

Community Futures – North Okanagan Board Member Recruitment Outline

Introduction

Community Futures - North Okanagan (CF) is a community based not-for-profit corporation offering a comprehensive selection of business services, employment development, and economic development as determined and required by local and regional communities.

The mission of the Community Futures Development Corporation – North Okanagan is:

“To assist the citizens of the North Okanagan to achieve significant improvements in permanent employment and sustainable development.”

Under its broad mandate, the CFDC has achieved, and continues to achieve numerous developmental successes. CFDC has three main areas of activity to assist individuals and businesses of the North Okanagan. These activities include 1) Business Services – micro-finance, entrepreneurial training, and business development/counselling; 2) Employment Assistance Services for adults and youth; 3) Community Economic Development planning and projects.

Community economic development (CED) is about communities addressing problems and opportunities on their own behalf. It is a locally driven process by which individuals and groups take charge of their own future by setting goals and establishing priorities for action. It is about the active participation of citizens in the implementation of efforts to improve the overall socio-economic environment of their city or region.

Rooted firmly in the community, the CFDC serves the geographical region of the North Okanagan.

For further information about Community Futures – North Okanagan visit www.futuresbc.com

Strategic Direction

The success of CF-North Okanagan can be attributed to its core value of quality. Within CF there is a firm belief that quality service and leadership are the mainstays of successful organizational structure. Under this mandate, CF has dedicated itself to providing products and services that meet and exceed the high quality standards demanded by the professional arena of economic development.

The organization is certified under ISO 9001 and operates all of its programs under a quality management system based on continuous improvement and quality in delivery. CFDC has a comprehensive quality management system (ISO9001 certified) of policies, processes, instructions and record control. The organization is also a member in good

standing of the Private Career Training Institution Agency of BC.

CF-North Okanagan has five core principles which guide all activities and organizational development. These principles include:

1. To promote and contribute to the development of a sustainable and diversified regional economy.
2. To encourage and facilitate the cooperation and participation of stakeholders and government for the creation and maintenance of a positive economic climate for business and community.
3. To provide direction and/or improve the skills and abilities of the local labour force so that it may compete in a complex and changing economy.
4. To maintain a quality system that ensures a standard of excellence in all services and products.
5. To encourage new approaches in delivering quality services by supporting staff and board professional development.

Community Futures – North Okanagan’s Code of Conduct

The fundamental responsibility of a Director is to represent the interests of the Corporation in directing the business and affairs of the Corporation within the law. A Director shall perform his/her duties as a director, including his duties as a member of any committee of the Board upon which she/he may serve, in good faith in a manner he/she reasonably believes to be in the best interests of the Corporation and with such care, diligence and skill as an ordinary prudent person in a like position would use under similar circumstances.

All Directors should be concerned that the Corporation conducts its affairs with due appreciation for and accountability to the citizens of the North Okanagan, funding agencies, authorities and clients, not only through compliance with existing laws but also through alert recognition of trends in the law and social norms which may affect the Corporation's activities in the future.

In general, it is expected that:

- Directors contribution to discussions and decision making shall be positive and constructive
- Directors interaction in meetings shall be courteous, respectful and free of animosity
- Directors shall know and adhere to the organization’s governance policies
- Directors shall be prepared for meetings, having read pre-circulated material in advance of the meeting
- The General Manager is responsible to the entire Board. Consequently, no single Director or Committee has authority over the General Manager

- Directors shall not attempt to exercise individual authority or undue influence over the organization, other Directors or staff
- Directors must resign if elected to public office
- Directors shall conduct themselves in an ethical and professional manner at all times
- Directors shall bring credibility and goodwill to the organization

Governance Structure

Community Futures – North Okanagan is governed by the Board of Directors operating in accordance with the provisions of the BC Society's Act.

The Board's membership consists of persons who represent the North Okanagan Region's cultural, employment and business community and are interested in furthering the community economic development of the Region.

The Board fulfils the traditional role of a Board, overseeing the conduct of the organization's business and supervising the General Manager, who is responsible for day-to-day operations. The Board set also the standards of conduct for Community Futures – North Okanagan.

The Board is assisted in the discharge of its responsibilities by three standing Committees: Finance, Governance, and Human Resources. All Directors are expected to serve on at least one Committee and assignments match Committee roles with individual skills and experience.

Board Responsibilities and Accountabilities

Role

In the governance of Community Futures – North Okanagan the Board does not participate in the day-to-day administration, but establishes the governing structure with broad policies and results to be achieved. Overall, the Board represents the corporate ownership of CF-North Okanagan in achieving positive organizational performance.

The role of the Board of Directors is to foster the organization's short and long-term success consistent with the guiding principles and key directions and to be accountable to key stakeholders.

Responsibilities

Board responsibilities fall into the following general categories:

Managing Board Affairs: Establish the processes and structures necessary to ensure the effective functioning and renewal of the Board. Includes: monitor and improve quality of Board, ensure appropriate Board committees; ensure appropriate Board orientation and ongoing professional development; articulate roles and responsibilities for Board, committees, Chair and individual Directors;

define Board process and guidelines; evaluate Board, committees, Directors and Chair; and 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.

Communications - Oversee organization's communications policy.

Board Composition

The individuals who make up 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

All Directors should possess the following personal attributes:

- high ethical standards and integrity in professional and personal dealings;
- appreciation of the responsibilities to the public;
- flexible, responsive and willing to consider others' opinions;
- capable of a wide perspective on issues;
- ability to listen and work as a team member;
- no direct or indirect conflict of interest with the Director's responsibility to the organization;
- strong reasoning skills;
- able and willing to fulfill time commitment required to carry out responsibilities.

Competencies

Collectively, the Board should comprise the following core competencies:

- Operational or technical expertise relevant to the operation of the organization including:
 - strategic management and organizational change;
 - operations;
 - internal control and accounting;
 - communications;
 - non-profit sector administration;
 - human resources;
 - risk management.
 - financial expertise;
 - legal expertise;
- knowledge of government and the non-profit sector environment;
- knowledge of current and emerging issues affecting the organization and its industry or sector;
- knowledge of the geographic area served by CF-North Okanagan.

Governance Experience

While previous experience as a Director is not required, it is important that candidates understand the roles and responsibilities of a Board Director and have the necessary experience and demonstrated skills to enable them to contribute to Board decision-making and oversight.

CF-North Okanagan's governance program includes the commitment to a comprehensive orientation for new Board members and a continuing professional development program.

Other Considerations

Within the context of the required Board skills requirements, consideration is given to diversity of gender, cultural heritage, and knowledge of the communities served by CF-North Okanagan.

Vacant Positions

A description of the vacant positions and required competencies will be listed in this section.

Time Commitment

The Board meets 10 times a year once each month except for July and August, typically on the third Wednesday of the month from 7:30am – 9:00am. Meetings are scheduled one year in advance and are held at the CF-North Okanagan office located in downtown Vernon. The Board holds a one-day planning retreat usually in November. In addition,

committee meetings occur bi-monthly or as needed. Directors are required to prepare for Board and Committee meetings and they must have sufficient flexibility to maintain an excellent attendance record at all scheduled meetings and to attend the occasional special meeting.

Term

Directors are elected yearly by the Active Members at the Annual General Meeting held in September.

Compensation

This is a volunteer position. Where applicable direct expenses associated with Board member activities for the organization are reimbursed.