



Elves Special Needs Society

**Position Profile**

**Executive Director**

[www.elves-society.org](http://www.elves-society.org)

[www.HumanEdgeGlobal.com](http://www.HumanEdgeGlobal.com)

## About the Organization

Elves Special Needs Society is a private, non-profit organization that offers school, respite, and day programs for individuals of all ages with special needs such as Autism, Fetal Alcohol Spectrum Disorder (FASD), Down Syndrome, and Cerebral Palsy.

Elves Special Needs Society was first established 52 years ago in 1973 in Edmonton, Alberta. The organization started with 3 staff and 7 children located in a room at Pineview Residence and later moved into a wing of the old Misericordia Hospital serving 30 children and their families. In late 1973, the organization was granted funding from the estate of Mr. Milton E. Elves to build a centre for children with disabilities. The financial donation was further supported by a donation of land from the Government of Alberta. A variety of other donors and donations helped furnish the building and acquire specialty equipment. The Elves' facility opened in July 1976.



Today Elves has grown to 200+ staff serving nearly 500 learners across two facilities in Edmonton, Alberta. At Elves, **possibility can become ability**. The organization establishes a partnership between the learner, their family, and experts in the field of learning and development.

Elves' professional programs are individualized and aim to support every learner in achieving success in life. Elves serves all ability levels and specializes in supporting learners with Autism Spectrum Disorder (ASD), Cerebral Palsy, Down syndrome and Fetal Alcohol Spectrum Disorder (FASD) from ages 2.5 into late adulthood. Programs are designed to meet learner needs, promote their growth, and ensure every day is a great day!

We offer the following services in Edmonton and area:

**Early Childhood Services** - For learners ages 2.8 to 6 years of age with diagnosis such as speech delay, Down syndrome, fine/gross motor delay, Autism Spectrum Disorder (ASD), Fetal Alcohol Spectrum Disorder (FASD), and Cerebral Palsy. This program is operational from September to June.

**Grades 1-12** - For learners ages 6-20 with severe multiple disabilities who are medically fragile. This program is operational from September to June.

**Adult Day Program** - Offered to learners aged 20 and up with severe, multiple disabilities who require meaningful, engaging opportunities for growth. This program is operational year-round.

**FASD Respite Program** - For learners aged 3-8 with a diagnosis or query of FASD, while also providing parents with time and resources to meet their family's needs. This program is operational only on Saturdays.

**Elves Specialized Summer Program** - Offered during the first three weeks in July for children and youth through approved agreements and available funding. There are limited spaces for this program.

### MISSION

Elves Special Needs Society provides individuals with severe disabilities and complex needs with a unique and comprehensive individualized educational or day program to promote maximum development and to enhance the quality of life of individuals and their families within a supportive and caring environment.

### VISION

The vision of Elves Special Needs Society is to offer developmentally appropriate activities that are foundational to the physical, cognitive, and social well-being of every individual.

### VALUES

Elves' Policies and Practices reflect the mandate of providing the safest yet enabling environment, and educational programs and services. Early Education and School Programs are focused upon continuing to provide wrap-around services to Elves' children/students.

- Fostering supportive, inclusive opportunities based on the abilities and needs of learners of all ages.
- Facilitating learning across the lifespan.
- Promoting family-centered services, and family well-being. Supporting service excellence and professional learning. Equitability, access to resources and accountability. Experience of learners, families, staff, and community partners.

Relevant Documents [Annual Report](#) | [Education Plan](#) | [Annual Educational Results Report](#)

## The Opportunity

Reporting to the Board of Directors, the Executive Director's primary responsibility is to ensure the consistent delivery of quality services and the effective operation of Elves guided by the Society's strategic direction, Vision, Mission and Values, Bylaws, and Board of Directors. Within the policies and guidelines approved by the Board of Directors, the Executive Director will plan, implement and monitor all the operating programs, procedures and policies, including learners and staff safety.

The Executive Director provides leadership and direction for all staff, volunteers and contract service providers. The three direct reports to the Executive Director include a Respite Program Coordinator / Family Oriented Program Coordinator, a Principal, and a Program Director, Elves Adult Program.



## Key Opportunities and Challenges

The new Executive Director will provide leadership and motivation to the Elves team by building relationships based on trust and integrity, ensuring collaboration and teamwork are fostered throughout the organization. A strong ability to lead through change will be essential. Understanding and compliance with ministerial funding and regulations is critical. There is a need for direct supports to be provided to staff and program participants while managing higher level of operational matters and decision making.

The Executive Director will ensure the fund development activities of Elves are robust and comprehensive and will leverage the organization's ability to increase revenues through donations, sponsorships and other forms of fundraising to meet the growing needs of the community.

Uncertainty with respect to political direction and the economy elevates the need for the Executive Director to foster positive relationships with all external partner groups, including government program managers, corporate Edmonton, allied social agencies, political leaders, and the public. Possessing a strong external presence will be critical to the success of the new Executive Director and the organization.

