

boyden



 **Sunshine Coast
Community Services**
Caring since 1974



Executive Profile

VP, Operations

Sunshine Coast Community Services Society

April 2025

Essence of the Opportunity

Sunshine Coast Community Services Society (SCCSS) is a community-based, CARF-accredited, non-governmental organization that has been serving the Sunshine Coast since 1974. Guided by a volunteer board of directors, the organization is funded through a combination of government contracts, foundations and community donations. It employs over 85 professional staff and engages more than 175 volunteers to deliver services across the region.

The Society operates more than 30 programs across four primary areas: Community Action and Engagement, Together Against Violence, Child and Family Counselling and Family, Youth and Children's Services. These programs offer a range of supports including crisis response, advocacy, housing and assistance for pregnant individuals, new parents, families, children, youth, adults and seniors. The organization's approach reflects a longstanding commitment to care, adaptability and community involvement.

Reporting to the Executive Director, the inaugural VP, Operations will serve as a key member of the senior leadership team, responsible for strengthening SCCSS's operational capacity to advance its mission and enhance service outcomes. This role will provide strategic and operational support to the Executive Director by ensuring that core systems, structures, and processes are aligned, effective, and positioned to meet the growing and evolving needs of the organization and the community. With a mandate to lead operational transformation and foster cross-functional integration, the VP will play a critical role in enabling the organization to deliver high-quality, client-centred services through efficient, scalable, and sustainable practices. This role requires a leader who brings both a strong command of operational best practices and the change management skills necessary to guide the organization through transition while reinforcing a culture of care, accountability, empowerment and collaboration.

The ideal candidate will bring extensive senior leadership experience in complex, multi-service, community-based or social service organizations, with a particular emphasis on operational transformation, quality improvement, and organizational change. They will have demonstrated success in advancing efficiency, productivity and effective resource allocation and have enhanced organizational decision making, delegation of authority and communications. Over their career, they have been responsible for corporate functions including Risk Management, IT and Facilities and Communications, and have ensured these functions are aligned with strategic objectives and service delivery goals. The successful candidate will possess expertise in compliance, accreditation, privacy legislation, and nonprofit governance, and will be skilled in fostering cross-organizational cohesion and continuous improvement. Above all, the VP will be a trusted partner to the Executive Director, complementing and supporting their leadership by strengthening the internal infrastructure needed to deliver exceptional, equitable, and responsive services to the community.

This is an exciting opportunity for an individual energized by leading at the strategic and operational level while living in a sun-drenched nature-rich, growing community with tremendous pride.

This role is based on the Sunshine Coast in Sechelt, British Columbia.

Key Opportunities & Challenges

After consulting with key stakeholders, the following opportunities and challenges were identified for the new VP, Operations.

Join a Remarkable Team

The VP, Operations will have an opportunity to step into an organization powered by a deeply committed team of professionals and volunteers who bring both passion and purpose to their work. United by a shared belief in SCCSS's mission and making a difference, it is clear from the consultations that staff consistently go above and beyond to support the community. Their dedication has shaped a strong internal culture and earned the organization deep respect across the Sunshine Coast. The VP will join a values-driven team whose impact is both meaningful and widely recognized.

Operational Modernization and Integration

SCCSS is entering an exciting new chapter of organizational maturity, with key investments being made in financial systems, HR infrastructure, and technology platforms. The incoming VP, Operations, will play a pivotal role in supporting these transitions, helping to embed systems that improve delegated decision making, empower staff, enhance service delivery, and drive operational clarity. This work builds upon strong foundational efforts already underway and will benefit from a leader who can thoughtfully guide implementation while respecting the expertise and momentum of existing teams. The VP will serve as a valuable resource in ensuring these tools work well across departments and support the organization's mission-led priorities.

Strengthening Leadership Capacity and Cohesion

With a deeply committed Executive Director and senior leadership team, SCCSS is well-positioned to continue its evolution into a more integrated, collaborative organization where the best practices are integrated into every aspect of the organization. The VP, Operations will contribute to this effort by fostering alignment across functions, encouraging cross-organizational thinking, and helping senior leaders grow in their roles. This position is not about redefining leadership but about amplifying and extending the strong work already in motion. A key opportunity lies in building collective ownership and shared responsibility, while strengthening the organizational capacity needed to meet the increasing demand for SCCSS's services.

Supporting Positive Change and Nurturing Culture

The culture at SCCSS is grounded in compassion and service. Like many purpose-driven organizations, change can be emotionally charged, and yet, the organization is already navigating several exciting shifts, including new facilities, upgraded systems, and evolving service models. The VP will play a supporting role in helping the organization embrace this change in a way that reflects its values and enhances staff wellbeing. With a steady and empathetic approach, the VP can contribute to a culture that remains caring and resilient, while gently reinforcing the tools and practices needed for long-term success.

