



# Opportunity Profile

GENERAL MANAGER  
MCC BRITISH COLUMBIA

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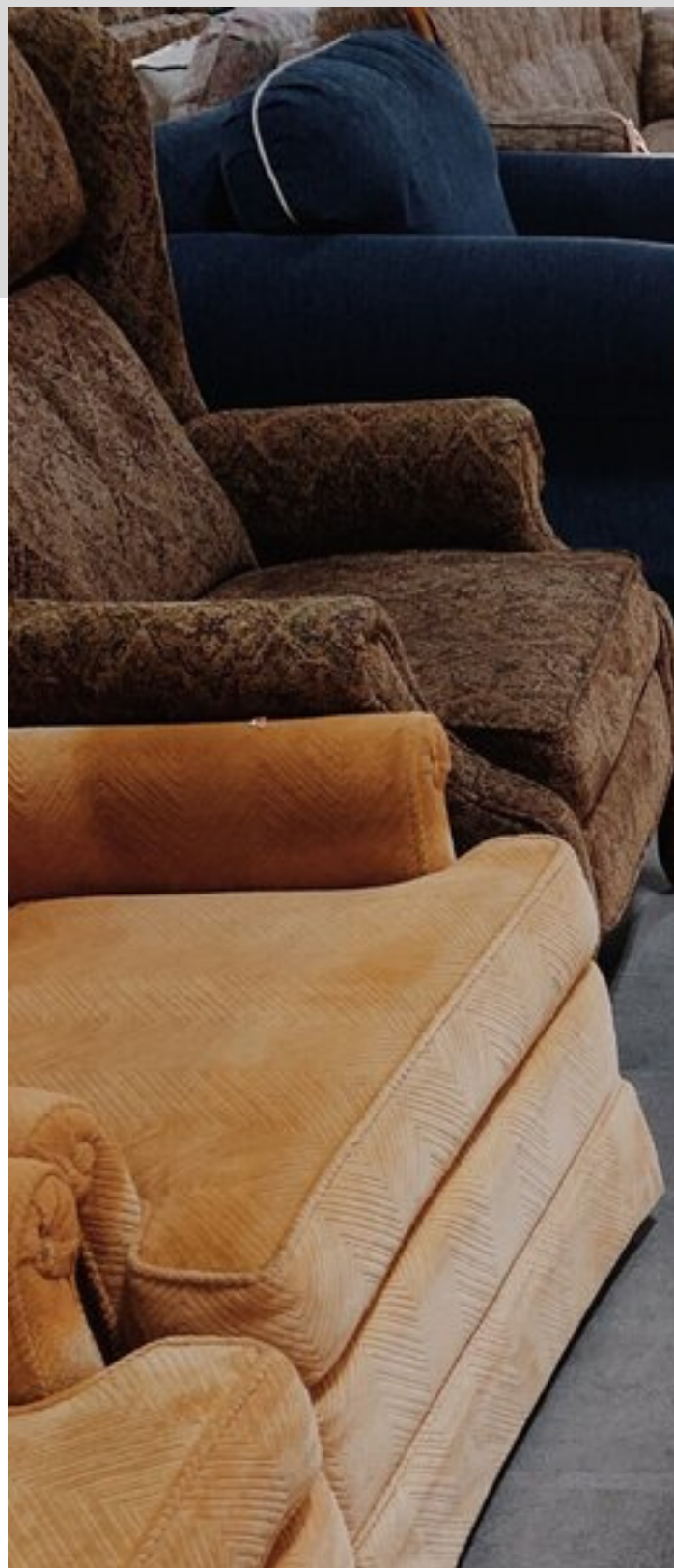
NELSON/KRAFT  
AND ASSOCIATES

# EXECUTIVE SUMMARY

MCC BC is searching for a relational and results-driven leader to join their team as General Manager of MCC Centre Thrift.

The General Manager (GM) will be responsible for the daily operation of the MCC Thrift Shop located in Abbotsford, BC, which has an annual revenue of over \$3 million. The GM is responsible for receiving donations, overseeing the retail floor, and promoting and implementing MCC Thrift Shop best practices. In a collaborative manner, the GM will provide a vision and direction for the overall operation of the shop. The GM will be accountable for the shop's annual sales revenue, expenses and net income. The GM provides oversight and support for approximately 20 staff (including casual workers) and a roster of 300 volunteers; cultivating and maintaining an inclusive team approach. The GM will demonstrate servant leadership to staff, volunteers, customers and donors in a manner that reflects Christian respect and integrity and advances the mission and values of MCC. The GM reports to the MCC BC Director of Social Enterprise and works with the Volunteer Committee.

