



# Opportunity Profile

EXECUTIVE DIRECTOR  
CHRISTIE REFUGEE WELCOME CENTRE

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NELSON/KRAFT  
AND ASSOCIATES

# EXECUTIVE SUMMARY

Christie Refugee Welcome Centre (CRWC) is searching for a visionary, justice-oriented leader to join their team as Executive Director.

The Executive Director is responsible for the strategic leadership and operational management of the organization according to the strategic direction approved by the Board of Directors and in alignment with the vision and values of the organization. Through a combination of strategic thinking, operational controls, relationship management and empowering leadership, the Executive Director is responsible for the consistent achievement of objectives in program quality and service delivery, funding opportunities, financial and human resources, engagement with churches and other community stakeholders, relationships with government and refugee networks, and compliance with organizational policy, legislation and regulations.

If you are an operationally gifted and growth-minded executive with values and a passion that align with CRWC, we would love to connect.





# OUR STORY

Christie Refugee Welcome Centre (CRWC) offers welcome, safety and support for refugee claimant families. Motivated and shaped by our Christian faith and responding to God's call to pursue justice and offer compassion, we welcome and shelter refugee claimant families, offering hope and dignity and acting with integrity and a person-centred focus in all we do.

Located west of downtown Toronto next to Christie Pits Park, CRWC is a City of Toronto emergency shelter that, for over 33 years, has provided shelter and a warm welcome for refugee families from all ethnic, racial and religious backgrounds. Over the past 10 years a substantial program of post-shelter support has been established, and the next 10 years could see further transformation as CRWC explores a potential redevelopment of its property to better serve our clients and considers expanding services. Pre-COVID CRWC was welcoming and sheltering up to 300 homeless refugee claimants (100 families) who were fleeing danger and hoping to make a home in Canada. At CRWC they receive the care, support and assistance they need to get settled in Canada as they pursue their refugee claim and hope to establish new lives in Canada.

For more detailed information, visit the CRWC [website](#).

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# OUR VALUES

## **CHRISTIAN FAITH**

Motivated by our Christian faith and responding to God's call to pursue justice and offer compassion, we welcome and shelter refugees, offer hope and dignity and act with integrity in all our endeavours.

## **DIGNITY & RESPECT**

We respect and engage refugees as full participants in our programs and services. We are intentional in creating and building a fair and supportive community that offers a sense of belonging, embraces cultural diversity, respects each person's individual journey, and celebrates the capacity to survive and thrive.

## **ADVOCATE**

We advocate for equitable access and fair treatment of refugees. We promote just, public policies that protect the rights of refugees.

## **PARTNERING**

We work with governmental and non-governmental organizations, churches, corporations and individuals to provide better access to resources and services. With our partners we exchange knowledge and resources that increase understanding and build mutually beneficial, sustainable partnerships.

## **RESILIENT**

We respond to the unique needs of the ever-changing refugee populations who come through the centre. We are resilient and adaptive to the changing environment, both within the broader Canadian culture and within the refugee community.

## **CHILDREN & FAMILIES**

We value families and support family reunification. With our belief that individuals are best supported and thrive in a healthy family environment, our housing complex supports the family by providing units that allow families to dwell together and build community rather than institutional settings.

# KEY RESPONSIBILITIES

The key areas of responsibility and competency are:

## Leadership, Organizational Performance and Advocacy

- Reporting to and working in collaboration with the Board of Directors, actively participate and lead the development of strategic planning and implementation and execution of strategic initiatives, including the potential significant undertaking of a property redevelopment and subsequent adjustments to the strategic direction of CRWC.
- Lead, represent and champion the vision, mission and values of the organization in a constantly changing financial, social and political environment.
- Identify, assess and advise the Board of Directors on internal and external risks and opportunities that may impact the organization.
- Act as the key professional advisor to the Board of Directors on all aspects of the organization's programs and activities, building and maintaining a positive working relationship with all board members.
- Ensure the bylaws, policies and procedures of the organization are consistently upheld; draft policies for the approval of the Board and prepare procedures to implement the organizational policies; review existing policies on an annual basis and recommend changes to the Board as appropriate.



- Build organizational profile, credibility and confidence with various constituencies, churches, refugee networks, City of Toronto and other government bodies, politicians, donors, partners and staff.
- Spearhead broader public engagement initiatives to increase church engagement and commitment, volunteer support and public awareness on refugee issues.
- Communicate regularly with stakeholders to keep them informed of the work of the organization and to identify changes in the community served by the organization.
- Serve as an engaging and effective spokesperson across all forms of media as needed.



### Fundraising and Financial/Risk Management

- Ensure that CRWC maintains financial resilience and that there is alignment between funding sources and program disbursements as the organization grows and evolves.
- Lead the annual budget process in collaboration with the Board of Directors, Board Treasurer and staff through a critical analysis of income and expenditures, identifying potential risks and opportunities.
- Develop fundraising plans and priorities with assigned staff, reviewing all fundraising submissions and support documentation.
- As the face and voice of the organization, lead all relationship-oriented fundraising initiatives.
- Provide strategic fiscal management within budget guidelines, financial frameworks and government contracts ensuring sound financial practices and controls are in place.



- Grow the organization's financial capacity through the acquisition of grants as well as the growth and cultivation of other donation streams.
- Ensure that funds are managed according to approved budgets, monitor the monthly cash flow and ensure that sound bookkeeping, accounting procedures and established policies are followed in all financial transactions.
- Ensure the Board of Directors and the organization carries appropriate and adequate insurance coverage and that the Board and staff understand the terms, conditions and limitations of all insurance coverage.