Enhancing Operational Effectiveness

As SCCSS continues to grow in size and complexity, clarity around operational roles and responsibilities is becoming increasingly important. The VP, Operations will provide essential support by establishing well-defined processes, aligning decision-making frameworks, and promoting consistent communication across departments. This role is designed to complement the leadership of the Executive Director, enabling more streamlined operations so that the ED can remain focused on strategic partnerships and external relations. Through thoughtful collaboration, the VP can help ensure that staff feel confident in how the organization functions and how decisions are made.

VP, Operations, Sunshine Coast Community Services Society

Capacity Building and Strategic Enablement

The creation of this role reflects the Board's and Executive Director's shared vision for a sustainable and high-functioning organization. With ambitious initiatives on the horizon, including a new building project and the expansion into Foundry services, the VP will act as a key enabler, allowing SCCSS to deliver on its vision and enhance organizational capacity. The VP will serve as a close partner to the ED, helping to turn strategic vision into operational excellence.

CARF Accreditation Leadership

As the lead for CARF accreditation, the VP will ensure the organization continues to meet high standards of quality and compliance, while also implementing improvements that emerge through the accreditation process.

Building Together Development

VP will play an essential role in operationalizing the transition to SCCSS's new integrated facility—an ambitious and exciting capital project that will house 35 units of affordable housing and consolidate critical programs and administrative functions under one roof as the new headquarters of the organization. This initiative presents a powerful opportunity to strengthen interdepartmental collaboration, streamline service delivery, and foster a more connected and agile organizational culture.

About Sunshine Coast Community Services Society



Sunshine Coast Community Services Society is a community-based, non-governmental organization that has been serving the Sunshine Coast since 1974. Guided by a volunteer board of directors, the organization is funded through a combination of government contracts, foundations and community donations. It employs over 85 professional staff and engages more than 175 volunteers to deliver services across the region. The Society operates more than 30 programs across four primary areas: Community Action and Engagement, Together Against Violence, Child and Family Counselling and Family, Youth and Children's Services. These programs offer a range of supports including crisis response, advocacy, housing and assistance for pregnant individuals, new parents, families, children, youth, adults and seniors. The organization's approach reflects a longstanding commitment to care, adaptability and community involvement.

Vision, Mission & Values

Vision

An engaged, healthy and thriving Coast.

Mission

Fostering social equity on the Sunshine Coast by creating opportunities for people to achieve their full potential.

Values

Our work and this plan are, most importantly, values-based. While our Board and staff work from a broad foundation of personal and professional values, the following values highlight our organizational focus:

- Interdependence
- Diversity
- Compassion
- Respect
- Social Justice

Program Teams

Sunshine Coast Community Services Society delivers a wide range of programs across four key service areas, each designed to meet the diverse needs of individuals and families on the Sunshine Coast.

Child and Family Counselling offers both individual and group counselling for children, youth, adults and families. This area emphasizes a collaborative, strength-based approach that fosters healthy relationships and supports families in finding effective solutions. Programs within this category include Family Support Services and Children's Counselling Services.

VP, Operations, Sunshine Coast Community Services Society

Family, Youth and Children's Services focuses on family-centred and inclusive programming that supports pregnant individuals, parents, caregivers, children and youth. Services encompass prevention, intervention and support for those experiencing developmental delays or diagnosed disabilities. Youth programs prioritize life skills development, outreach and individualized support with an emphasis on community inclusion. Examples include Bellies and Babies, Circle of Support and Youth in Transition.

Community Action and Engagement encompasses initiatives aimed at strengthening community connections and access to resources. These programs foster social support and resilience through services such as the Food Bank, Thrift Store, Arrowhead Clubhouse, Legacy Housing and Better at Home for seniors.

Together Against Violence supports individuals affected by violence and trauma. Programs provide crisis intervention, shelter, counselling, advocacy and non-judgmental emotional and practical assistance. Key services include the Yew Transition House, Police Based Victim Services and Women's Outreach.

Strategic Plan

Strategic Direction 1: Honouring Our People

Sunshine Coast Community Services Society (SCCSS) remains committed to prioritizing the people who form the foundation of the organization. Acknowledging the additional stress experienced by staff over the past two and a half years, SCCSS has continued to reinforce its dedication to staff well-being and success. While notable progress has been made in aligning wages with the labour market, further work remains. Over the next three years, the organization will deepen this commitment by embedding its values across all human resource management processes. SCCSS recognizes that the success of each staff member contributes to the collective success of the organization, a principle that is reflected in its organizational culture and in the services provided to participants.

