



# McLaughlin & ASSOCIATES

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**EXECUTIVE BRIEF** | June 2021

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**HORSE COUNCIL**  
BRITISH COLUMBIA



**Executive Director**  
Horse Council British Columbia  
Aldergrove, BC



## THE OPPORTUNITY

Here is your opportunity to bring together your passion for excellence in organized sport and your exceptional operational leadership skills to head up the most successful multi-discipline, multi-breed equine association in Canada.

With more than 23,000 members and a 40 year history of leadership in the equine sector in BC, Horse Council British Columbia is looking for its next Executive Director to take the reins. Reporting to the President of the Board of Directors and leading a dedicated team of 8 professionals, the new E.D. will be an inspirational operations and people leader with a mandate to guide the administration and management of this well-established organization.

In the E.D. role, you will be an articulate advocate and representative for all stakeholders in the equine community. Using your highly effective collaborative style you will lead strategies for growth, promotion and community engagement, providing programs and services that serve the members' needs. You will be the champion for the BC equine community, advocating at all government levels for support and funding, and liaise with your equine association peers across the country to build awareness for the sport amongst sponsors, partners, affiliates and funders.

## THE ORGANIZATION

Horse Council BC (HCBC) is a membership-driven not-for-profit association representing the interests of all sectors of the equine community throughout British Columbia including agriculture, industry, sport, and recreation. HCBC supports the membership through education, grant funding, club support, government advocacy, liability insurance, and participant programs.

HCBC is a Provincial Sport Organization (PSO) that collaborates with business, industry and government on behalf of equine welfare, sports, recreation and the individual rider/driver, and is committed to the promotion of equitable, non-discriminatory participation in the sport within BC.

### HCBC Mission, Vision, Values

**Mission:** Horse Council BC is a member service organization that collaborates with business, industry and government on behalf of the equine and equestrian community to enhance the equine lifestyle in this Province

**Vision:** "A British Columbia where quality opportunities to participate in equestrian sport and recreation are available to ALL"

**Values:** Fairness, Science-based Education, Responsibility and Accountability, Inclusivity and Diversity

## HCBC Strategic Plan

The strategic plan, renewed in 2019, includes the following strategic goals:

### *Engage and Strengthen HCBC Membership*

*Through communication and engagement with our members and the larger community demonstrate the value of Horse Council BC and retain and attract members.*

### *Represent Equestrian Interests*

*Educate and advocate on behalf of all equestrians to promote equine health and welfare and ensure their continued right to engage in a wide range of equine activities.*

### *Education and Sport Development*

*Through a variety of educational platforms and pathways, enhance both science-based education and sport development.*

### *Operational Excellence*

*Promote operational efficiency through innovation and technology; ensuring quality service to members, effective communication, maintaining financial stability, and increasing environmental sustainability.*

For more information on HCBC visit the HCBC 2020 Annual Report at:

<https://hcbc.ca/about/governance/annual-report/>



## HCBC Programs and Services

HCBC provides a wealth of resources for members, including information on membership, funding support for members, education, clinics and a calendar of upcoming equine events.

Services include contacts for certified riding coaches, riding clubs, equine health and welfare, road safety, and businesses serving the equine community.



HCBC offer a host of programs and services for horse enthusiasts in all sectors of the sport including recreational, competitive, Western and English style, dressage and vaulting, trail-riders and ride-drivers.

Specialty programs are offered for therapeutic riders, para-equestrians and for young riders there is the Pony-Tails Club for kids.



For more information on programs and services visit: <https://hcbc.ca/programseducation/>

## THE IDEAL CANDIDATE

The ideal candidate brings proven success in:

*Inspirational leadership* – supportive, open-minded, a good listener, creative, accountable; someone who can work effectively at all levels

*Financial leadership* – solid business acumen, including accounting, budgeting, financial reporting

*Governance* – works effectively with a large member-driven board; has a good understanding of governance

*Advocacy* – represents and advocates for the organization at all levels of government, works with funders, builds relationships with like organizations, represents the organization in the community

*Funding* – writes compelling grant applications, attaining funding; maintains and builds new sponsorships

*Serving the member* – customer-service orientation; available and open to feedback, responds in a timely manner

*Tech savvy* – competence in all MS programs, database management and other applications

*Sports organization context* – understands the unique structure and culture of a multi-stakeholder sports organization

*Equine-oriented* – has a personal interest and involvement in the equine community

*Style* – calm and collected, a quick learner, decisive, a bridge-builder, solutions seeker, not afraid to address issues, a consensus builder



### EARLY ACCOUNTABILITIES

*In the first 6-12 months in this role, your focus will include:*

- *Conduct an internal SWOT analysis of the organization's current operations, including finances, funding, budgets, systems; identify areas for improvement, areas of excellence*
- *Gain understanding of the culture and people, develop trusted relationships with staff members and the President*
- *Collaborating with the President, develop understanding of the board operations, governance, committees, and key issues*
- *Gain understanding of the membership including all key stakeholders; reach out to identify needs*
- *Build relationships with external stakeholders including equine industry leaders, affiliates, funders and sponsors*
- *Establish positive working relationships with key contacts in all levels of government, and with other equine organizations*
- *Review all program and service offerings in collaboration with staff; identify opportunities for consideration*
- *Provide the board with timely reporting on all programs and services, financials and operations*



## POSITION DESCRIPTION

Title: Executive Director

Organization: Horse Council British Columbia

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Aldergrove BC

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Reporting to the President of the Board of Directors, the Executive Director is responsible for bringing a high level of operational management and leadership of the Horse Council of BC, and is accountable for engaging and strengthening membership, promoting education and development in the sport in the Province of BC. The E.D. builds strong relationships with the board, advocates on behalf of HCBC with all levels of government, develops strong relationships with funders and sponsors, other organizations, and the community.

