Delegation of Authority to the Executive Director

The Board of Directors of the Quadra Island Foundation is the body responsible for governing the organization and for ensuring fulfillment of its mission, vision, strategic goals and oversight and monitoring of organizational performance. It recognizes that its focus must be on governing and that its professional staff must have the authority to manage and operate the organization.

Accordingly, the Board delegates the following authority to the Executive Director:

1.   In collaboration with the board of directors, develop the vision/outcomes and strategic goals that define the direction and results that the organization must strive to achieve. He/she must also lead and manage the organization in developing and implementing the strategies and initiatives that will be employed to fulfill the organization's mission and achieve the vision, strategic and operational outcomes. This is to be done within the context of the obligations and responsibilities set out in the employment contract the board has with the Executive Director and within all policies and other parameters established by the Board.

2.   To develop, implement and ensure compliance with (a) operational policies that are based on board policies; and (b) with board policies, bylaws and all applicable legislation, and regulations.

3.   To have sole responsibility for developing and implementing the strategies and operational plans necessary to achieve the vision and strategic goals. At her/his discretion, the Executive Director may on occasion seek the board's comments on a particular strategy he/she is planning to employ, but the ultimate decision regarding strategy and tactics belongs to the Executive Director.

4.   Regarding the financial operation of the organization, the Executive Director has the authority to:

(a) develop and operate the organization within a board approved budget that enables achievement of the vision/outcomes while fulfilling the organization's existing obligations;

(b) develop and keep current a long-term financial plan that addresses operational and capital requirements, organizational growth, diversity of resource generation, potential risks, revenue surplus and reserve or contingency funds, and sets out the assumptions on which the plan is built;

(c) ensure the integrity of the organization's internal control and management systems; and

(d) seek board approval for expenditures, revenue measures, leases or other actions and transactions falling outside the budget, guidelines and policies approved by the board.

5. To direct, monitor and oversee the activities of the organization in a manner that ensures its assets are safeguarded and optimized in the best interests of the organization and the persons it exists to serve.

6. To identify the principal risks that could be faced by the organization and ensure the implementation of systems to manage these risks.

7. To provide a safe, secure, and healthy working environment for all staff and volunteers.

8. To foster an organizational culture that promotes ethical practices and encourages individual integrity and social responsibility.

9. To hire, manage, supervise, evaluate and if necessary, terminate the employment of staff and, where he/she deems necessary contractors/service providers, within approved budgetary parameters.

10. To establish and maintain an annual board approved plan for the development and succession of senior management.

11. To ensure that the Chair and the Board are provided with relevant and timely information regarding material issues that could affect the organization.

12. To work with the board of directors to create a leadership partnership for the purpose of leading and directing the organization and to assist it with governance and board development, where needed.

13. In collaboration with the board, develop and implement plans and strategies for communicating and building relationships with key stakeholders and, along with the Chair, act as a principal spokesperson for the organization.