

Executive Brief

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Executive Director, Pembina Institute

PEMBINA
i n s t i t u t e

More information

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About the Pembina Institute

The Pembina Institute is a non-partisan think tank that works to solve today's greatest energy policy challenges — reducing the harmful impacts of fossil fuels while supporting the transition to an energy system that is clean, safe and sustains a high quality of life. The Institute is known for its research and technical capacity, evidence-based approach, unparalleled convening power and deep understanding of industry.

For Canada to do its fair share toward promoting a healthy environment, a stable climate, and prosperous communities, it needs to solve economy-wide energy challenges. Pembina takes an integrated approach to solving these. Our theory of change centers on influencing key influencers, directly and indirectly, to use their power to form or reform energy policy for optimal environmental performance. We also consult directly with organizations to design and implement clean energy solutions. These two approaches are at the core of the Pembina's reputation for being "tough but fair" and our uniqueness within the clean energy movement.

Our staff are passionate about sustainability and dedicated to enabling positive social change. Our organizational culture encourages creativity and collaboration, and we offer a flexible and fast-paced work environment that rewards honest character, personal initiative, and innovation. We value dedication, rigorous inquiry, intellectual integrity, constructive discourse, and care for our colleagues.

Background and History

In October of 1972, in the face of an inadequate emergency response to the Lodgepole blowout in Alberta, 200 local residents joined together to form the Pembina Area Sour Gas Exposures Committee. The group forced a full-scale public inquiry and developed constructive recommendations for the safe conduct of sour gas drilling, blowout prevention and emergency response planning. In March 1984, when the inquiry wrapped, nearly 80 of their recommendations had been adopted, and many of them remain in place today.

About Our Name

"Pembina Institute for Appropriate Development"

The name was deliberately chosen, denoting local roots in the *Pembina* oilfield and along the *Pembina River*, a basis in well-grounded research with *Institute*, a position *for* solutions as opposed to against issues, and a focus on environmentally and socially *appropriate development* just before sustainable development was popularized by Gro Harlem Brundtland. Our brand recognition has increased to the point that now we're regularly referred to in media as the Pembina Institute or just Pembina.

Out of this early experience and early success, the Pembina Institute for Appropriate Development was formed. In its first decade, a small team based in the Alberta town of Drayton Valley developed environmental education materials, championed clean air policies and regulations at the provincial and federal levels, and helped found the multi-stakeholder Clear Air Strategic Alliance. They also began to help communities with renewable energy projects, and to provide consulting services to the energy sector on corporate sustainability and life cycle value assessment. By the mid-1990s Pembina was working with a wide range of industry, government, First Nations and environmental organizations. The growing environmental concerns associated with oilsands production prompted the Institute to focus more closely on its management and regulation, while continuing work on renewable energy.

Pembina has since expanded to establish offices in Toronto, Vancouver and Edmonton, and has moved the administrative office from Drayton Valley to Calgary. Today we have 45 staff. We work with businesses, governments, communities, research and non-government organizations on sustainability consulting while maintaining a high profile as one of Canada's most trusted sources of information, policy research and analysis. We continue to break ground as an oilsands industry watchdog. We provide technical and policy expertise in support of the phase out of coal-fired electricity, on transportation and urban development, and most recently on the development of climate policy.

Organizational Priorities

The new Executive Director will be expected to work closely with all Pembina staff in developing a 2018-2021 plan for the organization. For the 2017 year, we have the following workplan:

External

Federal

In 2015 and 2016, Pembina worked hard to influence the first truly national climate change plan in Canada's history. In 2017 our federal priority will shift from a climate policy development to a policy implementation focus: quick implementation of the policies in the Pan-Canadian Framework; checks and balances to ensure the plan is achieving its GHG reduction goals; federal and provincial budgets to allocate enough resources to ensure effective implementation; and shoring up support for methane and carbon pricing implementation. We will also play a leading ENGO role on National Energy Board reform, and a supporting role on Canadian Environmental Assessment Act reform.

Alberta

In Alberta, 2017 will be dominated by continuing to help the government implement the many components of its ambitious Alberta Climate Leadership Plan, and shoring up support for these. This involves ensuring that coal phase out proceeds; enabling developers and the Government of Alberta to start building out 5000MW of new renewable electricity while describing the grid of the future; ensuring developers of small-scale electricity more accurately get rewarded for their investments; enabling successful implementation of the energy efficiency program; and guarding against clean technology investments disproportionately going toward technology investments in the oilsands. We will partner with an indigenous organization to assess the potential for renewables in the seven Alberta First Nation communities that rely on diesel generation today, and develop a plan to implement projects.

