



# **BOARD RECRUITMENT PACKAGE**

### **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.

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**

Our Mission is to work with the existing business community to increase their capacity, to harness the untapped entrepreneurial potential in the Peace Liard Region, and to facilitate the development of a diversified and self-reliant economy for the benefit of all stakeholders in the region.

### **Our Funders**

Community Futures Peace Liard receives core funding a department of the Government of Canada. Community Futures Peace Liard applies for funding locally, provincially, and federally to support programs and services as they are identified.

### **What We Do**

Since its beginning in 1985 to 2012, Community Futures Peace Liard has disbursed over \$17 million and assisted in creating and maintaining over 1,000 jobs. Community Futures Peace Liard has provided loans to small to medium size enterprises as well as counseling them through their business ventures. From 2024 to 2025, the average loan was \$71,011, 70 loans approved, and 719 jobs created.

### **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:

Moira Green, General Manager  
Community Futures Peace Liard  
904 – 102 Avenue  
Dawson Creek, BC V1G 2B7

Applications may also be emailed: [mgreen@communityfuturespeaceliard.com](mailto:mgreen@communityfuturespeaceliard.com)

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 250-782-8748. Thank you for your interest.

## Board Responsibilities and Accountabilities

### Role

The role of a board member of Community Futures Peace Liard 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 Peace Liard 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: Fort St John, Dawson Creek, Chetwynd, Tumbler Ridge, Hudson Hope, Pouce Coupe and Fort Nelson
- 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

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 meets six to eight times per year. Meetings are approximately 1 to 2.5 hours in length. Meetings are held at the Dawson Creek office and can be accessed through online meeting platform as well.

Board members' will be asked to attend an annual strategic planning session, to assist in the yearly review of programs and services, to set the strategic direction for the following year.

**Term**

Directors are appointed for 3-year terms with a maximum of 3 consecutive terms. The Chairperson and Vice-Chairperson are one-year terms, and the Secretary/Treasurer is a two-year term.

**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 first election by members.

**Recruitment and Nomination**

Potential Board Members may be identified/nominated by the existing Board of Directors, or where unsolicited any resident of the Peace Liard may make an application for Board Membership.

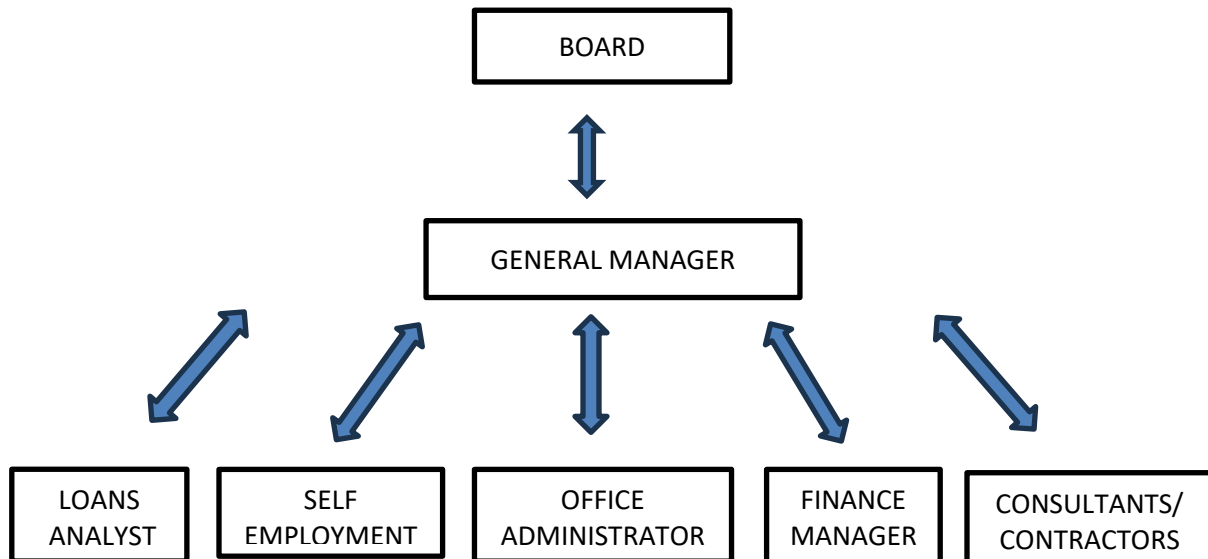
**Compensation**

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 an "Oath of Confidentiality", 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' By-Laws, Section 12.

