

### **Who We Are**

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

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 by enhancing business and entrepreneurial activity.

### **The Community Futures: Crowsnest Pass**

Community Futures Crowsnest Pass is a non-profit organization that operates under the sponsorship of Prairies Economic Development Canada. Alberta has 27 Community Futures offices, covering the entire province except for Calgary and Edmonton. There are 91 Community Futures offices across Western Canada. Each operates separately and distinctly from the other with their volunteer Boards of Directors.

Our office has been in operation since 1987 and previously operated as the Crowsnest Pass Business Development Corporation.

### **Our Mission Statement**

*"To provide new and existing enterprises the resources to nurture economic growth and employment opportunities within the Crowsnest Pass."*

### **Our Current Board of Directors:**

The Board of Directors is made of volunteer members who are considered leaders in the community and represent a good cross-section of the Crowsnest Pass.

Our current complement of Directors is:

John Husch (Chair)  
Don Budgen (Vice-Chair)  
Marie Ruzek (Secretary)  
Fred Bradley  
Andrew Fairhurst  
Dawn Rigby  
Dean Ward  
Jackie Woodman

The Board operates for Investments (loan approvals), planning, community economic development projects, operations, Community Futures, and Prairies Economic Development Canada issues.

### **Our Office Team**

The office operates as a team – Sacha Anderson (General Manager), Marty Neumeier (Business Analyst), Brandy Fehr (CED & Marketing Coordinator) and Karen Rendall (Administrative Assistant).

Prairies Economic Development Canada provides us with operational funding on an annual basis and special project funding from time to time. We operate as a not-for-profit organization under the specific funding guidelines and controls of Prairies Economic Development Canada.

### **What We Do**

Community Futures Crowsnest Pass has Investment funds available to lend to businesses in the community. We hold Investment Funds; Interest earned on these funds is reinvested into the loans program. We have provided loans to many companies in the Crowsnest Pass for start-up, maintenance, and expansion purposes. We are a "*lender of opportunity*" but a much-needed resource in the community, as most conventional financial institutions are reluctant to lend funds to small businesses.

### **When Do We Do It**

For two hours, the Board of Community Futures meets monthly (except for the summer), usually on either Thursday or Friday at 8:30 am. The Board appointments are generally for a 3-year term (maximum nine years).

Should you require additional information, contact Sacha Anderson at 403-562-8858 or by email at [sanderson@albertacf.com](mailto:sanderson@albertacf.com).

**Application**

This package includes further details of our work. We hope you will consider joining us. Please download and complete a [Community Futures Crowsnest Pass Board Application](#).

Completed applications may be mailed or hand-delivered to Sacha Anderson, General Manager.

Community Futures Crowsnest Pass  
Room 180, 12501-20<sup>th</sup> Ave  
PO Box 818 Blairmore, Alberta  
TOK 0E0

Applications can be emailed to [sanderson@albertacf.com](mailto:sanderson@albertacf.com).

If, after reading this package, you have further questions or are interested in learning more about our organization, please contact the General Manager at 403-562-8858. I appreciate your interest.

## **Board Responsibilities and Accountabilities**

### **Role**

A board member of Community Futures Crowsnest Pass is not to participate in the organization's day-to-day operations but to establish the governing structure with broad policies. It also fosters Community Futures' short- and long-term success consistent with its guiding principles and critical directions.

A board member is accountable to key stakeholders and must be committed to furthering the organization's objectives and willing to devote 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 organization's performance.

### **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
- Must have a strong interest in local issues related to economic development, entrepreneurship, tourism, energy, forestry, etc.
- Desire to strengthen the communities of the Community Futures Crowsnest Pass
- Knowledge of government and the non-profit sector environment
- Understanding of not-for-profit corporations, board development practices, staff, and board relationship

## **Responsibilities**

### Manage Board Affairs

- Establish the processes and structures necessary to ensure the effective functioning and renewal of the Board.

### 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 are 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
- 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.)
  - large industry (coal mining/forestry/etc.)
  - business owner or entrepreneur
  - tourism
  - non-profit organizations
  - health care

### **Time Commitment**

The Board of Directors generally meet once per month on the fourth Thursday or Friday (excluding Summer Meetings). Meetings are about 2 hours long, usually at 8:30 am, held in the Board Room of the Community Futures office.

Board members' interest and experience are 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 at least three (3) Active Board Members. The 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 organization's long-term performance.

- The maximum tenure of Directors is nine years from the date of appointment.

### **Recruitment and Nomination**

Potential Board Members may be identified/nominated by the existing Board of Directors. Where unsolicited, any resident of the of the region of Municipality of Crowsnest Pass area may apply for Board Membership.

### **Confidentiality, Conflicts of Interest, & Criminal Check Policy**

Our directors must sign a "Confidentiality Agreement," which covers confidentiality issues related to business lending, counselling, and other corporate activities.

Directors are expected to read, sign, and adhere to the Conflict-of-Interest policy in the Community Futures' Policies, Board of Directors Privacy Policy.

Directors for Community Futures Crowsnest Pass are also required to provide a Criminal Record Check as part of our current policies.