Delivering on this strategic direction will help ensure that SCCSS maintains the human resource capability and capacity necessary to support the urgent needs of the most vulnerable in the community. These strategies also promote resilience and adaptability in response to emerging challenges. Ensuring the right people are in place at the right time is considered essential to achieving the organization's mission.

Strategic Objective: Develop a sustainable staffing model.

The following strategic objectives continue to support this work:

- Create capacity to assess the impact of change on staff.
- Grow organizational compassionate listening capacity.
- Expand opportunities for staff and board input into decision-making processes.
- Recognize and celebrate staff and board contributions.

Strategic Direction 2: Stewardship of the New Building Development Process

The Board and staff of SCCSS are actively preparing for the transition to a larger, purpose-built space, viewing this as a significant opportunity for growth. The organization is committed to ensuring that this move is efficient, transparent and aligned with its values.

The primary outcome of this strategic direction is to secure a facility specifically designed to meet program needs and expand service capacity. Additionally, qualitative outcomes

VP, Operations, Sunshine Coast Community Services Society

are emphasized, with full achievement marked by inclusive stakeholder engagement and a celebratory transition process.

Strategic Objective: Develop and execute a plan for a positive, efficient and sustainable transition to the new building.

The following strategic objectives continue to support this work:

- Foster open and regular dialogue and communication with all stakeholders.
- Mark transitions through the ceremony and acknowledge contributions to the community.
- Foster community engagement in program planning for the new building.
- Innovate in response to opportunities during the design phase.
- Deepen capacity for cross-program collaboration (also aligned with Strategic Direction 3).
- Deepen relationships and foster partnerships with the shíshálh Nation.

Strategic Direction 3: Innovation from Strength

SCCSS continues to build on the organizational strength and resilience developed during recent global challenges. Insights from listening sessions highlighted the value of maintaining program quality and preserving the welcoming, community-oriented atmosphere of services. Moving forward, the organization aims to expand on these strengths, remaining responsive to emerging opportunities and positioning itself to meet future community needs.

This strategic direction reflects confidence in the capabilities of staff and responds to a collective desire for greater creativity and collaboration. Achieving these objectives will result in more integrated programming and enriched work environments.

Strategic Objectives: Fully integrate existing tools and systems into day-to-day operations. Enhance program quality and effectiveness (responsiveness) through the implementation of logic models.

The following strategic objectives continue to support this work:

- Deepen capacity for cross-program collaboration
- Apply innovative solutions to enhance communication and organizational efficiency

Strategic Direction 4: Leveraging Leadership to Support Social Justice

SCCSS holds a unique leadership position in the community, supported by deep program knowledge of social justice and a staff team with lived experience of the challenges faced by the population it serves. Inclusion remains a central focus. During this three-year strategic period, SCCSS will leverage its expertise and relationships to strengthen internal understanding of diversity and inclusion while advancing social justice across the broader community.

As the largest social service agency on the Sunshine Coast, SCCSS is committed to becoming more actively engaged in reconciliation efforts. Resiliency practices, both individual and collective, will be embedded throughout its programming. Overall, success in this direction will be reflected in the organization's deepened understanding and demonstration of diversity, inclusion and equity.

Strategic Objective: Transition from a charitable food bank model to an inclusive, sustainable, community hub that fosters social justice throughout the community.

The following strategic objectives continue to support this work:

- Develop capacity to apply a social justice lens across organizational activities
- Promote multisectoral collaboration to foster systemic change
- Enhance resilience among individuals served
- Embed diversity and inclusion across programs and services

Senior Leadership Team

Catherine Leach

Executive Director

TBA

VP, Operations

Victoria Beckhurst

Director of People & Culture

Denise Woodley

Director of Program and Staff Development

Shannon Reid

Director of Operations (Contract ending June 1, 2025)

Lynn MacKay

Director of Clinical Supervision and Program Evaluation

Karen Watmough

Manager-Together against violence

Carey Rumba

Manager-Community Action and Engagement

Ivy-Jean Staats

Manager-Family Youth and Children's Services



Board of Directors

Jason Winkler

President and Chair of the Board

Jason has over 25 years of experience in organization transformation and human resource management in North America, Asia and the Middle East. His early career in consulting focused on leadership development with high technology and federal government clients in Ottawa. He joined Deloitte (Consulting) in 1992, where he progressed to Partner, leading client engagements as well as managing the Western Canadian and BC Consulting practices during both economic downturns and periods of significant growth. His clients included BC Government Ministries, crown corporations, as well as other public sector entities in Canada and the US. For five years prior to retiring, Jason led all human resource functions at Deloitte Canada (over 11,000 employees) with a national team of 200 people.

