



**Community Futures Thompson Country  
Board Recruitment**

**2015**



## Welcome

CFTC actively recruits community leaders and like-minded individuals to support its mandate. The foundation of great organizations is its Staff and Board of Directors and it is important to our CFDC that we attract talented employees and board members with extensive knowledge of our area's local economy. We actively seek new Board Members who represent a wide range of interests including banking, labour, business, professional and government services.

CFTC volunteer Board of Directors are drawn from the community-at-large and represent a large geographic area of the Thompson region which includes the communities of Clearwater, Barrier, Blue River, Chase, Westwold and Kamloops.

Our mandate is to promote Community Economic Development by assisting and supporting entrepreneurs throughout the Thompson Country region and:

- Providing relevant and quality business services to entrepreneurs and small businesses
- Providing community economic development support to all communities and community groups
- Promoting self-employment as a good career alternative, and
- Ensuring accountability of our actions to the community and our stakeholders.

## Our Mission

"Promote community economic development by pursuing the goals of:

- Providing relevant and quality business services to entrepreneurs and small businesses
- Providing community economic development support to all communities and community group
- Promoting self-employment as a good career alternative, and
- Ensuring accountability of our actions to the community and our stakeholders.

## Brief Overview

- Community Futures Thompson Country began this vision in 1987
- As an organization it is our goal to act as a catalyst in supporting of community economic development to the people of the Thompson region.
- The genesis of our organization began in 1985 with the formation of the Community Futures Development Corporation network in Canada. Community Futures Thompson Country (CFTC) was established shortly thereafter in 1987.
- CFTC receives core funding through Western Economic Diversification Canada.
- Currently, there are 34 CFDC's in the Province of BC
- The focus of Community Futures is to build community economic and entrepreneurial capacity, with an emphasis on long-range strategic planning and results.
- CFDCs are independent and non-profit organizations that work with community partners to help foster entrepreneurship and economic development in within their designated region.

## Operations Overview

Community Futures Thompson Country provides a variety of different support services including:

- Business loans
- Business training and coaching
- Access to expert resources
- Self-Employment development
- Skills Development
- Community Economic Development
- Employment Coaching

## Community Involvement

CFTC work's within the community in many ways:

- Makes business loans of up to \$150,000
- Provides technical support and advice
- Manages the Self-Employment program
- Initiates and implements special projects
- Establishes community partnerships and strategic alliances
- Manages the WorkBC site in Merritt, BC

For most non-profit organizations there is a clear organizational separation between the paid staff who run the day-to-day operations and the members of the volunteer board who establish the strategic directions of the organization and govern its operation. Board Members need to be aware of the roles and responsibilities within the organization.

## Our Committees

The board currently has the following active committees:

- **Loan Committee** – Responsible for establishing policy for the loan activities as required by the Western Economic Diversification Canada Contribution Agreement and other related funding agencies; responsible to empower the Loans Committee to approve or decline loans for the various loan fund portfolios of CFTC; responsible for promoting the Loan Portfolios in accordance with policy and established priorities; responsible for the monitoring and evaluation of the program based on policy (e.g. job creation, loans loss ratios, return on investment).
- **Self-Employment Committee** – Responsible for the review of concept plans and selection of clients into the program and review of their business plans and to re-affirm selection onto the SE Program.

## Core Values

As an organization our member govern with integrity and are responsive and responsible to our communities and our Network. We will steadfastly adhere to our Core-Values and high professional standards.

- **Honesty** –We will be genuine, fair, truthful and sincere in all our dealings.
- **Respect** – We will show consideration and deference for the contribution of others.
- **Trust** – We will behave responsibly and honourably, we will allow ourselves to be vulnerable and create an atmosphere that encourages candour.
- **Openness** –We will share information in a timely fashion respecting the need for prudence and confidentiality constraints.

## Quality Standards

- **Governance** - Community Futures operate using a governance model based on written policies/procedures that encompass your operational needs. These policies are regularly reviewed and renewed.
- **Professionalism** - Community Futures volunteers and staff adopt the core values, strive for excellence and seek out opportunities for continuous improvement.
- **Communications** - Community Futures communicate both internally and externally reflecting our core values in a timely, responsive and effective manner.
- **Accountability** - Community Futures are accountable to their communities, funders and each other to meet or exceed expectations, while reflecting our core values.

## Governance

- Community Futures Thompson Country Board of Directors (Board) follows the policy governance model. This means that the Board is completely concerned with high level strategy and policy and monitoring those policies. The Board is not engaged in the day-to-day operations. See the Policy Manual and the Board of Directors Terms of Reference for further details.
- Elections are conducted by membership vote during the CFTC's Annual General Meeting. The new directors are sworn shortly after.
- Only the President, Vice President, Secretary, or Treasurer have the authority to speak on behalf of CFTC outside of their Board meeting.
- Board members only have power when they are together. The moment they step from the Board meeting and become individuals, they cannot speak for the Board or for the CFTC nor do they have any influence on the General Manager, unless one person is delegated to do so with specific instructions.
- It is understood that Board members may disagree inside the Board meetings, but they must be in agreement publically.