## People, Team and Culture

- Lead and continuously develop a highly effective team of staff, volunteers, consultants and vendors to deliver excellence in programs and services.
- Ensure the implementation and application of human resources policies, procedures and best practices to recruit, develop, reward and retain staff.
- Ensure that a staff culture of service and commitment is cultivated through the use of formal and informal feedback.
- Foster a positive, healthy and safe work environment in accordance with all applicable legislation and regulations.
- Continuously review and evolve the organization's structure in response to opportunities; develop management and leadership capacity and support each staff member to grow and develop their gifts and potential.



## Operational/Program Planning and Management

- In collaboration with program staff, ensure that a continuously renewed operational plan is created and monitored with measurable objectives and timelines that supports the strategic direction, vision, mission and values of the organization and meets the expectations of clients, Board, key stakeholders and funders (especially the City of Toronto).
- Monitor and evaluate the efficient and effective operation of the organization according to plans and metrics, developing solutions and taking corrective action to ensure the organization achieves all deliverables and is in compliance with by-laws and applicable legislation.
- Provide timely progress reports to the Board of Directors on achievement and challenges.
- Lead the planning, implementation, execution and evaluation of special projects using strong change management skills, particularly related to a potential property redevelopment project and the potential disruptions to daily operations.
- Establish, guide and nurture strong working relationships with our primary funder, the City of Toronto, and work collaboratively with all aspects of City administration such as fire, building and licensing.
- Identify and evaluate the risks to the organization's people (clients, staff, volunteers and visitors), property, goodwill, brand and image; implement measures to control and/or eliminate risks.

## Other

- CRWC is a 24/7 operation meeting the immediate needs of individuals and families. The ED needs to be responsive to urgent situations to support staff regardless of the time of day and be willing to roll up his or her sleeves and work alongside staff, clients and volunteers as needed.



# QUALIFICATIONS

- University degree in social work, social sciences, ministry, non-profit management or a related discipline.
- 10 years senior management/leadership experience preferably in a social service, Christian ministry or missions capacity to vulnerable and marginalized communities and individuals.
- Demonstrated ability to create an engaging, respectful and high performing workplace, providing leadership, coaching and development to a diverse staff team.
- Experience working as a collaborator/advisor with a Board of Directors to develop strategic plans and goals.
- Proven leadership of financial and risk management and related controls.
- Ability to lead and manage fundraising activities, build strong relationships with donors and create engagement with churches and other community partners.
- Excellent oral and written communication, media relations and public presentation skills.
- Agreement with the purpose, vision, mission and values of the CRWC.
- Good knowledge of resources, services and networks available to support refugee claimants; willingness to become an active participant in refugee networks and working groups.
- A clear understanding of the Christian understanding of justice and the ability to articulate that understanding in relation to refugees in the context of church engagement and relationship marketing.

# QUALIFICATIONS CONTINUED

- Ability to travel within the GTA and southern Ontario to meet with donors, make presentations to groups, and build relationships with churches.
- Provide a satisfactory vulnerable sector background check which will be updated on a regular basis at the discretion of the Board.
- Knowledge of 24/7 service operations and facility management would be an asset.
- Technical capability in MS Office applications (Word, Excel, PowerPoint and Outlook).
- Knowledge of financial and accounting systems is an asset.

# OUR SEARCH TEAM



**JEFF PITCHFORD**  
LEADING THE SEARCH

Jeff is an accomplished Senior Executive, with over 25 years of leadership experience across the chemical manufacturing and food processing industries. He wears many hats including Business Consultant, Executive Coach, Board Member, Forum Chair and Birkman Certified Professional. Jeff specializes in leadership development and team-based business success. He is passionate about developing leaders and building high performance teams.

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**KEITH KNIGHT**  
SUPPORTING THE SEARCH

Keith has a long career in leadership development, communications and marketing. Over the past decade he served as Executive Director of the Canadian Christian Business Federation, a national network of Christian business and professional leaders. He inherited a small group of business leaders consisting of seven chapters in southern Ontario and grew the organization into a national network of 70 chapters with a database of 6,500 business and professional leaders, including about 80 Christian non-profits. He thrives on relationship-building, discovering organizational and individual needs.

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**RYAN FERNANDES**  
SUPPORTING THE SEARCH

Ryan brings over 15 years of progressive financial, people and global leadership experience across a broad spectrum of Fortune 500, private equity and private businesses ranging from CPG, automotive, food and beverage, and supplements. Having been both a candidate and a hiring manager with several executive recruiters, Ryan has the perspective to help a client clearly articulate their needs and wants as well as identifying a candidate who will excel in the role.

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# ESTIMATED SEARCH TIMELINE

While every search is dynamic and time frames are hard to predict, the following is an overview of the expected timeline for this search:

**Location:** Toronto, ON

**Application Deadline:** November 30, 2022

**Short List Interviews:** December 2022

**Start Date:** January 2022

## HOW TO APPLY

**Please forward a PDF of your resume and cover letter to [info@nelsonandkraft.com](mailto:info@nelsonandkraft.com).**

Nelson/Kraft & Associates Inc. is an executive consulting firm that specializes in working with not-for-profits and for-profit businesses across Canada, assisting them in the placement of senior executives and directors.

Nelson/Kraft & Associates Inc. welcomes and encourages all interested applicants to apply for this position and is committed to the principles of diversity and inclusion in its hiring practices, and will only make distinctions among interested applicants in accordance with the applicable Human Rights legislation.

Nelson/Kraft & Associates Inc. also welcomes and encourages applications from candidates with disabilities. Accommodations are available on request for candidates taking part in the selection process. If you require disability-related accommodation during the recruitment process, please contact us.