



# Opportunity Profile

CHIEF OPERATING OFFICER  
MCC BRITISH COLUMBIA

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NELSON/KRAFT  
AND ASSOCIATES



# EXECUTIVE SUMMARY

Mennonite Central Committee British Columbia (MCC BC) is looking for an adaptable and collaborative leader with great problem solving skills to join their team as Chief Operating Officer (COO).

The COO reports directly to the CEO and will support the CEO, Leadership Team (LT), and MCC BC Board in key areas. This position will supervise several operational areas, including the Finance and Administration department, and the Social Enterprise department which includes thrift, fairtrade, and a café. The COO will also provide leadership level support to the CEO and Board in the shareholder relationship with MCC Legacy Trust (a group of MCC companies that manage investment property similar to an endowment) as it relates to governance, compliance, and shaping investment and donation goals.

The COO will help provide MCC BC with the capacity to manage and grow in several areas, including the expansion of social enterprises and Legacy Trust, all of which will increase the funds available to assist vulnerable people here at home and around the world.

If you are an entrepreneurial and financially literate leader with a passion for serving the marginalized both locally and globally, we would love to connect.





# WHO WE ARE

Mennonite Central Committee (MCC) is a Christian faith-based agency that provides relief, development, and peacebuilding initiatives in 48 countries. MCC BC carries out local programs that address poverty here in BC and also supports the international work of MCC by generating funds, recruiting personnel, and mobilizing material aid. The MCC BC annual operating budget is \$24 million (not including Legacy Trust subsidiaries) with over 120 staff and 3,000 volunteers who serve in thrift shops, relief sales, material aid activities, and local programs.

MCC has an entrepreneurial culture that has fostered the development of numerous social enterprises over the years. The Social Enterprise department has responsibility for the management and growth of several enterprises, including thrift, fairtrade, and a café. MCC Thrift is celebrating 50 years of operations with over 100 locations across North America, including 9 stores in BC with 60 staff and over 1,000 volunteers. Together they generate gross revenues of \$8.5 million and a net income of over \$2.7 million which supports MCC ministry locally and globally. Ten Thousands Villages (TTV) is one of the oldest and largest fairtrade organizations that supports sustainable jobs in the developing world, MCC BC owns and operates an outlet in Abbotsford that generates \$220,000 in sales. MCC BC also operates the Common Place Café, which is located in Abbotsford serving a wide range of customers that visit the MCC Centre and generates \$350,000 in sales. In all of these areas there are opportunities for growth and expansion.

MCC BC is also the sole shareholder of the Legacy Trust group of companies that stewards land for development and rental property worth \$60 million. These properties were donated to MCC and there are plans for significant growth. Legacy Trust functions similar to an endowment, with the purpose of generating income to support the work of MCC for generations.



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# LOCATION



Abbotsford is a multi-ethnic city of over 150,000 people located in the Fraser Valley, approximately 70 kilometers east of Vancouver and 4 kilometers north of the US border. Abbotsford is a city in the country. It has grown rapidly in the past decade due to its close proximity to Vancouver. The city of Abbotsford serves the community well with a full range of amenities including health and community services, libraries, sports facilities, cultural activities and more. The Fraser Valley has a large portion of the Mennonite community in BC and has several Mennonite institutions, as well as about 100 churches representing many denominations.

# KEY RESPONSIBILITIES

## General

- Collaborate with the CEO and LT in the strategic planning and annual planning process.
- Participate as a member of the LT in the development of overarching policies and priorities that are consistent with the mission, beliefs, and values of MCC.
- Attend board meetings as a resource to the CEO and prepare reports and recommendations on issues related to areas of responsibility.
- Represent MCC's beliefs and values in all interactions when attending MCC events and handling donations and inquiries.
- Model nonviolent peacemaking in the workplace and the community through respectful interactions and work relationships.
- Contribute to the shaping of a positive workplace culture based on Christian beliefs and values.
- Participate in staff meetings and, on occasion, take the lead on spiritual reflection for the ongoing cultivation of the organizational culture based on MCC's mission, beliefs, and values.



- Exercise proactive leadership with the ability to develop and propose plans for approval, and then implement based on approved plans.
- Step in as acting CEO in the event of a long-term absence or emergency succession.

## Legacy Trust

- Support the CEO and board committees with strategic planning and policy development at the shareholder/investor level in the stewardship of the Legacy Trust relationship.
- Review the financial statements prepared by subsidiaries, in collaboration with the Director of Finance and Legacy Trust, in preparation for the annual audit and quarterly Audit and Finance Committee (AFC) meetings.
- Attend Legacy Trust board meetings as an observer, or as a member of the Legacy Trust Board if appointed to do so by the Shareholder.
- Collaborate with the CEO, Director of Finance, and Legacy Trust President in tax planning, CRA compliance, and the development of the corporate structure as needed.
- Participate with the CEO and AFC in the review of the vision, strategy, and planning related to meeting shareholder expectations.
- Collaborate with the CEO, Governance Committee, Legacy Trust President and Board in the development of shareholder governance policies.
- Participate with the AFC in the review of Legacy Trust enterprise risk management plans and reports in keeping with the Shareholder Governance Policy.