## Strategic Plan

- CFTC staff develops a strategic plan every two years and updates the plan annually.
- Supporting committees and task forces are determined each on an ad hoc basis and the terms of reference are approved at the March board meeting.

## Operations

- The General Manager reports to the Board. Only the Board as a whole may direct the General Manager.
- Board members do not direct the CFTC staff. Only the General Manager may do so.
- The General Manager reports quarterly to the Board on their progress in regards to the strategic plan.

## Active Board Recruitment Policy

Community Futures Development Corporation Thompson Country is a registered corporation governed by all regulations and by-laws pertaining to corporations. The Corporation is managed by a general manager under the direction of a Corporate Board of Directors.

All members of the Board will have a demonstrated commitment to economic and community development and sustainability. Board members will also demonstrate a thorough understanding of Community Futures' mandate and role in the community. In addition, the makeup of the Board will reflect the organization's strategic plan for that period of time.

The Board will seek a balanced directorship which reflects or includes:

- Relevant demographics of the Region
- Geographic communities of the region
- Legal, accounting and marketing expertise
- Representation of business and industry sectors in the community

## Board Succession Planning

The objective of the Board Succession and Renewal Plan is to ensure that, collectively, the Directors have the knowledge and skills necessary to enhance the long-term performance of the Organization. The Board approved policy on Director Tenure is:

- Maximum tenure of Directors is nine consecutive years from date of first election by members. This also includes loan committee members whose term shall be no longer than 9 consecutive years.
- The Board, on its initiative and on an exceptional basis, may exercise discretion to extend the maximum terms specified above where it considers that such an extension is in the best interests of Community Futures Thompson Country
- At no time may more than 2 members of the current Board be in place for more than 9 consecutive years.

## Board Recruitment Process:

The Board of Directors will review its composition and identify potential membership needs. Community Futures will advertise in local newspapers, and will also solicit suggestions for potential board members among committee members, staff and other board members.

The Executive Committee will receive and review applications for director positions in accordance with the recruiting procedure outlined below, and will present a slate of directors for election at the Annual General Meeting.

## Recruiting Procedure:

1. Information package provided to an interested individual by board member, committee member and/or staff person
2. Application completed and returned for review by the Executive Committee.
3. Agree to either
  - Give “provisional approval” to prospective member. “Provisional approval” means that the Committee has approved the application provisional on the applicant’s decision to join the organization after having had an opportunity to learn more about its purpose and programs
  - Reject the application
  - File the application for review at a later date
  - Request additional information from the applicant
4. Official response returned to applicant. Where the applicant has received “provisional approval” they will be provided with a board manual and strategic plan, as well as an invitation to meet with the Board Chair and General Manager, and/or other board/committee members as required.
5. Applicant decides whether or not to join the organization
6. Where the Applicant decides to join they are invited to the Annual General Meeting at which time their name is placed on the nominations list for election of directors/or recommendation to be placed on the board or a committee.

## Organization Structure

**The Active Board:** The Board shall comprise a minimum of three (3) and a maximum of seventeen (17) Active Members.

Community Futures Development Corporation Thompson Country (CFDC) Active Board members serve on a volunteer basis, giving freely of their expertise and knowledge. CFDC Active Board Members working with CFDC staff set policy. They may have the guidance and assistance of Committees and professional staff; but the Board is ultimately responsible, both legally and organizationally. The Board Members are trustees who act on behalf of the organization’s clients, funders, the government and taxpayers. The Board of Directors has the principal responsibility to fulfil the organization’s mission and legal accountability for its operations.

## Responsibilities

Specific responsibilities of Community Futures Thompson Country's Active Board of Directors are as follows:

1. To understand, respect and honour the philosophy underlying the mission of the organization.
2. To provide overall direction for the organization and to be legally responsible for its management.
3. To be accountable for the assets of the organization and the actions undertaken.
4. To be prepared to review and revise the mission in accordance with evolving community and client needs.
5. To show leadership for formulating goals, objectives, policies and guidelines.
6. To set policies and strategic priorities and to delegate responsibility for the development of corresponding strategies to committees.
7. To establish Terms of Reference for all Committees, Action Groups and Task Forces.
8. To ratify the appointment of members in the organization.
9. To ensure effective communication among the Board of Directors, Action Groups and Task Forces.
10. To present community values to the board and to present the board's point of view to the community.
11. To ensure that processes are in place to provide an environment for meaningful volunteer experiences.
12. To ensure that the financial resources or other means needed to implement the organization's plans are in place.
13. To employ the General Manager.
14. To provide the means and conditions for the employment of staff.
15. To conduct an annual Board Orientation for all Directors.
16. To carry out an annual review of the entire Board's performance.

