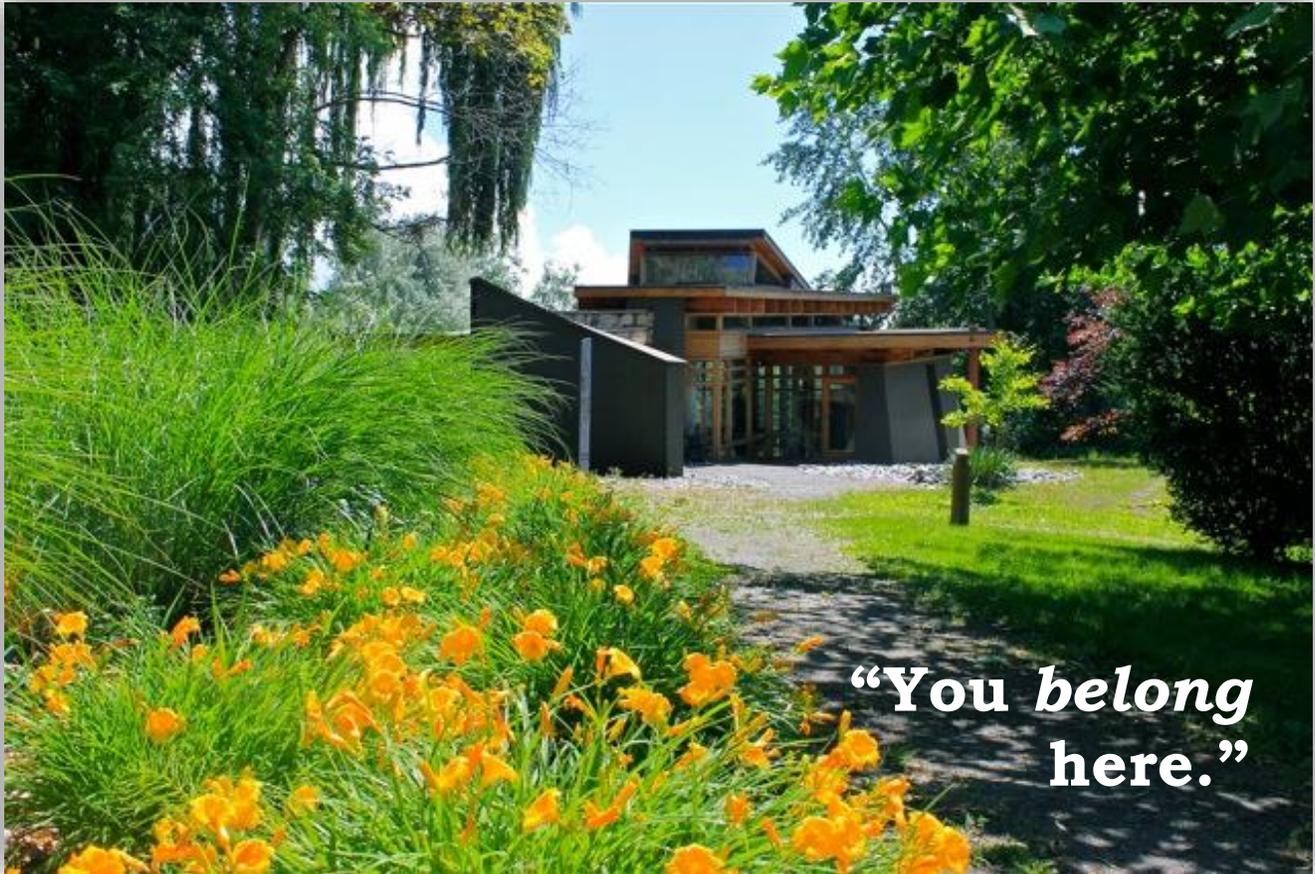


# NELSON/KRAFT AND ASSOCIATES



the  
**NaramataCentre**  
www.naramatacentresociety.org society

Managing Director

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## Essence of the Opportunity

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Open to people of all ages, Naramata Centre is an inclusive, welcoming place to connect and deepen in mind, body and spirit. Situated on the east shore of Lake Okanagan, the Centre provides a peaceful oasis for children, teens, adults, families, and elders to play, relax, grow and be authentically themselves, supported in community.