Jason has an MBA from the University of Western Ontario and a Bachelor of Science in Foreign Service from Georgetown University in Washington, D.C., as well as a Certificate in Political Studies from the Institute of Political Studies in Paris, France.

Patricia York

Vice-Chair and Chair of HR Committee

Patricia is the Principal and Founder of York HR Solutions, a company that specializes in advising Boards, CEOs, and Executive Teams on strategy, org design and leadership. Her clients include some of the most successful companies in technology, medical research, biotechnology, investment, as well as some of British Columbia's leading non-profits. Client engagements have included contained projects and facilitations through to ongoing consulting engagements spanning several months or years.

Prior to launching her own business, Patricia was highly engaged as a senior Human Resources executive for a number of large global companies. As Vice President, Human Resources for Disney Interactive Studios in Los Angeles, California, she was responsible for global operations in the US, Canada, Europe, and Asia, and was instrumental in several global mergers and acquisitions in addition to growing three start-up studios.

Andy Jones-Cox

Board Member

Andy has a Bachelor of Science in Mathematics and Computer Science from the University of Birmingham and an MBA from Simon Fraser University. He had a career in computer software development and management spanning 34 years. After progressing through various technical roles in England, South Africa and the U.S., Andy took on more senior management roles, most recently with Vancity Credit Union and the Land Titles and Survey Authority in Victoria. In 2010, while the world was watching the Vancouver Winter Olympics, Andy changed gears to fulfill a long-held ambition to run his own business and built up a franchise tutoring business in North and West Vancouver, serving K-12 students and adults in English as a Second Language. The business grew successfully before he sold it in 2016.

Ruby Orchard

Board Member

Born in New Westminster, Ruby Orchard fondly recalls dancing at Robbie Burns Dinners across the Sunshine Coast in the early '70s. After a 30-year career in Real Estate Development, Construction Management, and Engineering, with a brief stint in the BC

VP, Operations, Sunshine Coast Community Services Society

film industry, she retired to Gibsons in 2017. Ruby holds diplomas in Construction, Project Management, and Graphic Design.

Now an active community leader, Ruby has spent the past three years on the Board, deepening her understanding of public funding, private generosity, and strategic planning for a resilient Coast. As one of 50 Women of Influence, she proudly supports *Growing Together*—a women's rental housing and community hub initiative.

Chelsea Cooledge

Board Member

Chelsea started her career as a Social Worker in health care, working with older adults. She then transitioned to working in the regulation of the profession, supporting the best practice of Registered Social Workers with practice advice based on adherence to laws, standards, and ethics, investigating complaints and enhancing registration practices.

For the past 5 years, she has been the Director of Risk Management for Vancouver Coastal Health, which initially included the investigation of care quality complaints but now focuses mainly on risk mitigation, consultation, advice, and investigations into patient safety events. She has volunteered with various organizations throughout her life.

Chelsea holds a Bachelor of Arts from UBC, a Bachelor of Social Work from UVIC, a Master of Social Work from the University of Calgary, and a Master of Laws from Osgoode Hall, York University.

Joanne Harrington

Board Member

Joanne Harrington grew up in Saskatoon, where she studied at the University of Saskatchewan. She is a fan of fungus and received a Bachelor of Science in Soil Microbiology. After moving to Vancouver, Joanne worked both at UBC and SFU as a research assistant. Later, Joanne was the administrative assistant for two consecutive research projects in the Biology Department, then the administrative assistant and student advisor in Political Science.

Realizing that children were definitely more fun than either adults or fungus, Joanne further studied and obtained a PBD in Music Education and a teaching diploma from SFU. The last 13 years of her working career were spent as an elementary music teacher in Burnaby.

For the past 4 years, Joanne has volunteered at the Sechelt Food Bank. Prior to that, she was a Habitat for Humanity board member for 18 months. By participating as a board member of the SCCSS, she hopes to further contribute to the Sunshine Coast community.

Kayla Blok

Board Member

Kayla is a lifelong community volunteer and strives to be an agent for positive social change in her personal and professional lives. She is the Director of SFU Sustainability at Simon Fraser University, where her work is focused on institution-wide climate action strategies and plans, governance and organizational structures, and embedding sustainability into the core business functions and community at SFU. She believes in climate and social justice and endeavours to ensure that equity and decolonizing principles and practices are at the center of all decisions and solution pathways. Kayla holds an Hon. BSc in Environmental Science and Economics from Dalhousie University and has training in leadership, change management, and EDI. Kayla was introduced to

VP, Operations, Sunshine Coast Community Services Society

the SCCSS by volunteering at the Food Bank, where she experienced the positive impacts that the organization has on the Coast community.