If you are someone who leads by example, has a strong business acumen and a passion for serving the marginalized both locally and globally, we would love to hear from you!







# 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

## Management

- Provide creative vision and direction for the shop and continually work towards measurable growth and development of shop operations.
- Lead in coaching and mentoring, mediation and conflict resolution; strive for peaceful reconciliation and harmony in the workplace, and promote inclusivity and diversity.
- Create strong lines of communication between staff and volunteers, and take the lead role in communicating with the entire volunteer and staff teams.
- Deal with any sensitive or confidential situations that may arise within the staff team. including performance related issues, in consultation with the area supervisor and HR.
- Respond to customer and volunteer complaints or issues with sensitivity and respect, including supervisors when necessary.
- Cultivate a strong service environment in the store and back-of-house built on respect and inclusiveness; coach staff when this is not being exemplified.
- Lead by example in terms of self-motivation, and take initiative in running a financially successful shop.





- Take the lead role in working towards more sustainable business practices, and be proactive in finding creative solutions towards waste reduction.
- Manage all aspects of HR related to the staff team including vacations and absence reporting, performance appraisals and communicating any updates to current HR policies as they relate to MCC BC staff.
- Facilitate training on key policies involving safeguarding and harassment prevention, and in the case of safeguarding incidents, ensure that there is prompt and proper documentation and reporting to the Director of Human Resources.
- Collaborate with HR on administering payroll and managing all aspects of staff scheduling.
- Oversee all aspects of safety both on the retail floor as well as back of house; ensuring daily safety checks and sanitizations are being carried out, and being ready to rapidly respond to any changes relating to safety, particularly as they pertain to communicable diseases.
- Attend Joint Health and Safety Committee meetings as a store supervisor representative and implement any safety related measures as needed.
- Manage the shop's budget and provide input into yearly budgets in consultation with the MCC BC Director of Social Enterprise.
- Control expenses to remain within budget as approved by the MCC BC Director of Social Enterprise.
- Meet monthly sales and revenue targets as agreed on in consultation with the MCC BC Director of Social Enterprise; be able to speak to sales trends in key departments in addition to other key performance indicators such as customer traffic, average transaction value and colour rotation tendencies.



- Oversee the daily operations of the shop including shop opening and closing, special events and sales, scheduling of trucks, counting, recording and depositing daily cash as necessary, ensuring the shop is neat, clean and attractive, supervising staff, leading daily staff meetings, assisting and supporting volunteers, operating a cash register as required, and answering and responding to phone and email communications.
- Oversee all aspects of merchandising in collaboration with department supervisors including shop layout, displays, signage, windows and special features. Assist in developing merchandising guidelines as necessary.
- Recommend and maintain shop policies in consultation with the MCC BC Director of Social Enterprise.
- Maintain professional and respectful relationships with outside organizations including social service organizations, churches, other service groups and private contractors.
- Participate in the staff hiring team and provide input into job design, orientation and training, as well as ongoing evaluation and follow-up. Consistently monitor performance, and document and follow-up with all performance issues with paid staff in a timely manner. Provide staff performance documentation to the MCC BC Director of Social Enterprise and Director of Human Resources.
- Create effective staffing schedules that provide strong coverage during busy times and ensure consistent staff levels for security of volunteers, staff, customers and donors.
- Conduct consistently scheduled staff meetings to create strong lines of communication.
- Ensure shop Occupational Health and Safety compliance.



- Administer contracts for garbage, recycling, janitorial services, maintenance, etc.
- Maintain a high level of integrity, reflecting Christian respect and Christ's unconditional love toward staff, volunteers, customers and people in need that ask for help.
- Model reconciliation and healing in daily actions with the public, volunteers and staff.
- Articulate the mission of the shop and the broader work of MCC including local programs.
- Network in the community by attending and being actively involved in a local community church.