The Naramata Centre Society Board of Directors is rebuilding the operational foundation of the Centre, along with fielding input from committed participants and community leaders far and wide. There is great enthusiasm for the viability of this nurturing landmark. The Board is very encouraged by the response to the reopening of the Centre experienced over the last three years. They are seeking a Managing Director to embody their vision and act on their behalf, ensuring that the Centre continues to grow and progress as a thriving organization.

As the Managing Director, the successful candidate will be responsible to the Board for ensuring that the mission and vision of the Society are carried out by providing leadership, direction and guidance to the staff and volunteers in the day-to-day operations of the organization. This includes developing an effective team of volunteers and employees to support the ongoing programs of the facility, overseeing the management of the property, and facilitating the Board's operational goals for both.

## Key Opportunities & Challenges

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The Board has gathered significant input from Society members and community partners to assist them in establishing an updated business plan. From this process the following key initiatives have been approved:

- 1) Reduce the size of the building and land base to fit the demand they see for providing retreat and community-based programs and experiences to address the Centre's debt and the increasing infrastructure maintenance deficit.
- 2) Implement a different programming model with lower risk and cost to the Centre that maximizes partnerships with individuals, the United Church and other faith-based groups and local providers who offer programs.
- 3) Establish a new employment model that incorporates both paid staff and volunteers, adopting an approach similar to other successful retreat centres.



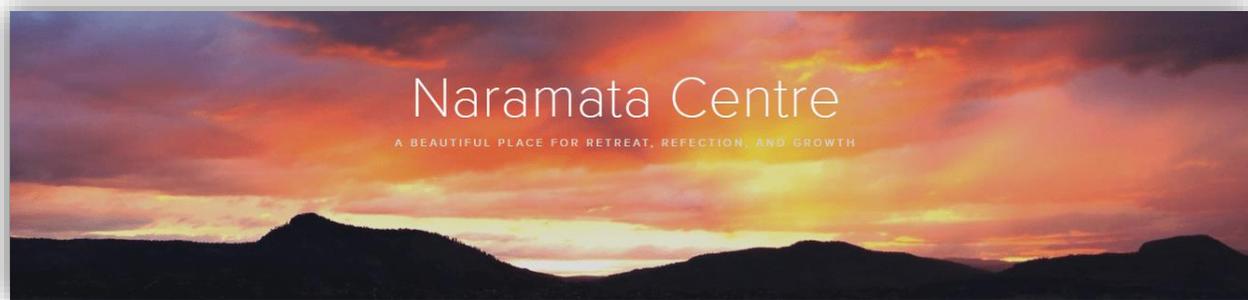
The Managing Director will take a significant role in building on the positive momentum of the 2016-2019 period, as well as supporting the Board in the successful implementation of these initiatives.

A key focus will be to build the Centre's revenue base by a combination of the following:

- Continue to support and expand existing summer programs and experiences.
- Build non-summer revenue-producing opportunities in the spring and fall.
- Establish collaborative partnerships with the South Okanagan.
- Continue to improve the Centre's profile within its established United Church and other stakeholder groups.

## About Naramata Centre & The Society

Begun in 1947, Naramata Centre was officially opened 1948 as a United Church education centre to train lay leaders in the United Church and to provide a place for spiritual retreat and reflection, intentional engagement, and professional development. Generations of families have been loyal participants in the life of the Centre – physically helping to build it, attending as families in the summer, enrolling as young adults in Winter Session and supporting the Centre financially. In 2013 the Board of the Centre negotiated financing provisions with the BC Conference of the United Church of Canada, keeping their doors open and allowing them to review and restructure their business model. Although the Centre faced further struggles, these served to increase interest, commitment, and society membership. Since that time, the Board has worked hard assessing and addressing the previous issues and future potential of the Centre and are excited by the prospects before them. The Centre is a spiritual retreat and education centre associated with the United Church.