Implementing the strategic direction set by the Board in a manner consistent with the mission and goals of the organization, the E.D. manages staff, plans events and programs, manages risks, creates budgets, monitors financial performance, ensures a high level of service to members, delivers communications with all internal and external stakeholders.

### Duties/Responsibilities

Duties and responsibilities of the Executive Director include but are not limited to:

#### Board Support

- Acts as a resource to Board of Directors so that policy decisions are made on an informed basis
- Gathers, interprets and articulates information to Board about community trends, issues and resources as they relate to enhancing the Board's capacity for effective communication, decision-making and long-term planning
- Keeps Board informed (on a timely basis) of significant issues affecting the development and delivery of programs and services
- Oversees election processes and implementation of orientation for in-coming Board Members
- Provides guidance and advice to Board on process issues such as establishing and interpreting terms of reference, decision-making and accountability

- Member of Board of Directors, Executive Committee and Standing Committees; attends and participates in meetings, assisting with materials and recording note/minutes for distribution

## Financial Management

- Ensures development of the annual budget, aligned with strategic priorities and goals; presents to Treasurer and Finance Committee for evaluation and modification as required
- Develops, maintains and monitors the Operational Plan, aligned with strategic priorities and goals
- Prepares monthly financial reports for the Board
- Maintains relationships with funding sources and prepares funding proposals
- Oversees grant applications and government reporting requirements

## Human Resources Management

- Builds and maintains positive working relationships with the staff, members, volunteers and the Board
- Oversees the implementation of human resources policies, procedures and practices as approved by the Board and compliant with provincial laws and regulations (employment standards, human rights, occupational health and safety, payroll, etc.)
- Ensures appropriate staffing consistent with community and member needs and within the constraints of the organization's physical and financial resources
- Develops and maintains the Personnel Policy & Procedure Manual
- Develops and maintains appropriate job descriptions for all staff
- Recruits, interviews, selects, orients, trains and coaches/mentors staff
- Conducts regular performance evaluations
- Ensures staff are appropriately compensated

## Programs and Services

- Monitors community needs on an ongoing basis, maintains awareness of changing context within which programs and services are provided
- Develops programs and services consistent with community needs
- Monitors programs and services to ensure consistency with criteria established by funding sources and the mission and goals of the organization
- Annually prepares and provides to the Board, and other applicable bodies, summary reports of programs and services, including recommendations for future improvement and change
- Regularly obtains statistical and qualitative feedback about program and service delivery

## Relationships with Members, Key Stakeholders and Community

- **Advocacy:** initiates and develops relationships with a broad range of community sectors including all levels of government, other non-profit organizations and business organizations in the British Columbia and Canadian equine sector
- **Community involvement:** Represents the organization on appropriate committees, networks and joint projects
- Represents the organization within the community
- Participates in activities that enhance visibility and promote the sport
- **Communications:** Develops and communicates information about the organization's goals, programs and services
  - Communicates with members to keep them informed of the organization's current activities, programs and services
  - Represents HCBC to the media and the community
  - Represents HCBC at national meetings and committees as required
- **Growing the organization:** identifies initiatives to widen the membership base, and develops strategies to meet the needs of the membership

## Physical Asset Management

- Oversees building management, maintenance and improvements and tenant leases
- Ensures that facilities, furniture and equipment (physical assets) are as necessary and appropriate to the needs of the organization
- Ensures proper maintenance of facilities, furniture and equipment
- Provides recommendations to the Board for any acquisitions or expenditures that are outside the approved budget
- As necessary, arranges for disposal of outdated or worn out equipment

## Qualifications and Requirements

- Degree in Business Management or equivalent experience
- Minimum 5 years of Senior Management experience
- Minimum 5 years of experience in staff management
- Minimum 5 years of Financial Management experience
- Minimum 5 years of experience in initiating, planning, implementing and evaluating programs and services
- Proven competence in grant writing, policy development and data technology
- Excellent communication skills, written and oral
- Familiarity with computer applications such as Word, Excel, PowerPoint
- Working experience in an Agriculture, Sport or Recreation sector
- Personal or business interest in the equine sport community





## HOW TO APPLY

Please send your resume and cover letter explaining why you are a great fit for this unique opportunity to: [opportunities@kmclaughlin.com](mailto:opportunities@kmclaughlin.com)

Closing date: August 31<sup>st</sup>, 2021

For more information contact:

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