## The Ideal Candidate

The ideal candidate must align with the Vision, Mission and Values of Elves and have a passion for this calling. You are an outgoing, inclusive, collaborative, and empowering individual with a relevant education background and experience or strong familiarity and exposure to the social not-for-profit sector. You have successfully managed a million-dollar budget and are resourceful in fostering, pursuing, and leveraging new funding opportunities and partnerships. You trust in the skills, abilities and capacities of others and have the courage to explore new approaches, management structures, technologies and processes that have been researched and justified to support the goals and objectives of the Board and organization.

## Primary Roles and Responsibilities

### Leadership:

- Lead the Society with a clearly defined sense of business direction and purpose.
- Assume overall responsibility and accountability for fulfilling the Vision and Mandate of Elves.
- Effectively communicate Elves Vision, Mission and Values to employees, volunteers, external partners and government entities.
- Encourage team building by facilitating open communication and positive working relationships with staff.
- Establish a robust governance framework that provides direction for conducting business, aligns accountability and authorities, and outlines necessary policies, standards, and guidelines.
- Establish control and follow-up mechanisms for the organization.
- Assume primary responsibility for team building and career development planning for staff members.

- Foster a culture of safety and mental wellness by ensuring adherence to established policies and standards while developing new programs and initiatives as needed.
- Provide support, coaching, and mentorship to staff handling challenging situations.
- Demonstrate a foundational understanding of the disability sector including skill needed to ensure safe and caring environments.

**Board Governance and Relations:**

- In collaboration with the Board President, provide support with respect to Board (and Committees) meeting agendas, minutes, and regular and requested reports and information items and updates.
- Act as an advisor and consultant to the Board of Directors. Keep them informed of Society's operations and activities so they have all the available information for carrying out their financial, fundraising, accountability and assurance responsibilities including capital planning and policy review.
- With Board consent, operate as a spokesperson for the Society.
- Conduct official correspondence on behalf of the Board and jointly with the Board President or designate(s) when required or appropriate.
- Represent Elves at community activities and events to enhance the Society's community profile.
- Support the Board with respect to Board development.
- Support and where requested, participate with the Board in developing the organization's Vision and Strategic Plan.

**Operations:**

- Develop an operational plan which incorporates goals and objectives that work toward the strategic direction of the Society and its programs.
- Ensure the operations of the Society meet the expectations of all stakeholders including parents, guardians, caregivers, program participants, Board, provincial, and other funding entities.
- Oversee the efficient and effective day-to-day operations of the Society.
- Draft policies for review and approval by the Board and prepare procedures to implement Society policies.
- Review existing policies every three years and recommend changes to the Board Policy Committee, as appropriate.
- Ensure that security, privacy and confidentiality is maintained for all personnel and student files.
- Oversee maintenance and enhancements of sites and facilities.
- Ensure all operations adequately comply with health and safety requirements.
- Support daily oversight or response to urgent issues in absence of the designated Program Managers.

**Program Planning and Management:**

- Oversee the planning, management, and evaluation of the School, Adult and Respite programs and services.
- Ensure that programs and services offered by the Society are in accordance with Elves' Vision, Mission and Values and reflect the priorities directed by the Board.
- Monitor day-to-day delivery and quality of programs and services offered and ensure they are vigilant about occupational health and safety compliance.
- Oversee the planning, implementation, monitoring and evaluation of special projects.
- Competency to develop digital communications and management of digital technology, systems and upgrades.

**Human Resources:**

- Determine staffing requirements for the Society.
- Oversee the implementation of human resource policies, procedures and practices including the development of job descriptions and employment contracts.
- Ensure a positive, healthy and safe work environment in accordance with all relevant legislation, regulations, standards and Society policies.
- Delegate to School Program Principal and Adult Program Manager the hiring of front-line staff, evaluations and implementation of other personnel policies.
- Overview and approval of processes/resources required for staff orientation, training and continuum of annual and scheduled education.

- Implement a performance management process for all staff which entails progressive monitoring and feedback and at least an annual review.
- Coach and mentor staff as required to help improve understanding and performance.
- Hiring and supervision of senior and support administrative staff and professional resource and specific operational staff (e.g. bus driver, maintenance...).

**Financial Planning and Management:**

- In conjunction with the Society's Finance Director, plan and prepare budgets in alignment with major funder guidelines, for review and approval by the Treasurer and Board.
- Ongoing oversight and approval of funding allocations to ensure adequate funding is allocated for planned society operations and future capital planning.
- Accountable to ensure fiscal solvency and compliance in funds management including compliance with annual financial and compliance audit processes.
- Negotiate provincial government funding with Alberta Education, Alberta Seniors Community and Social Services, Persons with Developmental Disabilities (PDD), Family Supports to Children with Disabilities (FSCD) and School boards, as required and opportunities arise.
- Approve expenditures with the authority delegated by the Board.
- Enable the Financial Director and account department representative to complete functions including staff compensation and benefits, accounts receivable and payable, bookkeeping and all other accounting procedures and controls are compliant with General Acceptable Accounting Principles (GAAP) and Government of Alberta reporting requirements.
- Administer operating expenditures of the Society as determined by the Finance Director and Board approved budget.
- Provide the Board with comprehensive monthly reports on the Society's finances including expenditures and employment and Employment standards, legal and regulatory requirements, capital planning, program participant requirements which impacts governance of the Society.
- Ensure that the Society complies with all Canada Revenue Agency (CRA) legislation pertaining to taxation and income withholding.
- Accountable for signing contracts, leases, licenses, registration, funding raising platforms, and all other binding agreements on behalf of the Society.
- With Board review and approval, research, pursue, and develop supplemental funding sources such as events, private and public giving, and grants for capital projects, equipment and other needs of the Society.