### Board of Directors & Management Team

The Board sets and oversees the direction and operations of the Centre and the Society. There are three essential management roles – Site Operations & Participant Services, Bookkeeper/Administrator, and Program & Community Experience - and they utilize volunteers for added support with maintenance, safety, and security of the Centre site, along with input for vision development.

Doug Woollard   Chair	Senior Executive (retired), BC Crown Corp: Leadership, Human Resources, Finance, Contract Negotiation; Delta
Jenne Newman   Vice-Chair	Psychotherapist - Creative Arts, Non-Profit Board Engagement, Business Development; Calgary
Clare O’Kelly   Secretary	Volunteer Resources Professional (retired); Burnaby
Kathy Hamilton   Treasurer	Senior Finance Executive, CPA; Naramata
Barb Green   Communications Lead	Communications Professional; Edmonton
Barb Gregg	Financial Planning (CPA); Surrey
Bill Booth	Minister (UCC); Social Media & Fundraising; Abbotsford
Greg Best	Sales & Marketing; Life-long Naramata Involvement; Surrey
Rob Black	Education/Psychology (retired); Seasoned Board Member; Calgary
Nathan Surkan	Law Clerk; Indigenous Reconciliation Aficionado; Vancouver
Sarah Vollett	Non-Profit Operations, Process Improvement, Technology Expert; Vancouver
Jim Simpson	<i>On leave from Board and Interim Managing Director</i> Financial Executive (CPA), Vice Chair Vancouver School of Theology; Naramata

## What is Important to Us

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**Mission** Inspiring individual and collective transformation in a safe, inclusive, sacred space.

**Vision** Welcoming community: where people of all generations are valued for who they are.

### Values

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*Collaboration* We work in partnership.

*Diversity* We welcome and honor all ages, abilities, cultures, economic and social circumstances, ethnicities, gender identities, religions, and sexual orientations.

*Integrity* We are honest, fair, and just; what we say and how we act are congruent.

*Resilience* We adapt in the presence of challenge and opportunity.

*Reverence* We act with deep and courageous respect for the sacredness of life, in service to all creation, living with wonder and faith.

### Theological Identity

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- ✘ We acknowledge and affirm our roots and connection to the United Church of Canada.
- ✘ Our Christian story gives us language and metaphor to share our stories and is one path to deeper relationship with ourselves, one another, and God.
- ✘ We encourage conversations and experiences that challenge us to explore questions about our beliefs and how we live in the world.
- ✘ We value diverse spiritual expression that nurtures all people, those who are trusting, doubting, seeking, and knowing.



## Facilities & Programs

### Facilities

Naramata Centre is situated on 23 acres of land on the east shore of Lake Okanagan in the heart of the village of Naramata.

There is a range of accommodation options at the Naramata Centre, including camping, cottages, and motel-style units. The indoor accommodations include one-, two- and three-bedroom units, and the campsites have a range of services, along with access to a large covered outdoor eating area that includes fridges, freezers, and stoves.

### Programs

Formal programs at the Centre focus on Spiritual Nurture, Music, the Arts, Health & Well-being, and Leadership. Programs serve people of all age groups, including multigenerational programs. Programs are aligned with our mission, vision, values, and theological identity.

More important than the formal programs, however, is the result of being in community, surrounded by these Sacred Spaces, which deepens participants' experiences in ways they often find difficult to put into words. It is in these spaces where they have some of the greatest opportunities to build belonging and inclusion - to create a "deepening community" that can sustain them at home, based on what they experience at the Centre. This community life is supported by a team of weekly volunteers who provide leadership in areas of spiritual nurture, music, volunteer engagement, and community development.