Our priority on oilsands is successful legislation of the 100 MT oilsands emissions limit. We will also focus on addressing cumulative impacts on air, land and water, and tailings, using our position on the Oil Sands Advisory Group. On methane regulations, we will work to influence the equivalency agreement between Alberta and Ottawa. Our work on unconventional oil and gas will continue to address the lack of cumulative effects frameworks, and to promote our Landowners' Guide.

British Columbia

With British Columbians going to the polls in May 2017, we will be pushing for strong implementation of the gains that were part of the B.C. Climate Leadership Plan, and building a larger and more consistent voice for strong climate action in BC that will endure beyond the election. Our task is to work to open new policy windows in BC, which may involve work federally that impacts BC policy. We have begun work on energy efficiency for existing buildings in addition to our focus on new buildings. We will be helping to build support for the federal carbon pricing approach. Our work on LNG and methane will likely ramp down in 2017.

Ontario

Ontario priorities will focus on freight and public transit, two areas that are well suited to our analytical, convening and communications strengths. We will continue to advance the "North America's first low carbon highway" concept, and will limit our work in support of electric vehicles to applications in public transit. In collaboration with the federal team, we will also push for a federal land freight strategy while being opportunistic in supporting emerging opportunities such as the federal clean fuel standard.

Internal

With the goal of increasing employee satisfaction, in 2017 we will continue to invest in the “Pembina Happiness Project” (PHP) which includes feedback practices and a professional development strategy, set an HR vision and finalize a compensation review.

Internet, computer and telephone (ICT) systems will be changed to new providers chosen to better meet our technology needs for communications, file storage, and IT support. A more advanced performance management system will be implemented.

Governance

The Pembina Institute's Board of Directors provides governance, support and operational strategic direction for the organization. Our board comprises experienced and insightful professionals who bring to the table diverse perspectives on environmental priorities, business administration, and societal responsibility. Board members serve as volunteers, and meet quarterly. Our Directors are:

David Runnalls (President)	David Armour	Wanda Hellevang
Carber Goodlet	Ken Ogilvie	Nancy Olewiler
John Stone	Dan Balaban	Leonard Schein

Management

The Executive Director of the Institute is answerable the Board of Directors at quarterly reporting meetings.

Supporting the Executive Director is the Management and Strategy (M&S) Committee. At monthly meetings and in twice-annual retreats, the M&S Committee establishes and tracks strategic and operational goals for the organization and creates the annual budget.

The M&S Committee is made up of the Regional Directors and Associate Regional Directors from the three regions (BC, Alberta and Ontario) and Directors from the cross-regional support groups (Communications, Strategic Partnerships and Finance, and Administration and Executive).

The regions and groups propose their own strategic, financial and operational goals and are responsible for managing the same. There are Strategic Partnerships and Communications staff working in each region, and processes in place for cross-regional and multi-regional content

work. In each region Priority Directors lead each of the issues areas the region is working on, and report to the Regional Director.

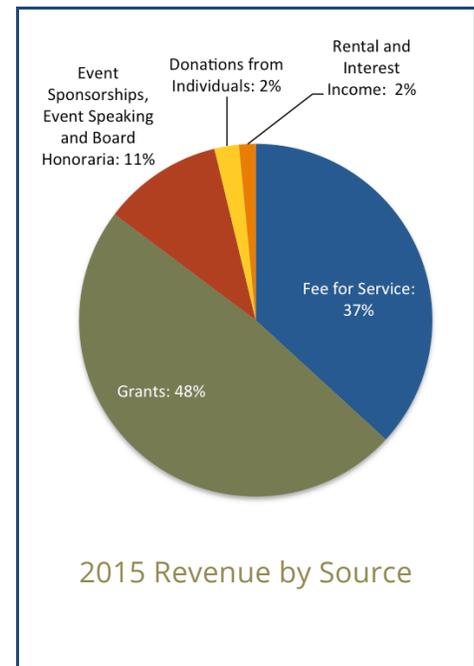
Financial

The Pembina Institute budget for 2017 is \$5 million, which is a 15% increase over 2016, but in line with some previous budgets. Our growth will require increasing our major gifts capacity.

