

**Who We Are**

The Community Futures Network was established in 1985 by the Federal Government in response to the severe economic and labor market changes faced by rural Canadian communities.

The Community Futures Network in British Columbia is comprised of 34 locally and strategically positioned organizations who share a common vision to create diverse, sustainable communities by supporting local, community based economic development. Since its creation, the network has had significant impact on the socio-economic development and diversification of the rural communities it serves.

Your local Community Futures is a community-driven economic renewal initiative, assisting communities in rural Canada to develop and implement innovative strategies for dealing with a changing economic environment. It focuses on improving the quality of life in our region by enhancing business and entrepreneurial activity.

It is a locally autonomous, not-for-profit organization driven by a board of directors and community volunteers, who provide guidance and expertise to the organization. Their keen understanding of the relationship between social and economic factors keeps communities in the driver's seat of local development.

**Our Mission Statement**

“To plan and initiate development of our area through the promotion and facilitation of cooperative activities dedicated to the social, environmental and economic well-being of our citizens and communities.”

**Our Funders**

Community Futures Sun Country receives core funding of approximately \$300,000 per year from Western Economic Diversification Canada, a department of the Government of Canada. In an effort to support the local businesses and organizations in our region, our Community Futures office also participates in income-generating services.

**What We Do**

Since its beginning in 1988 to 2017, Community Futures Sun Country has disbursed over \$11 million and assisted in creating and maintaining over 1000 jobs. In the 2016-2017 fiscal year (April 1 – March 31), over \$800,000 was loaned to 21+ entrepreneurs, leveraging over \$2.7 million dollars and assisting in creating and maintaining 80 jobs. We provide loans to small to medium size enterprises as well as counseling them through their business ventures.

### Application

To assist potential members, this package includes further details of our work, along with a membership application form at the end of the document. We hope you will consider joining us.

Completed applications may be mailed or hand-delivered to:

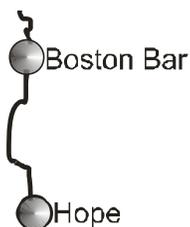
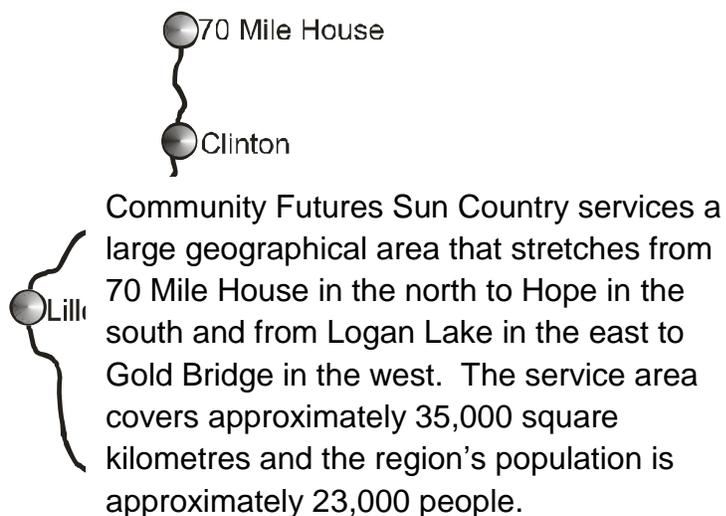
Debra Arnott, General Manager  
Community Futures Sun Country  
203 Railway Avenue, PO Box 1480  
Ashcroft, BC V0K 1A0

Applications may also be emailed: [darnott@cfsun.ca](mailto:darnott@cfsun.ca)

If, after having read through this package, you have further questions or are interested in learning more about our organization, please feel free to contact the General Manager at 250-453-9165.

Applications are submitted to the Board of Directors for consideration.

Thank you for your interest.



## **Board Responsibilities and Accountabilities**

### **Role**

The role of a board member of Community Futures Sun Country is not to participate in the day to day operations of the organization, but to establish the governing structure with broad policies and results to be achieved. It is also to foster Community Futures' short- and long-term success consistent with the guiding principles and key directions of the organization.

A board member is accountable to key stakeholders and must be committed to furthering the objectives of the organization, as well as willing to commit time and expertise to establishing and maintaining Community Futures as the region's leading economic development agency.