The Active Board's role is to provide a "sober second thought" for decision-making related to CFDCTC activity. They allow the Corporation to network with related community interests by ensuring a diversity of people as committee members. Board committees bring creativity and new ideas and opportunities into CFDCTC and offer recommendations to the Board regarding the overall vision, future directions and policy of CFDCTC. Board committees report to and are accountable to the Board but work in partnership with staff respecting the General Manager's line of authority. Committees may form "ad hoc" sub committees to deal with specific or emerging issues.

## Objective:

The objective of the Board of Directors is to establish policy and governance policies and practices for the activities of Community Futures Development Corporation of Thompson Country (CFDCTC) in striving to work toward a more diversified dynamic economy creating a wide range of employment and investment opportunities while promoting a more involved, caring and committed community with an excellent climate for investment and outstanding quality of life. Further, to provide leadership in providing a link between CFDCTC, the community and all levels of government.

## Performance Responsibilities:

- Attend an orientation session annually.
- Understand, sign-off on and abide by the existing policies of the organization, specifically Board Member Code of Conduct and the Conflict of Interest Policy and Confidentiality Policy.
- Participate fully in formal volunteer development processes.
- Advocate for the organization in the community, on a formal and an informal basis. Directors should represent CFDCTC's interests informally at other community meetings/events and may be required to formally present CFDCTC's interests at other business meetings/events.
- Be aware of changing needs in the community.
- Be knowledgeable and responsible regarding overall finances of the organization.
- Express community point of view at the Board table.

## Qualifications:

- Commitment to and demonstrated understanding of the mission of the organization
- Tact and ability to work with others
- Time and willingness to serve
- Knowledge of geographic areas of service and population groups served

## Time Commitment:

- Ten board meetings per year, approximately 2.5 hours each plus the annual AGM and other events annually.
- Attend and participate on one of the Board's committees usually meeting once a month for 2 hours.
- The Executive or table officers are required to commit more time as needed to fulfill the obligations within their role.

**Committees:** Standing Committees of the Board shall include the:

- Loans Committee
- Self-Employment Committee

**Additional Committees may be established by the Board as deemed appropriate.**

## Confidentiality Policy

Each board member, committee member or volunteer with CFTC has the right to have all information about him/her kept strictly confidential.

- No file shall be made available and no reports shall be made on any other person unless the affected person has given written permission to the Executive Director or Chairperson of the Board, or such other duly appointed person, for such information to be disclosed.
- Any information received as an Active Board Member, Committee Member or volunteer will be held in the strictest confidence and shall not, at any time, be disclosed to any person, unless required by law. Nor shall any information regarding the business or affairs of the CFTC which was obtained

through or as a direct or indirect result of his/her association with the Corporation be disclosed to any other person.

- A person whose file is in the possession of the CFTC may access his or her file while on the CFTC premises and may request to have any or all of it photocopied but may not remove any or all of the original file from the premises.

## **Board Member Recruitment Package Checklist**

1. **A personal letter of invitation**
2. **An organizational overview** outlining what the organization does as well as a brief history.
3. **Mission statement and objectives**
4. **Board member job description.** Information about what is expected of board members and their responsibilities must be included as well as an indication of the time commitment.
5. **A financial statement.** An approved budget or the operating statement and balance sheet for the most recent year should be included.
6. **Most recent Annual Report**
7. **A list of existing board members and staff.**
8. **Board Application form**
9. **Governance Policy and Procedures**
10. **A sample board meeting agenda**
11. **Quick facts document included**
12. **An invitation to the next annual general meeting (If time relevant)**

**Application for Active Board or Committee Membership Form  
Volunteer Recruitment Policy 505 Schedule B**

Revised January 15, 2015

Name: \_\_\_\_\_

Business: \_\_\_\_\_

Position: \_\_\_\_\_ Years in this position \_\_\_\_\_

Home Address: \_\_\_\_\_ City \_\_\_\_\_ Postal Code: \_\_\_\_\_

Bus. Tel. \_\_\_\_\_ Res. Tel. \_\_\_\_\_ Cell \_\_\_\_\_ Email \_\_\_\_\_

- ***Please attach your resume to this application.***

Committees preferred (please check any or all):

Active Board \_\_\_\_\_ Loan \_\_\_\_\_ Self Employment \_\_\_\_\_

1. Please identify and comment on your experiences and achievements in your career that you believe will enable you to make a contribution to our Corporation's objectives.

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2. Please identify and comment on your experiences in activities related to community service that you believe will enable you to make a contribution to our Corporation's objectives. **Please be specific as to organizations or activities that you are currently involved in.**

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3. Please comment on why you would like to be a Member of our Corporation's Board of Directors or Loan Committee or Self Employment Committee.

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4. What interests you the most about Community Futures Thompson Country?

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5. How many hours per month can you commit to the CFTC?

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6. Provide an example of how you have helped another organization develop and/or implement their strategic plan.

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7. List other volunteer positions held or other organizations with which you have been involved with.

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8. Please provide any other comments that might assist the Board of Directors in consideration of your candidacy.

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