, professional contractors, vendors and suppliers.
- Strategic research and/or advocacy organizations.

7.0 SUPERVISORY / MANAGEMENT RESPONSIBILITY

7.1 Number supervised: (3-5). The CEO has direct managerial responsibility for the following staff:

- Manager, Renewable Energy Projects
- Manager, Finance and Operations
- Membership Coordinator
- Alberta Regional Office
- All contractual staff, including legal and professional services

7.2 Number indirectly supervised: (3-5). The CEO also plays an important indirect role in setting priorities and ensuring direction for the following staff:

- Finance and Administration Coordinator
- Administrative staff
- Third-party operational contractors, including accounting and IT

8.0 CONFIDENTIALITY

There is a high requirement to maintain strict confidentiality regarding corporate strategic and financial plans, Board of Director reports and deliberations, human resource matters, project initiatives, Member information, and funding proposals.

9.0 PERFORMANCE OUTCOMES

9.1 Leadership and Governance Metrics

- a. FNPA Strategic and Financial Plan clear, well communicated, and well implemented.
- b. Clear contribution to corporate goals.
- c. Strong relationships in place at Board and key stakeholder levels.
- d. Low staff turnover, strong succession planning, and strong recruitment initiatives in place.
- e. Positive feedback from employees; a motivated and productive support group.
- f. Positive and constructive feedback through annual performance reviews with Board of Directors.
- g. Policies and practices are followed in accordance with corporate and project policies.
- h. Endorses practices, activities, decisions, and organizational circumstances that are prudent and implements strong business and professional ethical standards.
- i. Provides information and advice to the Board in a timely and accurate manner.

- j. Motivates and supervises management personnel by promoting and supporting teamwork; and
- k. Demonstrates a commitment to implement and support the vision and mission of FNPA.

9.2 Operational and Stakeholder Relations Metrics

- a. Maintains the efficient operation of FNPA within the approved operating budget and ensure the company operates on a cash flow positive basis.
- b. Maintains and where possible, expand, the terms of the Master Agreement, Procurement Opportunities with SaskPower or other expansion opportunities as approved by the Board of Directors.
- c. Successful establishment of FNPA presence in Alberta with support of Alberta Nations.
- d. Evaluates and establishes First Nation Opportunity Agreements; Power Purchase Agreements; Memorandums of Understanding with Strategic Partners.
- e. Identifies and promotes for-profit opportunities to FNPA General Members as they arise.
- f. Establishes and maintains core membership with a balance of General and Industry Members.
- g. Establishes and maintains communication dialogue with key federal and provincial government officials.

9.3 Revenue-Generating Performance Metrics

- a. Value of Funding Proposals leveraged.
- b. Clear contribution to increasing the profitability and sustainability of the Corporation.
- c. Membership revenue growth.
- d. FNPA advisory fees and / or project annuity payment growth.
- e. Cost reductions achieved as a result of operational efficiencies.
- f. Budgets met, accuracy of financial reporting, meeting reporting and communication needs of Audit & Finance Committee of the Board of Directors, etc).