#### *Program Examples*

**Health & Wellness** | "Slow Flow Yoga," "Feldenkrais for Life: Improving Your Movement"

**Music** | "Learn to Play Ukulele," "Singing on Top of the World"

**The Arts** | "Fun Dance!," "Nature, Creativity and Wonder"

**Spiritual Nurture** | "Contracting with Mystery," "Nurturing our Whole Selves in Motherhood"

**Children & Youth** | "Building Together," "Lift Every Voice Youth Choir"

### Special Location Features

- Walking labyrinth
- Chapel
- Treed, landscaped grounds
- Beach and Lake access for water sports
- Creek running through the property
- In the centre of Naramata Village
- In the heart of wine country



# The Opportunity

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## Position Overview

The Managing Director is responsible to the Board of Directors for executing major goals and objectives for the Naramata Centre Society. She or he implements the goals and policies established by the Board, provides leadership, direction, and guidance of the organization's day-to-day activities, and oversees management of site and grounds of the Naramata Centre. The Managing Director analyzes and evaluates the effectiveness of the operations, and develops and maintains organizational structure, and employs and effectively manages personnel. He or she also coordinates the major activities of the Centre, and assists the board in fundraising, being a positive face for the Centre.

## Key Responsibilities

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### *General*

- Executes board-approved policies.
- Upholds the values of Naramata Centre and help to build a staff, office, and community culture that furthers the mission, vision, and values of the Centre.
- Directs and oversees implementation of short and mid-term strategic plans.
- Attends Board Meetings.
- Builds team cohesion amongst staff and volunteer teams.
- Provides leadership to organization personnel through effective objective setting, delegation, and communication.
- Conducts staff meetings to engage staff and disseminate pertinent information.
- Delegates authority and responsibility to other staff and volunteers as appropriate.
- Works with Board reps, Weekly Leadership Team, and staff to review/finalize the summer (weekly) experience.
- Supports the Program & Community Experience Manager and the Program Development Committee in developing new and innovative programs that increase attendance at the Centre and grow revenues.
- Oversees and supports all persons (paid and unpaid) involved in leadership and work at the Centre to fulfill the expectations of their roles.
- Coordinates and directs employees.
- Oversees the preparation of office procedure manuals, outlining specific duties and area responsibilities.
- Ensures that job descriptions are current.
- Conducts performance appraisals for each employee and key volunteer.
- Formulates and implements corrective action as needed.
- Develops policies for Centre operations, including pricing, cancellation, site improvements, rental agreements, and other operational activities, for approval by the Board.

### *Business Development*

- Responsible for developing and implementing marketing plans to:
  - Attract new participants to the Centre.
  - Maintain the number of returning participants.
  - Achieve overall increases in the number of participants, particularly in the Spring and Fall.
  - Achieve overall increases in revenue.
- Develops communications to members and supporters about the work of the Centre.

- Builds relationships with the community groups, United Church congregations and regions.
- Develop new partnerships that enhance revenue and broaden program opportunities.

#### *Administration*

- Ensures administrative staff are aligned with and knowledgeable of organization business and Board directives/approvals that affect their functions and areas of responsibility.
- Works with the Board of Directors on governance policy issues by providing support and by initiating approved recommendations or actions.
- Is knowledgeable of and ensures compliance to minimum standards in accordance with all government legislation, regulations, and guidelines pertinent to the organization's role as an employer and non-profit agency.
- Recommends to the Board changes to policies and procedures that would improve the organization.
- Develops, maintains, and up-dates job descriptions pertinent to the organization.
- Determines staff training and/or equipment needs of all volunteers and staff, taking into account annual budget allocations.
- Submits all information, reports and records as requested or required by law to appropriate government officials or the Board of Directors.
- Develops and implements operational plans, policies, and goals that further strategic objectives.
- Implement policy for safety, security, missing children, fire, weather events, beach and lake issues, emergencies on site, etc.
- Provides oversight on all Centre systems, including registration system, by working with the Centre's IT contractors.

#### *Financial*

- Works with the Board of Directors to ensure that operating results established in the annual budget are achieved or exceeded.
- Ensures the accuracy, integrity, and timeliness of all financial accounting and reporting.
- Ensures the preparation of the annual budget for Board approval.

### **Direct Reports**

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- Program & Community Experience Manager
- Site & Participant Services Manager
- Bookkeeper/Office Administrator

### **Qualifications**

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#### *Personal Attributes*

- Strong communication skills.
- Marketing experience.
- Strong initiative and judgement.
- Willing to pitch in on whatever is required to get the job done.
- Strong supervision skills.
- Able to get along well with all personality types.
- Able to make difficult decisions.
- Works well with volunteers.