- Collaborate with the CEO, Director of Finance, and Legacy Trust President in the due diligence needed for the recommendation to accept donated properties, companies, or other assets, and in the determination of market value of donated property for charitable receipt purposes.
- Collaborate with the CEO and Executive Coordinator to ensure corporate records are in good order.

### **Supervise Social Enterprises**

- Supervise and support the Director of Social Enterprise in the management and growth of Thrift, Common Place Cafe, and Ten Thousand Villages.
- Become fully aware of the operating activities and assist with addressing challenges and exploring opportunities for growth.
- Support the Director of Social Enterprise in the development of annual business plans and ongoing risk management.
- Step in as acting Director of Social Enterprise in the event of a long-term absence or emergency succession.

### **Supervise Finance and Administration**

- Supervise and support the Director of Finance and Administration in the ongoing operations of the department with a focus on the areas that report to the CEO, AFC, and MCC BC Board.
- Support the Finance Director in the development of capital and operating budgets, internal control, fraud prevention, audit procedures, regulatory compliance, and software systems.
- Approve capital spending for resources such as office equipment, computer systems, and vehicle purchases.



- Review insurance renewal as developed by the Director of Finance in preparation for recommendations to the CEO and AFC.
- Support the Director of Finance in the development of plans, budgets, policies, risk management, and insurance renewal recommendations.

## **Administrative Operations**

- In collaboration with the CEO and LT, lead the annual enterprise risk management planning and reporting process; monitoring risks throughout the year and identifying new risks.
- Support the CEO by leading the review and revision of, and compliance with, the MCC policy framework as well as other high level policies developed for MCC BC.
- Oversee the development/compliance with privacy policy and act as, or supervise, the Privacy Officer.

## **Property Management**

- Oversee the management of MCC BC properties and facilities, including maintenance plans and schedules for major repairs and annual and long-term capital budgets for properties and facilities, and ensure compliance with building codes and other regulations.
- Provide collaborative leadership in the sale and acquisition of property, construction projects, and major renovations.
- Collaborate with the Social Enterprise Director and CEO to support the exploration of Thrift expansion and related business planning and analysis, and lead in the exploration of possible partnerships to increase business viability or ministry impact.



# QUALIFICATIONS

- A Master's or Bachelor's degree in Business Administration or a related area is preferred.
- Training as a Chartered Professional Accountant is an asset.
- Several years in a senior management role in business, especially if related to real estate development, property management, or retail operations.
- A strong understanding of finance and the development of business plans with pro-forma statements for business modeling.
- Able to communicate financial information and analysis to a diverse audience.
- Able to learn key issues in tax planning, corporate structure, and board governance.
- Knowledge and experience related to for-profit and not-for-profit operations is strongly desired.
- Experience related to managing and maintaining buildings and purchasing/selling property.
- Knowledge of real estate development and rental property management.
- Able to learn the key issues in governance policy, investment stewardship, corporate structure, tax planning, CRA requirements, and other regulations.
- Experience related to supervising and leading teams, as well as managing board and stakeholder relationships.
- Able to learn key factors that lead to social enterprise success in a volunteer culture.
- Experience with risk management and related policy development.
- An entrepreneurial attitude and a creative innovator at a practical level that adds value.

# QUALIFICATIONS CONTINUED

- An effective strategic planner, proactive problem solver, and is flexible and open to change.
- Adaptable, approachable, and is able to learn quickly.
- Humble, patient, open to feedback, and has a good sense of humour.
- Understands and supports the vision, purpose, and values of MCC.
- Understands and has a deep appreciation for the MCC constituency.
- Participation and involvement in a constituent church is strongly desired.
- Familiar with standard workplace software programs and is able to learn.
- A satisfactory criminal record check will be required.



# OUR SEARCH TEAM



**MARK KRAFT**  
LEADING THE SEARCH

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Mark is a trusted and sought-after executive search leader, with over 20 years of combined experience in the public and private sectors. Bringing a deep level of care and commitment to his clients, Mark has successfully led over 100 executive talent searches across Canada, for roles ranging from CEO to CFO, to COO. With his breadth and depth of experience, Mark has become a respected advisor and go-to expert for non-profit, charity, and faith-based organizations looking to source top executive talent.



**JEFF PITCHFORD**  
SUPPORTING THE SEARCH

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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.



**LARRY NELSON**  
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Larry is a Chartered Professional Accountant and former CEO of the Baptist Housing Society in BC. He has served on many charity boards nationally and provincially including the board of the Canadian Council of Christian Charities. He has placed over 80 senior executives and worked with more than 50 not - for- profit organizations across Canada. He is passionate about lending his professional expertise to not-for-profit organizations.

# 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:** Abbotsford, BC

**Application Deadline:** November 4, 2022

**Short List Interviews:** November 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.