Kim Fenton
Board Member

Kim and her husband have called Roberts Creek home since arriving on the coast in 2006. After working in a nonprofit in Alberta while raising her kids, she now focuses her time on writing and editing. All three of their daughters live on the coast now, and between them, they have four beige dogs, two colourful cats, two small boats and two e-bikes. Kim loves to swim in the ocean year-round, writes almost every day and loves to be in her studio, creating collage as well as spinning and knitting. She continues to support her community by actively volunteering. She is passionate about building community to create the best kind of place to live, work and play.

Linda Iverson
Treasurer

Linda completed her Chartered Professional Accountant designation in 1999 and is currently a managing partner with James & McIntyre, Chartered Professional Accountants LLP.

After moving to Gibsons in 2004 from Richmond, Linda spent many years chauffeuring her children to school and their various sports activities to cheer them on. It was then that she joined various boards in the community supporting youth sports as a way of giving back to the community. Now that her children are adults, Linda is interested in being involved in boards with a community focus as the main goal.

Bianca Jaegge
Board Member

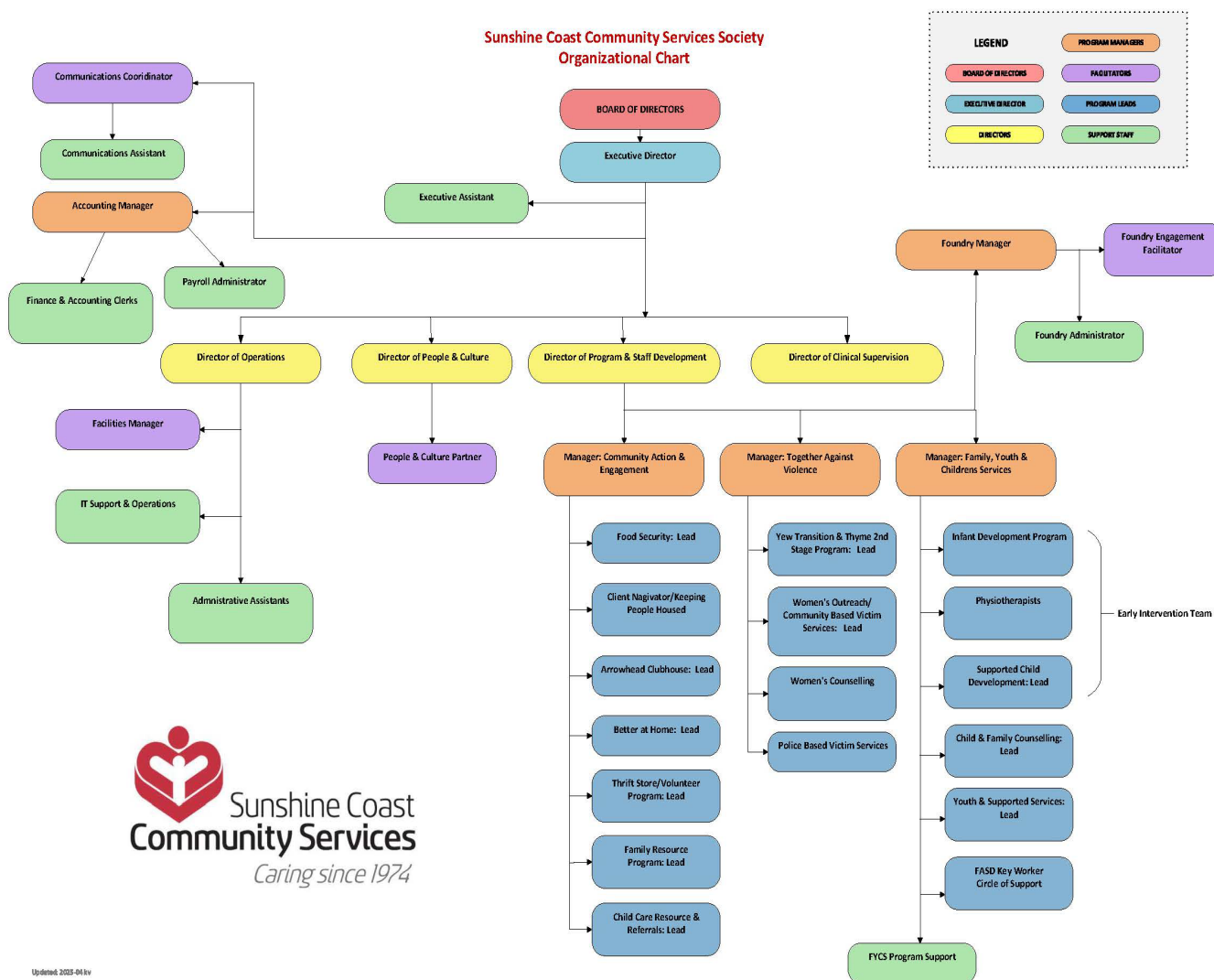
Bianca C. Jaegge is a dedicated and skilled lawyer with a wealth of experience in the public sector. Known for her exceptional research, analytical, and communication abilities, Bianca has a knack for explaining complex information in a clear and understandable way. She currently serves as Senior Legal Counsel at Vancouver Coastal Health. Before this, Bianca worked at Guild Yule LLP, handling cases in health law, administrative law, human rights law, and more. She also gained experience at WorkSafe BC, where she adjudicated appeals and drafted important decisions.