The Board of Directors should, collectively, have the necessary personal attributes and competencies required to add value and provide support for management in establishing strategy and reviewing risks and opportunities, effectively monitor the performance of management, and account for the performance of the organization.

### **Personal Attributes & Competencies**

- Willingness to be receptive to innovative business ideas combined with the ability to identify entrepreneurial and business opportunities in today's economy
- Ability to communicate with and develop ongoing networks with individuals from a broad cross-section of society
- Demonstrate a thorough understanding of CF's mandate and role in the community
- Enthusiasm, willingness to learn and commitment to the objectives of Community Futures
- Strong interest in local issues related to economic development, entrepreneurship, tourism, energy, mining, forestry, etc.
- Desire to strengthen the communities of the Community Futures Sun Country region
- Knowledge of government and the non-profit sector environment
- Understanding of not-for-profit corporations, board development practices, staff and board relationships

### **Responsibilities**

#### **Manage Board Affairs**

- Establish the processes and structures necessary to ensure the effective functioning and renewal of the Board. This includes:
  - monitor and improve the quality of the board
  - ensure appropriate Board committees
  - ensure appropriate Board orientation and ongoing professional development
  - articulate roles and responsibilities for the Board, committees, Chair and individual Directors
  - define Board process and guidelines
  - evaluate Board, committees Directors and Chair
  - identify potential Directorship candidates

**Organization's Mandate**

- Fully understand the organization's mandate
- Review and make recommendations to the key stakeholders regarding the mandate to reflect changing circumstances

**Strategy and Plans**

- Participate in the development of, review and approve the organization's strategic plan consistent with the organization's mandate

**Human Resources**

- Subject to government legislation and guidelines, select, appoint, compensate and evaluate the General Manager
- Oversee the General Manager's management succession and development

**Financial and Corporate Issues**

- Review financial, accounting and control systems
- ensure appropriate risk management systems
- ensure code of ethical conduct and conflict of interest guidelines in place

**Monitor and Report**

- Monitor organizational performance against strategic plans and compliance with applicable government contracts
- Account to government and stakeholders through appropriate reporting

**Representation**

The Board in its recruiting efforts will strive particularly to ensure that:

- there is gender equality
- at least one Member is between the ages of eighteen and twenty-nine
- at least one Member resides in each of the major communities we serve: Ashcroft , Cache Creek, Clinton, Hope, Lillooet, Logan Lake, Lytton
- Members are involved in one or more of the following sectors of the economy to provide a diverse and well-informed board:
  - professional (banking, legal, accounting, etc.)
  - oil & gas
  - business owner or entrepreneur
  - forestry
  - mining
  - tourism
  - non-profit organizations
  - Information Technology (IT)

In our communities there is not as much diversity as you would find in the urban centers. We do encourage diversity and seek directors that give a good representation of our region.

**Time Commitment**

The Board of Directors generally meets once per month on the fourth Thursday, excluding July, August and December. Meetings are approximately 1 to 2 hours in length, usually at 7:00 pm, and are held in the board room of the Community Futures office in Ashcroft or online through ADOBE

Board members' interest and experience is valued in supporting the development of new goals for the organization, therefore they are strongly encouraged to attend annual strategic planning sessions, to help set the direction of Community Futures for the future years.

**Term**

There shall be a minimum of three (3) Active Board Members a maximum of seventeen (17) serving on the board at one time. Maximum term is nine (9) consecutive years.

**Board Renewal**

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 years from date of appointment.

**Recruitment and Nomination**

Potential Board Members may be identified/nominated by the existing Board of Directors, or where unsolicited any resident of the Community Futures Sun Country service area may make an application for Board Membership.

**Compensation**

This is a volunteer position. Travel for out-of-town board members will be reimbursed at the National Treasury Board's listed kilometric rates.

**Confidentiality and Conflicts of Interest**

Our members are required to sign a "Confidentiality Agreement", which covers confidentiality issues related to business lending, counseling and other corporate activities. Members are expected to read, sign and adhere to the Conflict of Interest policy set out in the Community Futures' Policies, Board of Directors Privacy Policy.