**Assurance and Compliance:**

- Possess the experience and the ability to utilize Government of Alberta reporting systems as may be required by the Ministry.
- Manage the completion of Strategic and Educational Plans Annual Education Results Reporting, Annual General Reports and other annual Business or Operating Plans and quarterly reporting.
- Prepare short and long-term enrollment projections and report projections in conjunction with Society planning and ministerial funding requirements.
- Oversight and support in the preparation of the Board calendars.
- Represent Elves' during Ministry site visits, Program Audits, and regular meetings.
- Reporting based on ad hoc requests from major funders or the Board.

**Community Relations and Advocacy:**

- At the Annual General Meeting (AGM) report to parents, caregivers and community members on the Society's operations and activities.
- Prepare written communications and town hall conversations for staff and/or families regarding Society matters impacting service delivery.
- Act on specific directions from the Board to pursue relations with politicians or other relevant authorities.
- Seek opportunities to enhance the Society's profile and brand on-line (social media) and in the community.
- Attend scheduled meetings as outlined in specific funder contracts.

### **Risk Management:**

- Demonstrate understanding of the unique needs of persons with complex needs creating severe to profound impairments in physical, medical, intellectual and social emotional domains to align services and support align with individual needs and while ensuring overall community safety.
- Understand and access systems and supports to augment Elves service delivery to ensure the health and well-being of program participants.
- Plan, manage and/or oversee annual preventive maintenance work including facilities and equipment.
- Be vigilant in establishing and adhering to preventative policies and procedures that may negatively impact the Society's clients, students, staff, volunteers, Board of Directors, property, equipment, finances, goodwill, and image / brand.
- Prepare documents to enable annual benefit reviews and proposal development. Conduct annual reviews of terms for insurance and benefit renewals in conjunction with the Financial Director.
- Conduct ongoing reviews and update policies and procedures leading to protecting the population served, [staff](#) qualifications and compensation, occupational health and safety, property, equipment and other event risks.
- Ensure financial planning considers current and future needs with consideration to unknown legal or operational related risks.

## **Qualifications and Requirements**

### **Education and Experience:**

- Degree in Education, Management, Human Services, or other related fields of study.
- A combination of relevant education and extensive work experience will be considered.
- Currently possess or have the capacity to obtain Leadership Certification or Superintendent Leadership Certification as regulated and required by the Government of Alberta.
- A minimum of ten (10) years' experience in progressive management and leadership roles.
- Experience within the charity or not-for-profit sector is an asset.
- Experience working with a not-for-profit organization preferably associated with children, youth, adults and families or persons with developmental disabilities.
- Indirect or direct experience within counselling or social work associated with trauma informed counselling would be an asset.
- Strong fiscal management skills, including budget preparation, analysis, and reporting.
- Experience with fund development, fundraising, and strategic grant writing.
- An appreciation for the application of marketing, messaging, and promotions associated with brand.
- Experience working with a board of directors and governance model.
- Mature communication skills (written and verbal) combined with developed presentation skills.
- Capacity to engage in advocacy, collaboration and building stakeholder partnership.
- Functional knowledge of Microsoft Office Suite (Word, Excel, PowerPoint, Outlook).
- Experience assessing, responding and collaborating with a diverse group of professionals including physical, occupational and speech and language therapists, nurses, and social workers, certificated and non-certificated staff, board members, and external stakeholders and organizations.
- Embrace and employ a management style that is supportive, empowering, and inclusive.
- Foster a performance-oriented culture with support for staff recognition and continued education.
- Lead planning, continuous improvement, and simultaneously manage multiple projects.
- Ability to adapt to varying workloads; proactively plan, establish priorities and allocate resources.

### **Compliance:**

Final candidates for this position will be required to complete the following: Criminal Records Check, Vulnerable Sector Check, Child Intervention Record Check, Credit Check and submit a Driver's Abstract.



## Equal Opportunity

Elves is proud to be an equal opportunity employer that is committed to diversity and inclusion in the workplace.

## Compensation & Benefits

A competitive compensation package commensurate with skills and experience along with a benefits package will be discussed with candidates.

## Confidentiality

In compliance and consistency with the Personal Information Protection and Electronic Documents Act ("PIPEDA"), HumanEdge shall respect the privacy and confidentiality of all personal information provided directly or indirectly verbally, electronically or in print throughout the process of candidate engagement in our search assignments.

### To Apply:

**Please submit a cover letter and resume in confidence to:**

Misty Wilson, CPHR, SHRM-SCP

Senior Recruitment Consultant

Email: [misty@humanedgeglobal.com](mailto:misty@humanedgeglobal.com)

Website: [www.humanedgeglobal.com](http://www.humanedgeglobal.com)