As a member of the Law Society of British Columbia and the Canadian Bar Association, she remains actively involved in the legal community. Bianca is passionate about giving back and volunteers as a lawyer with Access Pro Bono while mentoring young professionals through several programs. She is also an advocate for mental health awareness, having co-launched a campaign at Guild Yule LLP and participated in the 2019 Ride to Conquer Cancer, raising over \$11,000. Her commitment to the legal field and her community makes her a valued and respected professional.

VP, Operations, Sunshine Coast Community Services Society

Current Organizational Chart

When the VP Operations comes on board, Program and Staff Development, Clinical Supervisions and Program Evaluation, Facilities Manager, and IT Support & Operations will be direct reports.



About the Sunshine Coast

The Sunshine Coast of British Columbia is situated on the traditional, unceded territories of the Skwxwú7mesh, shíshálh, Tla'amin, Klahoose and Xwémalhkwu Nations. The District of Sechelt, located within this region, acknowledges that it lies within the swiya (world or birthplace) of the shíshálh people.

The Sunshine Coast is a 180-kilometre stretch of land along British Columbia's southwest coast, extending from Howe Sound to Desolation Sound. Despite being part of the mainland, the region is accessible only by ferry, boat, or plane due to its mountainous terrain. Sechelt, often considered the heart of the Sunshine Coast, is positioned on a narrow isthmus between the Salish Sea and Sechelt Inlet. This unique geography offers residents and visitors unparalleled access to both ocean and inlet waterfronts.

Transportation to the Sunshine Coast is facilitated by a 40-minute ferry ride from Horseshoe Bay to Langdale, followed by a scenic 30-kilometre drive along Highway 101 to Sechelt. Alternatively, regular seaplane services connect Sechelt to downtown Vancouver in approximately 20 minutes, providing efficient access for business commuters and travellers.

Sechelt and the broader Sunshine Coast are renowned for their natural beauty and recreational opportunities. Outdoor enthusiasts can explore extensive hiking and mountain biking trails, including the famed Sunshine Coast Trail. Water activities abound, with kayaking, canoeing and paddleboarding opportunities in the calm waters of Sechelt Inlet. The region also boasts numerous beaches and parks, such as Porpoise Bay Provincial Park, ideal for picnicking and camping.

Cultural experiences are integral to the community's fabric. Sechelt hosts a variety of festivals and events throughout the year, including the Sechelt Arts Festival and the Summer Music Series, celebrating local art, music and heritage. The Tems Swiya Museum offers insights into the history and culture of the shíshálh Nation, enriching visitors' understanding of the area's Indigenous heritage.

Education is well-supported, with institutions such as Capilano University's Sechelt campus providing post-secondary opportunities. The community's commitment to education is evident in its modern amenities and resources that cater to residents and newcomers alike.

Economically, Sechelt is a growing community that embraces smart and sustainable development. The district supports existing local businesses and promotes Sechelt as a viable location for new enterprises. This strategic approach fosters a vibrant local economy while preserving the area's natural charm.



The Sunshine Coast and Sechelt offer a harmonious blend of natural splendour, cultural richness and economic opportunity. The region's commitment to sustainable growth, coupled with its array of recreational and cultural amenities, makes it an appealing destination for professionals seeking a balanced and fulfilling lifestyle.