## BOARD AND STAFF MATRIX



### General Manager

#### 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.

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## CONFLICT OF INTEREST

### SECTION 12 – Bylaws

“**Conflict of Interest**” means any situation where:

- a) the Control Person’s personal interests;
- b) the interests of a close friend, family member, business associate of the Control Person;
- c) a company or partnership in which the Control Person holds significant interest; or
- d) a person to whom the Control Person owes an obligation

may prevent the Control Person from acting in the Corporation’s best interests or prevent the Control Person from acting fairly, impartially and without bias on behalf of the Corporation

“**Control Person**” means any Director, officer, employee of the Corporation or any person who has obtained Corporate Information

#### **General Duties**

A Control Person must arrange his or her private affairs and conduct himself or herself in a manner to avoid a Conflict of Interest or the appearance of a Conflict of Interest.

#### **Scope of Conflict of Interest**

A Control Person may neither:

- a) act on behalf of the Corporation, or deal with the Corporation, in any matter where the Control Person is in a Conflict of Interest or appears to be in a Conflict of Interest; nor
- b) use his or her position, office, or affiliation with the Corporation to pursue or advance his or her personal interests or those of a person described in Article 1.01(e)(ii) to (iv);

unless such action, dealing or use of position, office or affiliation is specifically contemplated by a Permitted Conflict of Interest.

#### **Disclosure of Conflict of Interest**

A Control Person must immediately disclose a Conflict of Interest or Permitted Conflict of Interest in writing to the Board or to a person the Board designates. It is important to make the disclosure when the Conflict of Interest or Permitted Conflict of Interest first becomes known. Notwithstanding that the Control Person does not become aware of the Conflict of Interest or Permitted Conflict of Interest until after a transaction is concluded, the Control Person must still make immediate disclosure.

#### **Existence of a Conflict of Interest**

If the Control Person is in doubt about whether he or she is or may be in a Conflict of Interest, the Control Person must request the advice of the Board or a person the Board designates to determine if a Conflict of Interest exists.

**Resolving a Conflict of Interest**

Unless otherwise directed, the Control Person must immediately take steps to resolve the Conflict of Interest or remove the suspicion that it exists.

**Obtaining an Indirect Benefit**

A Control Person must not use his or her relationship with the Corporation to obtain a personal benefit or to acquire an Indirect Benefit from any transaction involving the Corporation except as authorized in accordance with these By-laws.

**Voting**

A director required to make a disclosure under this section shall not vote on any resolution to approve the contract or transaction unless the contract or transaction:

- a) is for indemnity or insurance under Section 15.1 of the Act; or
- b) is with an affiliate.

**Use of Corporation Property**

A Control Person must have authorization to:

- a) use property owned by the Corporation for personal purposes; or
- b) purchase property from the Corporation unless such a purchase is through usual channels of disposition equally available to the public. Even then, a Control Person may not purchase the property if the Control Person is in a position to influence decisions made on behalf of the Corporation.

**Corporation Opportunity**

A Control Person may not take personal advantage of an opportunity available to the Corporation unless:

- a) it is clear that the Corporation has irrevocably decided against pursuing the opportunity;
- b) the opportunity is equally available to members of the public; and
- c) he or she has disclosed his or her intention to do so.

**Solicitation of Clients**

A Control Person may not use his or her position with the Corporation to solicit clients for a personal business or one operated by a close friend, family member, business associate, or for a company or partnership in which the Control Person has a significant interest. This duty does not prevent the Control Person or anyone else from transacting business with other people connected with the Corporation.

**Access to Corporate Information**

A Control Person may have access to Corporate Information only for Corporation purposes.

**Corporate Information Obligations**

A Control Person must:

- a) protect Corporate Information from improper disclosure;
- b) report any incident of abuse of Corporate Information; and
- c) not use Corporate Information for his or her personal benefit.

**Release of Corporate Information**

A Control Person may release or divulge Corporate Information if:

- a) the Control Person is authorized to release or divulge such Corporate Information; and
- b) it is to a person who has a lawful right to such Corporate Information.

**Permission to Release Corporate Information**

If the Control Person is in doubt about whether Corporate Information may be released, the Control Person must request advice from the Board or a person the Board designates.

**Unauthorized Transactions**

A Control Person may not directly or indirectly benefit from a transaction with the Corporation over which the Control Person is in a position to influence decisions made on behalf of the Corporation, unless the transaction is in respect of a Permitted Conflict of Interest the terms of which specifically permit same.