## STAFF RESPONSIBILITIES

### General Manager (Full time)

#### Core Function

- The General Manager is responsible for all management aspects of the organization including:
- Develop a spirit of teamwork and a sense of purpose towards achieving the Corporation's objectives that maximize the use of staff and fiscal resources for the benefit of business, employment and community development
- Manage the day to day affairs of the Corporation by developing and implementing administrative and financial procedures that will lead to an efficiently run operation
- Direct all community development activities through a Board agreed upon strategic plan
- liaise and partner with community groups whose aims are consistent with those of the Corporation, public relations/communications
- Identify community development needs and opportunities within the service areas
- Establish and ensure that all professional licensing or other accreditation requirements are in place to satisfy Corporation, legal, regulatory and other requirements
- Ensure the provision and maintenance of appropriate facilities and equipment
- Promote an organizational culture of tolerance, respect and appreciation of diversity
- Promote an organizational culture in which creativity and autonomy are encouraged
- Represent the Corporation locally, regionally, provincially and nationally
- Board relations
- Staff planning/human resources
- Fiscal management.

### Business Development Officer (Full time)

#### Core Function

- Interview potential clients, investigate application credit worthiness
- Review/ development and preparation of business plan, cash flow, etc.
- Presentation of loan applications to committee
- Business counselling and coaching
- Explain parameters of various lending programs
- Loan portfolio management
- Loan/commercial lending, security and equity investment analysis
- Assist in marketing and promotion of loan programs
- Collection and follow up of delinquent accounts
- Documentation and security requirements
- Liaise with banks, financial institutions and other potential partners

**Accounting Assistant (Part time)****Core Function**

- Assists the General Manager in the development and administration of the operating, program and capital budgets as approved by the Board.
- Assists the General Manager in the monitoring of corporate expenditures and client loans to ensure compliance with funding agreements.
- Maintains the Corporation's financial records

**Office Administrator (Part time)****Core Functions**

- Assists the General Manager with priorities identified through the Annual Strategic Plan.
- Responsible for ensuring all aspects of the office are operating at capacity, IT, equipment etc.
- Addresses all inquiries of the office, first point of contact.

## Declaration of Interest

### Conflict of Interest

Where a Director, Committee Member or Staff, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the Community Futures Development Corporation of Sun Country at which time the matter is the subject of consideration, he or she will, prior to any consideration of the matter at the meeting, disclose their interest and the general nature thereof; will not take part in the discussion of, or vote on any question in respect of the matter; and will not attempt in any way whether before, during or after the meeting to influence the voting on any such question; and will remove themselves from that part of the meeting during which the matter over which the conflict arises is being discussed.

### Pecuniary Interest

A Director, Committee Member, or Staff would have an indirect pecuniary interest in any matter where he or she or their immediate family ["Immediate family" is defined as: father, mother, stepmother, stepfather or foster parent, brother, sister, stepbrother, stepsister, spouse (including common-law spouse); child (including child of common-law spouse) stepchild or ward of the staff member, father-in-law or relatively permanently residing in the staff member's household or with whom the staff member resides

- a shareholder in a private corporation or
- has controlling interest in a public corporation or is a member of a body or
- is a partner of a person or
- that has a pecuniary interest in the matter is in the employment of a person or body

Pecuniary in this sense means of, or involving monetary gain, and or by association

## Code of Conduct

Board members and staff are expected to conduct themselves in an ethical and professional manner. This expectation includes proper use of authority and appropriate decorum in group and individual behavior:

1. You shall deal with outside entities or individuals and with each other in a manner reflecting fair play, ethics and straightforward communication.
2. You shall be loyal to the interests of the public and the shareholders. This loyalty supersedes but does not replace any advocacy or special interest group and memberships on other Boards that you may have.
3. You shall avoid any conflict of interest with respect to your fiduciary responsibility.
4. You shall not use your position(s) to obtain, for yourself or for any of your family members, employment within the organization.
5. You shall not attempt to exercise individual authority over the organization except as explicitly set forth in Governance Documents or Policies.
6. You shall not use Community Futures information for your own direct benefit or advantage. This requires that information be kept confidential whenever required in the best interest of the organization, the organization's clients and the organization's Board members and staff.
7. Board members upon leaving the Board shall, in perpetuity, abide by the ethical standards relating to client "confidentiality".
8. Your contribution to discussions and decision-making shall be positive and constructive
9. Your interaction in meetings shall be courteous, respectful, and free of animosity
10. You shall know and adhere to the organization's governance policies
11. You shall not attempt to exercise individual authority or undue influence over the organization, other Directors, or staff
12. You shall conduct yourselves in an ethical and professional manner at all times and you shall bring credibility and goodwill to the organization
13. You shall respect absolute confidentiality with respect to all client matters
14. You shall maintain an awareness of Corporation activities, and promote its activities to the community
15. You shall respect Management's authority for staffing, day-to-day operations and subsidiary policy development