For more information, visit <https://www.scrd.ca/>

VP, Operations, Sunshine Coast Community Services Society

Position Description

VP, Operations



General

Reporting to the Executive Director, the VP, Operations is responsible for ensuring that SCCSS operations are efficient, effective and responsive and supports program staff to provide the best possible services to the community to uphold and further the mission, vision and values of Sunshine Coast Community Services (SCCSS). The VP, Operations develops, reviews and maintains policies, procedures and/or processes related to agency operations, ensuring agency risks are mitigated or managed and that services are delivered at or above the standards expected of non-profit social services.

Key Responsibilities

Strategic Plan

- As a member of the leadership team, participates in the development and implementation of a strategic plan that establishes goals, identifies key strategic issues that must be addressed and sets objectives and goals related to the future of the organization.

Governance

- Collaborates effectively with the Executive Director and Board to ensure alignment on vision and operational outcomes.
- Ensures timely and effective operational reporting for the board and supports the Executive Director by providing operational insights during board discussions.
- Maintains alignment with the Board on key priorities, and through support to appropriate committees, finance, risk and marketing/communications.
- Advocates for environmental, social and governance (ESG) goals.
- Leads enterprise risk management efforts, ensuring effective implementation of established practices.

Leadership Support

- Supports the ED and Board by keeping up to date with the overall operational activities of the organization.
- Provides the narrative around performance and identifies priority issues to be addressed and initiatives to be undertaken.
- Ensures management teams have the tools and training for the development and implementation of their business plans. Supports decision-making by providing strategic and operational advice and counsel.

Culture & Team

- Cultivates a culture centred around connection to the mission, ensuring staff and programs align with the organization's values and vision.
- Builds and supports a high-performing team, fostering alignment across departments.

VP, Operations, Sunshine Coast Community Services Society

- Identifies and develops future leaders who are passionate about achieving strategic and programmatic goals; manages succession planning to maintain momentum.
- Supports communication strategies that resonate with staff, donors and partners, fostering a deep connection to the mission.

Performance Management, Measurement and Quality Improvement

- Provides strategic oversight of the agency dashboard, analyzing performance data to inform decision-making and drive continuous improvement.
- Drives preparations for CARF accreditation, ensuring adherence to accreditation standards and successful survey outcomes.
- Develops and maintains the SCCSS Business Improvement Plan, aligning operational initiatives with organizational goals.

Risk Management and Compliance

- Proactively identify, assess and mitigate organizational risks, ensuring robust risk management strategies and regular reviews are in place.
- Oversees the development, review and implementation of agency-wide operational policies and procedures to ensure alignment with best practices, mitigate risks and maintain compliance with regulatory requirements.
- Serves as the designated Privacy Officer, ensuring compliance with provincial and federal privacy legislation, managing privacy-related issues and overseeing requests for information.
- Oversees the organization's health and safety framework, ensuring compliance with legislation and fostering a culture of safety across all sites.

Client and Community Engagement

- Provides strategic leadership in addressing client complaints, ensuring timely and thoughtful resolutions and fostering trust in the organization's services.

Incident and Emergency Management

- Oversees a comprehensive critical incident management system, including timely reviews, follow-ups and quarterly trend analyses, to inform organizational improvements.
- Partners with the Executive Director to lead organizational responses to crises and disasters, acting as the primary operational point of contact during emergencies.

Contract and Vendor Oversight

- Leads and monitors vendors, contractors and funding contracts to ensure compliance with organizational standards and expectations.

Procurement and Resource Management

- Strategically oversees procurement processes, ensuring cost-effectiveness and alignment with organizational priorities.

Cross-Departmental Support and Reporting

- Collaborates with the Senior Leadership Team (SLT) to provide operational support for projects spanning administration, finance, HR and facilities.
- Provides timely and comprehensive reports to the Executive Director, Program Directors and the Board to inform strategic decision-making and operational accountability.

Reporting Relationships

Reports to:	Executive Director
Direct Reports:	Director of Program and Staff Development
	Director of Clinical Supervisions and Program Evaluation
	Facilities Manager
	IT Support & Operation
Relates to:	Board
	Community Partners
	CARF
	Government Funding Ministry/Agencies