**Gifts**

A Control Person may only accept a gift in the following circumstances:

- a) the gift has no more than token value;
- b) it is the normal exchange of hospitality or a customary gesture of courtesy between persons doing business together;
- c) the exchange is lawful and in accordance with local ethical practice and standards; and
- d) the gift could not be construed by an impartial observer as a bribe, pay off or improper or illegal payment.

**Gifts of Corporation Property**

A Control Person may not personally use Corporation property to make a gift, charitable donation or political contribution to anyone on behalf of the Corporation. Any gift must have the authorization of the Board or a person the Board designates.

**Submission of Contracts or Transactions to Members for Approval**

The Board in its discretion may submit any contract, act or transaction with the Corporation for approval or ratification at any annual meeting of the Members or at any general meeting of the Members called for the purpose of considering the same and, subject to the provisions the Act, any such contract, act or transaction that shall be approved or ratified or confirmed by a resolution passed by a majority of the votes cast any such meeting

(unless any different or additional requirements are imposed by the Act, the Articles or the By-laws) shall be as valid and as binding upon the Corporation and upon all Members as though it had been approved, ratified or confirmed by every Member of the Corporation.

**Director not Disqualified**

In supplement of and not by way of limitation upon any rights conferred upon Directors by the Act and specifically subject to the provisions contained in that section, it is declared that no Director shall be disqualified by any such office from, or vacate any such office by reason of, holding any office or place of profit under the Corporation or under any Corporation in which the Corporation shall be a shareholder or by reason of being otherwise in any way directly or indirectly interested or contracting with the Corporation as vendor, purchaser or otherwise or being concerned in any contract or arrangement made or proposed to be entered into with the Corporation in which the Director is in any way directly or indirectly interested as vendor, purchaser or otherwise.

**Contracts**

Subject to compliance with the Act, no contract or arrangement entered into by or on behalf of the Corporation in which any Director shall be in any way directly or indirectly interested shall be avoided or avoidable.

## 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

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## Board of Directors – Privacy Policy

Community Futures Development Corporation of Peace Liard 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 CFDC-PL to which they have access. As part of their duties as members of Community Futures Development Corp. of Peace Liard'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 members may only access personal information collected where necessary to fulfill their duties.

As a condition of their tenure on CFDC-PL'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 CFDC-PL'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 unauthorized 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' offices. As part of their duties, Board members may occasionally receive records outside the Community Futures' 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 CFDC-PL offices that contain personal information are to be returned to the CFDC-PL offices or securely destroyed by shredding. Records returned to the CFDC-PL 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 CFDC-PL offices or shredded. 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 CFDC-PL offices to be dealt with according to CFDC-PL's Records Retention and Destruction Policy or securely destroyed by the Board member through shredding.

**Summary**

Board members are to take their responsibility to respect and protect personal information seriously.

## Application for Board of Director Applicants

First Name:

Last Name:

Physical Address:

Mailing Address:

Home Phone:

Work Phone:

Cell Phone:

Email:

**Please identify employment and/or self-employment and/or volunteer experiences that would support or enhance your work with Community Futures Peace Liard.**

*(Please use a separate sheet if necessary)*

Name of Organization(s):

Purpose of Organization (s):

Date of Involvement:

Position(s) Held:

Name of Organization(s):

Purpose of Organization (s):

Date of Involvement:

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Purpose of Organization (s):

Date of Involvement:

Position(s) Held:

**Are there particular goals or projects you hope to accomplish as a board member of Community Futures Peace Liard? If so, what are they?**

**Community Futures Development Corporation of Peace Liard has a maximum number of twelve (12) board members. It is our goal to have representation from the following communities in the region – Dawson Creek, Fort St John, Chetwynd, Hudson’s Hope, Tumbler Ridge, Taylor, Pouce Coupe, and Fort Nelson. If there are no openings on the Board of Directors at the time of application, would you be willing to act as an alternate board member in the absence of the regular board member from your community? Yes  No**

**Disclosure and Release Statement**

*(Please read carefully)*

	Yes	No
Are you related to any Director or Employee of Community Futures Peace Liard?	<input type="checkbox"/>	<input type="checkbox"/>
Are you or any closely related individual or company involved in ANY legal action or litigation that involves Community Futures either personally or through your business?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have an undischarged bankruptcy?	<input type="checkbox"/>	<input type="checkbox"/>

\_\_\_\_\_  
Applicant’s Signature

\_\_\_\_\_  
Date