### *Being*

- Flexible to changing situations.
- Willing and able to work long hours including evenings and weekends.
- Experience with facilities management and retreat centres (preferred).
- Familiar and comfortable with the United Church of Canada values and organizational structure.

### *Having*

- Demonstrated ability and experience in upholding Naramata Centre Society Values:  
*Collaboration, Diversity, Integrity, Resilience, Reverence.*
- Skills and knowledge in using technology.
- Management/supervisory experience.

## Overview of Search

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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:

<b>Application Deadline</b>	April 30, 2019
<b>Shortlist Interviews</b>	May 15, 2019
<b>Successful Candidate Start Date (Target)</b>	June 15, 2019

### About Us

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Nelson/Kraft & Associates Inc., with colleagues in Vancouver, Calgary, Winnipeg, and Toronto, is uniquely positioned to further serve a diverse group of organizations and achieve their goal of connecting them with the best talent to meet their needs. Finding the right people to fit the organization involves more than just checking off boxes on a computer survey or placing an ad and hoping that the right people apply. Instead, we assess the environment, goals, culture, requirements and prevailing factors of the organization and its specified region and sector to develop the best candidate list for the opportunity at hand. One of our leaders personally manages the executive search from start to finish, ensuring continuity throughout, which is essential to a seamless transition.

Our proven process fully addresses all aspects of the search. We know that connecting the right person with the right organization is as much about relationship as it is about skills and experience. We take the time to get to know all the potential candidates' needs, goals, strengths, and talents so we can confidently recommend the best match.

What makes us different is our ability to MAKE connections – to connect the dots in ways others can't. It's our ability to find people who aren't looking and to connect perfect strangers "perfectly" that makes us your competitive advantage.

### Consulting Team

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Mark Kraft the team lead on this search, with Larry Nelson as your search consultant team partner.

### Mark Kraft

Mark has grown quickly in becoming a trusted advisor for many charities across Canada as he works hard to assist organizations in their important executive placement needs. Following a tried and proven search process, Mark ensures that Nelson/Kraft clients are well served and deeply valued.



Using his natural relational gifts, Mark thoroughly enjoys helping organizations find the right leader at the right time to increase capacity within the non-profit sector. His natural interest and curiosity in people translate into all aspects of his life.

Mark has been passionate about helping people and making connections since 1995. Launching initially into pastoral ministry and leadership in other not-for-profit ventures in Ontario and Manitoba, then shifting to the marketplace, where he held various roles including working for Apple Inc., led him to focus his abilities and experience on leadership development, particularly within the charitable sector.

Mark is a certified executive coach having trained through Erickson College International – an ICF affiliated executive coaching school - and is a certified Birkman Method® consultant. This uniquely positions him to assist organizations looking to source the best fit for their next key executive, improve their organizational impact, or make significant changes to chart a new course in addressing the current and future issues of the social and economic climate. With more than 20 years of experience in the public and private sectors, Mark brings a broad network of contacts in Manitoba, Ontario, and BC to the non-profit executive placement sector.



### Larry Nelson

Larry came into executive search with a strong desire to see his background as a Chartered Accountant and the former CEO of the Baptist Housing Ministries Society utilized by not-for-profit organizations as they grow their leadership teams. With a wealth of practical, professional and board level experience to offer, Larry brings many years of senior executive experience to your Search Committee.

A life-long interest in affordable housing led to his work with several non-profit organizations including serving on the board of the BC Non-Profit Housing Association. For several years he served as the chair of the Canadian Council of Christian Charities and has served on a number of both national and provincial boards. Larry has also been active in local politics, serving three terms as a trustee with the Coquitlam School Board.

### To Apply

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Forward your resume and cover letter to Mark Kraft at [info@nelsonandkraft.com](mailto:info@nelsonandkraft.com).  
Application deadline is: **April 30, 2019**

### Please Note

Applications will only be considered from Canadian citizens and Permanent Residents.