Candidate Profile

VP, Operations



Priority Criteria

1. **Experience:** An experienced executive with a proven track record of operational leadership in complex, community-centred environments. They have a reputation for leading organizational change that enhances productivity, efficiency, data-based decision making and reporting.
2. **Mission Driven:** Is mission-aligned and purpose-driven, with a deep commitment to social justice and community well-being. Has an understanding of the complexities facing vulnerable populations, especially survivors of violence, poverty, and youth at risk. Is committed to equity, reconciliation, and inclusion.
3. **Leadership:** A highly visible and collaborative leader who fosters a culture of trust, inclusion, and accountability—skilled in attracting, developing, and retaining high-performing, value-aligned teams, and empowering staff across all levels to lead with purpose, grow in their roles, and deliver exceptional service.
4. **Change Agent:** A track record of leading transformative initiatives in complex, multi-site environments—adept at identifying opportunities for improvement, aligning teams around a shared vision, and implementing meaningful change that enhances service quality, operational efficiency, and organizational resilience. Brings the ability to guide teams through uncertainty with clarity and empathy, while embedding systems, structures, and practices that support long-term impact and continuous improvement.
5. **Fit for Purpose:** Expertise in developing and implementing fit-for-purpose systems and processes that are responsive to the realities of community-based service delivery, prioritizing accessibility, cultural relevance, and organizational efficiency. Skilled in building scalable infrastructure that supports consistent, high-quality service delivery in an organization that is expanding its program base.
6. **Financial and Business Acumen:** Brings strong financial acumen, operational planning expertise, and project management skills to ensure responsible stewardship of resources, effective execution of strategic priorities, and alignment of budgets, people, and infrastructure in support of sustainable, high-impact service delivery.
7. **Enhance Community Capacity:** Has a history of working collaboratively with community partners, including funders, Indigenous communities, government agencies, and other service providers to ensure culturally appropriate and inclusive service models that support the health of the community.
8. **Nimble and Adaptable:** Sees opportunities, can identify risk, solution-focused, with the ability to thrive in complexity and lead through change.

VP, Operations, Sunshine Coast Community Services Society

- 9. Systematic Thinker:** A strategic systems thinker who sees the interconnections between people, programs, infrastructures, and community outcomes—able to identify root causes, navigate complexity, and design holistic, scalable solutions that improve service delivery while reinforcing cultural safety, community voice, and organizational sustainability.
- 10. Truth and Reconciliation:** Experience working respectfully and effectively with Indigenous communities, with a strong awareness of cultural safety principles and the Truth and Reconciliation Commission's Calls to Action.
- 11. Data Driven:** Leads with a data-informed mindset to drive program evaluation and continuous service improvement, leveraging analytics to inform strategic decisions and enhance outcomes.
- 12. Character:** Empathetic, respectful, and able to build strong relationships across diverse communities and teams.

SCCSS recognizes its responsibility as a leader in supporting a community that respects diversity and fosters social inclusion. Society strives to deliver inclusive service, affirming the dignity regardless of heritage (race, ethnicity, culture, nationality, linguistic origin, place of origin, citizenship, colour, ancestry), education, beliefs, creed (religion, faith, spirituality), gender identity, age, sexual orientation, physical or mental health, physical or cognitive capabilities, socio-economic status and political belief.

Overview of Search

About Us

Founded in 1946, Boyden was the first firm to focus entirely on retained executive search. Today, Boyden remains a global leader in executive search, set apart by a client-centric approach and a consistent track record of recruiting high-calibre executive talent.

Boyden consists of an integrated global community of search professionals and industry specialists across 75 offices in 45 countries worldwide. With an intimate understanding of their local markets and a truly global perspective, Boyden Partners offers clients a decided advantage, both locally and internationally.

As one of the largest and most experienced executive search firms in the country, with more than 100 search professionals based in Calgary, Ottawa, Saskatoon, Toronto, Montreal and Vancouver, Boyden Canada serves all of Canada's key sectors and executive functions. The search professionals of Boyden Canada have a rich foundation of experience and knowledge, reflected in the insight we bring to each of our industry and functional practices.

Our Philosophy

Boyden focuses on providing clients with the highest return on investment in leadership, developing committed client relationships and exceeding expectations by working to four key operating principles:

- **Integrity:** We are committed to openness and candour with our clients, candidates and each other.
- **Client focus:** Our clients always come first. Client satisfaction is the key measure of our success.
- **Innovation:** Anticipating and acting on our clients' needs helps us think creatively and challenge the status quo.
- **Teamwork:** Shared goals and cooperation with clients, among team members and across international borders, optimizes performance.

Boyden has always respected the privacy and confidentiality of the personal information provided to us in the context of our executive search assignments. This has been a fundamental value in building trust with our candidates and clients.

Boyden is a member of the Association of Executive Search Consultants and operates in a manner consistent with the AESC Code of Ethics.

Boyden Team



Catherine Van Alstine
Managing Partner, Canada
+1 604-602-2561
cvanalstine@boyden.com
[Biography](#)



Khaleeda Jamal
Principal, Canada
+1 604-602-2567
kjamal@boyden.com
[Biography](#)

Organization Information

Boyden

Tel: 604 685 0261

<http://www.boyden.com>