16. The General Manager is responsible to the entire Board; consequently, no single Director or Committee has authority over the General Manager

## **Board of Directors – Privacy Policy**

Community Futures Sun Country is committed to protecting the privacy and confidentiality of the personal information it holds. Our commitment to respecting and protecting the privacy and confidentiality of personal information is addressed in our privacy policies. Our privacy policies and any applicable government privacy legislation are applied to protect the collection, use, and disclosure of the personal information we hold.

### **Confidentiality of Personal Information**

Board Members are responsible for maintaining the confidentiality of personal information related to clients and the employees of Community Futures Sun Country to which they have access. As part of their duties as members of Community Futures Sun Country's Board of Directors, Board members may acquire knowledge of, or have access to and be in possession of, the personal information of clients, employees and other Board members. Board members will keep confidential and not disclose any information of any nature or kind that comes to their knowledge, by virtue of their position as a Board member, respecting or relating to any client, former client, employee, former employee or Board member including any programs or services provided to a client, except, in accordance with their duties as a member of the Board. Board member may only access personal information collected where necessary to fulfil their duties.

As a condition of their tenure on Community Futures Sun Country's Board of Directors, Board members are required to sign a confidentiality agreement binding them to this responsibility which governs their actions, even after their tenure as a Board member comes to an end.

Board members are to ensure that they remain informed about Community Futures Sun Country's policies and procedures for protecting personal information and reinforce the importance of complying with them.

### **Security of Personal Information**

Board members are required to maintain adequate security so as to prevent unauthorised access, use, or disclosure of personal information in their possession.

Board members will not retain personal information they have acquired by virtue of their position as a Board member outside the Community Futures Sun Country offices. As part of their duties, Board members may occasionally receive records outside the Community Futures Sun Country offices that contain the personal information of clients or employees.

They agree to retain it in a secure manner appropriate to its sensitivity. Upon completion of the specific task requiring the records, all records in the possession of a Board member outside the Community Futures Sun Country office that contain personal information are to be returned to the Community Futures Sun Country office. Records returned to the Community Futures of Sun Country offices will be retained or destroyed in accordance with our Records Retention and Destruction Policy.

For example, if a loan application is forwarded to a Board member for consideration, once the application has been considered, the application form and any other records containing the personal information of the applicant are to be returned to the Community Futures of Sun Country office.

Likewise, if a resume is forwarded to a Board member for consideration for employment purposes, once the resume has been considered, the Board member should return the resume to the Community Futures Sun Country office to be dealt with according to the Community Futures of Sun Country's Records Retention and Destruction Policy.

### **Summary**

Community Futures of Sun Country Board of Directors are committed to protecting your privacy and the confidentiality of your personal information.

Questions about this Privacy Policy or Community Futures Sun Country's privacy practices can be directed to Community Futures of Sun Country's Privacy Officer at:

Local: 1-250-453-9165

Toll Free: 1-800-567-9911

MEMBERSHIP APPLICATION

To the Board of Directors:

I, \_\_\_\_\_ wish to be considered for membership in Community Futures Development Corporation of Sun Country.

I wish to become a member because:

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I am best described as:

- A person interested in furthering the community economic development in the region.
- A person interested in conducting business with the members of the Corporation.
- A person who has a need or wish to be informed of the activities of the Corporation.

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

Address: \_\_\_\_\_

Postal

Code: \_\_\_\_\_ Email: \_\_\_\_\_

\_\_\_\_\_  
Signature Date

**Please return this application with your resume addressed to:**

Community Futures Sun Country  
Box 1480  
Ashcroft, BC V0K 1A0  
Email: darnott@cfsun.ca