Sources of revenue for 2015 (the last audited year) were:

- grants: 48%
- fee for service: 37%
- event sponsorships, speaking and honoraria: 11%
- donations: 2%
- rental and interest income: 2%

The relative weight of each of our sources of revenue is roughly the same for 2016, but the overall budget increased by 13%.



Position Description

We are seeking a dynamic, hands-on and values-driven leader with a national presence to head our team in our mission of leading Canada's transition to clean energy.

The Executive Director's mandate will be to sustain and deepen Canada's recent strides in climate and energy policy by building on the Institute's influence as a leading authority on clean energy solutions, and by representing the organization at the highest levels. The Executive Director will lead our senior management team, identify new revenue sources and oversee financial performance.

Priorities

The Executive Director leads and manages our team in the execution of the Pembina Institute's strategic goals. These are to:

- Enhance the Institute's influence as a leading authority on Canada's transition to clean energy.
- Consolidate and expand on the gains of recent federal and provincial climate/energy agreements and policies, and ensure their successful implementation.
- Build coalitions and convene strategic partners across sectors to develop informed, pragmatic, and widely supported solutions to challenges in Canada's transition to clean energy.
- Advance the Institute's position as a thought leader in applied clean energy solutions across a wide range of sectors (conventional energy, renewables, buildings, transportation, cleantech).
- Build public awareness of, and support for, clean energy policies, programs, and projects.
- Identify new revenue sources.
- Strengthen internal human resource policies, including compensation strategies to attract and retain top talent, and management practices to increase the effectiveness of our staff.

Responsibilities

The Executive Director reports to a nine member Board of Directors. S/he works with strong support from with a senior management team to achieve all aspects of the organization's strategy, influence, financial health, and operations. The Executive Director will:

- Lead strategic planning and implementation, including any required change management initiatives.
- Maintain a strong profile for the Institute with Canada's decision-makers and influencers, at multi-stakeholder tables and advisory councils, and through speaking engagements, media opportunities, and other communication strategies.
- Recruit and retain top talent, and motivate, mentor and lead Institute staff, including supervising and building bench strength in the senior management team.
- Lead the annual budget process and ensure the implementation of systems to monitor financial health, and to provide timely financial performance data to managers and the Board.
- Achieve annual revenue development goals, with a focus on developing and maintaining sound relationships with key funders and consulting clients.
- Develop and implement policies and practices necessary for the organization to achieve its annual operating goals, manage risk, and create accountability for performance targets across regions and support groups.
- Ensure that the Board and its committees have appropriate and timely advice, information and necessary materials to fulfill their governance duties.

Compensation and Benefits

The salary rate is competitive for an executive director in the environmental non-profit sector and will be based on skills, experience and qualifications of the successful candidate. Benefits include extended health and dental, four weeks of holidays per year, RRSP plan, and training and development opportunities.

Further terms of employment will be discussed with candidates during the interview process.

Candidate Profile

Candidates for this position must reflect the following experience and competencies in their applications:

Experience

- Significant experience in a senior leadership role and a demonstrated ability to develop, execute and measure the effectiveness of strategies.
- Success in executing change management initiatives and achieving desired outcomes.
- Experience with government relations, corporate engagement and policy advocacy approaches, and how to navigate potential conflicts between them.
- Experience in forging partnerships with a range of allies and across industry and non-profit sectors.
- Success in fundraising from diverse sources.

Competencies

- Knowledge of clean energy policies and the political, social and economic contexts affecting decisions about energy and environmental policy across Canada.
- Proven team leadership skills including performance management, a commitment to personal accountability and leading by example.
- Strong facilitation, stakeholder liaison, writing and presentation skills.
- Excellent interpersonal and group communication skills, and a proactive approach to managing work tensions and team stresses.
- Financial and operational management acumen.
- Efficient use of time in the face of competing demands.

In addition to the above, an understanding of international trends in climate/energy policy, and proficiency in French, are assets.

Location and Travel

The Pembina Institute is headquartered in Alberta. Candidates based at another Institute offices (Vancouver or Toronto) will be considered if they present a strategy to work closely with headquarters staff.

This is a full-time position requiring frequent travel.

Application and Selection Process

For further information

Any additional questions can be directed to the search consultant: Stephanie Cairns, Principal, Wrangellia Consulting, pembinasearch@wrangellia.ca, phone: 250.360.0456.