## **Volunteer Coordination**

- Oversee the Centre Thrift Volunteer Coordinator regarding volunteer recruiting and role design in collaboration with other staff.
- Oversee the screening of volunteer applications and interviews, and ensure the volunteer database is kept up-to-date.
- Oversee monthly volunteer scheduling.
- Oversee the orientation, training, education and initial and ongoing development of volunteers in consultation with the MCC BC Volunteer Coordinator.
- Ensure adequate and appropriate supervision of volunteers including delegating, motivating and appreciating them alongside the Centre Thrift Volunteer Coordinator.
- Oversee all planning and implementation of volunteer appreciation events and gestures.
- Have daily interaction with volunteers to cultivate strong morale in the shop.



## Administration and Marketing

- Develop and implement an advertising and public relations plan in consultation with staff, volunteers and the MCC BC Director of Social Enterprise.
- Oversee shop administration including managing the shop's office, data entry of daily sales, mail, paying bills, petty cash and maintaining volunteer records. You can choose to delegate these tasks, but must follow-up and review on a constant basis.
- Oversee the development and maintenance of the shop's online presence including social media and e-commerce; allow the Marketing Coordinator creative freedom, but offer guidance when needed.
- Act in the role of Chair of the Volunteer Committee if required.
- Attend manager and volunteer meetings, and assist in compiling reports and all supporting documents as required.
- Relate to MCC personnel as needed and attend MCC sponsored events as required.

# QUALIFICATIONS

- All MCC workers are expected to exhibit a commitment to a personal Christian faith and discipleship, active church membership and biblical nonviolent peacemaking.
- Must have a high level of enthusiasm and passion for the work of MCC and the integral role of Thrift within the organization; demonstrate this passion daily to encourage and motivate the team.
- Must be results-driven with a demonstrated ability to achieve growth and measurable improvements in the workplace; specifically in sales revenue as well as organizational culture.
- A Bachelor of Business Degree or another relevant degree is preferred, or commensurate experience.
- Must have 5+ years of leadership experience.
- A proven ability to manage in a multi-dimensional and dynamic work environment.
- A proven ability to lead, motivate and administer a multi-staff team.
- Able to work collaboratively with the Volunteer Committee, other employees and volunteers; creating a pleasant work environment that promotes teamwork and cooperation.
- Must have strong interpersonal skills and be willing and able to work with a variety of people. Must be friendly, outgoing and demonstrate appreciation for the volunteers working at the shop.
- Able to sensitively and respectfully assist individuals who represent a diverse and/or marginalized population sector.
- Must have knowledge of the second-hand merchandise market, including clothing, housewares and furniture.

# QUALIFICATIONS CONTINUED

- Must have strong Microsoft Office suite, internet and email skills.
- Must understand the marketing value of social media platforms as well as the e-commerce sector, and be proactive in driving growth in those areas.
- Must have current First Aid Training, or it may be provided in the first 3 months of employment.
- Must have WHIMIS and Occupational Health & Safety knowledge, or training may be provided in the first 3 months of employment.
- Must receive a satisfactory criminal record check.
- Must have a valid driver's license and clean driving record.

## **Work Conditions/Challenges**

The position requires working in a fast-paced retail store environment with lots of distractions, and requires spending a significant portion of time on one's feet. It requires the ability to respond to often simultaneous demands from customers, volunteers and occasional requests for aid. This position also involves the handling of used goods and the lifting of objects of up to 50 lbs.

The MCC Centre Thrift Shop is on Gladys Avenue in downtown Abbotsford which lends it to interaction with people living on the margins of society, including people who live homeless. From time to time there is a need to deal with drug-addicted and/or street-involved persons. To this end, the General Manager, Assistant Manager, staff and volunteers must be prepared for and skilled in interacting with people who live homeless in a respectful and caring way.



# OUR SEARCH TEAM



**MARK KRAFT**  
LEADING THE SEARCH

[mark@nelsonandkraft.com](mailto:mark@nelsonandkraft.com)  
778.982.4427

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

[jeff@nelsonandkraft.com](mailto:jeff@nelsonandkraft.com)  
647.409.2922

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**  
SUPPORTING THE SEARCH

[larry@nelsonandkraft.com](mailto:larry@nelsonandkraft.com)  
778.385.0117

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 10, 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).**

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