To apply

Email your cover letter and resume to pembinasearch@wrangellia.ca as follows:

- Subject line: Executive Director and your last name
- Cover letter and resume saved as one PDF document using the naming convention lastnamefirstletter-application-position-year.pdf
 - example: smithm-application-Executive-Director-2017.pdf

Application deadline: **Extended to midnight (Mountain Time) on Sunday, March 26, 2017.**

Selection process

We will assess all applications based on our needs and against the backgrounds of other candidates. We will contact up to a dozen candidates in March to arrange a preliminary conversation, the next step in our process. *Preliminary discussion:* If you are on this list, the purpose of our first conversation will be to explore your interest and fit for the position, and to provide you with the opportunity to gather all of the information you need to determine the seriousness of your application. Following this stage, all candidates will be asked to confirm their intent in principle to accept the position should it be offered to them, and their desire to proceed further.

Interview and references: A short list of final candidates will be invited to an interview. These interviews have been scheduled for April 26 & 27. Please make note of these interview dates, and let us know in your cover letter if they present difficulties. At this time, candidates will be asked to confirm formal references and to give permission for them to be contacted.

Board approval and offer: An offer will be extended to our preferred candidate in by Mid-May.

Desired start date: We hope to have the new Executive Director in place in July, 2017.

The Pembina Institute is an equal opportunity employer. We thank all applicants for their interest.

Appendix

Executive Director Job Description

1. Strategic management

In cooperation with the management and strategy (M&S) committee (the senior management team, chaired by the ED), staff and the Board of Directors, the executive director (ED) leads annual organization-level strategy and operations planning processes and the implementation of the strategic plan. The ED provides regular progress reports to the Board and staff.

2. Team development

The ED recruits, mentors and supervises the senior management team. They are also responsible for succession planning to ensure depth within senior management in the organization, and assisting recruitment by flagging people who are good fits with Pembina Institute culture and encouraging them to consider joining the organization. The ED also ensures that sound HR practices and policies are developed and adequately resourced to ensure attraction and retention of top talent, including compensation and benefits. The ED must be highly visible and accessible throughout the organization, and provide motivation, guidance and direction to all colleagues. Ultimately the ED is responsible for the organization's esprit de corps.

3. Organizational development

The ED ensures that the Institute's organizational structure fits its strategy and theory of change, and revises when necessary. They also identify top-priority change management initiatives and teams, and are accountable for successful implementation. In 2017 this will include helping the Pembina Institute to create a culture of feedback and ensuring its performance growth process works and continually improves.

4. Financial management

Working with the finance and administration (F&A) director, the M&S committee and the Board, the ED leads the development of an annual budget and appropriate control systems. Process and scope are determined between the ED and F&A director, with input from the M&S committee. The ED also works with the F&A director to ensure that managers get timely financial performance data, and to troubleshoot performance issues accordingly. The ED is

accountable for the organization's overall financial health, and provides quarterly and audited annual financial reporting to the Board.

5. Operations management

Working closely with the F&A director, the ED ensures the development and implementation of policies and practices necessary for the organization to achieve its annual operating goals and appropriately manage risk. The Institute has budgeted for a managing director position for the latter half of 2017 to assist with the smooth functioning of infrastructure, administration systems, and information management systems.

6. Revenue development

Working closely with the strategic partnerships director and regional directors, the ED is responsible for achieving annual revenue development goals. The ED also helps the organization to develop and maintain sound relationships with key funders and consulting clients, which requires ensuring that the organization's commitments are met. They sign off on all strategic alliances and partnerships, and are expected to represent the Pembina Institute in meetings with key funders.

7. Stakeholder and public relations management

The ED assists interactions with targeted influencers in government, industry and civil society, and represents the organization at various multi-stakeholder tables and advisory councils. They serve as media spokesperson on select issues, sign-off on some press releases, final reports and correspondence, regularly speak publicly and are responsible for protecting the organization's reputation. Working closely with the communications director, the ED helps disseminate the Pembina Institute's work. The two will also make certain that all staff follow communications protocols and engage communications staff at the outset of project and priority design.

8. Performance management

The ED oversees the continual refinement of key performance indicators across regions and support groups, monthly reporting on those indicators, and accountability for meeting or exceeding performance targets. They report performance quarterly to the Board.

9. Board accountability

The ED ensures that the Board and its committees (governance, audit, HR) have appropriate and timely advice, information and necessary materials to fulfill their governance duties. The ED and F&A director work jointly to produce a quarterly Board reporting package that includes relevant financial performance information, performance indicators and associated commentary, and other pertinent strategy/operations updates. It is expected that the ED will interact with chairs of all board committees.