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**Community Futures Lac La Biche  
Board Recruitment Application**

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2022

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Last Name:	Middle Name:	First Name:
Home Address:		
Town/Region:		Postal Code:
Home Phone:	Business Phone:	Cell:
Email:	Birth Date: MM DD YY	
<b>About You:</b> <input type="checkbox"/> Oil Industry <input type="checkbox"/> Self Employed	<input type="checkbox"/> Finance <input type="checkbox"/> Academic	<input type="checkbox"/> Rural Economic Development <input type="checkbox"/> County
<b>Education:</b> <input type="checkbox"/> Some secondary <input type="checkbox"/> Post-secondary + diploma	<input type="checkbox"/> Completed secondary <input type="checkbox"/> Post-secondary + degree	<input type="checkbox"/> Some post-secondary <input type="checkbox"/> Other
<b>Volunteer Activity</b>		
Name	Number of Hours	Daytime Telephone
<b>Statement of Intent:</b> <i>(Please tell us why you are interested in a Membership at Community Futures)</i>		

**Re: Call for Applications for Board of Directors**

As part of our ongoing revitalization process, Lac La Biche Regional Community Development Corporation, operating as Community Futures Lac La Biche, is refreshing the membership on our Board of Directors. As such, we are actively recruiting potential new Members and Directors to help guide the activities of Community Futures Lac La Biche going forward. Our goal is to maintain a Board comprised of members-at-large representing a variety of stakeholders interested in supporting small business and entrepreneurship from the Lac La Biche Region.

If you are passionate about entrepreneurship and believe in the importance of small business to the economic well-being of our region, we encourage you to apply.

Also, feel free to forward this notice on to your network of business contacts.

Sincerely,

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Dave Phillips  
Chairman of the Board



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Gene Wesley  
General Manager

## Terms of Reference

Committee Title:	<b>Investment Review Committee</b>
Committee Description:	Standing Committee of the Community Futures Lac La Biche Board of Directors.
Area of Authority:	Working within the CFLLB Loan Policies, as approved by the Board of Directors, the Investment Review Committee manages and administers the lending, adjudication and approval policies of Community Futures. The Investment Review Committee reports to the Board of Directors through the Investment Review Committee Chair or his/her designate.
Interest Rates	Interest rates will be determined by the policies set out and approved by the CFLLB Board of Directors.
Terms & Conditions:	Terms & Conditions of loans will be stipulated by the Investment Review Committee based on the client circumstance, recommendations of staff, risk and loan guidelines as determined by the Board of Directors.
Summary of Duties:	<p>In managing the lending needs of Community Futures, the Investment Review Committee appointees, in consultation with the General Manager and Business Analyst, will undertake the following duties, on behalf of the Board of Directors:</p> <ul style="list-style-type: none"><li>- Be knowledgeable of the various loan programs offered by Community Futures.</li><li>- Be knowledgeable of the annual operating plan for the Loan Fund Process.</li><li>- Adjudicate business loan applications as presented by the Business Analyst and General Manager and provide a vote of approval or non-approval.</li><li>- Provide feedback to staff on client's business plans as presented at the Business Analyst.</li></ul>
Composition/Appointment:	The committee will have a minimum membership of three and a maximum of seven voting members. The Credit Committee will be recruited from the Board and from within the region in which the organization operates. The Chair of the Investment Review Committee will be a Director of Lac La Biche Community Futures. The General Manager and Business Analyst will function as advisors and consultants to the committee in a non-voting capacity. The Board of Directors of the CFL will make appointments to the Investment Review Committee and the term of

appointment for the committee members will be for two years in alternating terms. Persons who are not Board Members with the CFL shall never hold majority seats on the Investment Review Committee.

Meetings:

The committee will meet as required at the recommendation of the Business Analyst or General Manager or at the call of the Chair.  
Quorum for Investment Review Committee Meeting shall be a minimum of 50% of the current committee members.  
Minutes will be recorded and distributed to committee members. Minutes will be presented to the CFLLB General meetings for information purposes.

Budget:

All costs associated with this committee will be covered from within the Board approved Operations Budget, including but not necessarily limited to, meals, travel, training, conferences, etc.

Evaluation:

The Investment Review Committee will complete, for the Board of Directors, an annual progress review of its objectives and achievements for the previous year, including the number of loans approved, the number of loans declined and the reasons for declining. As well, assist in the development of a new business plan for the Loans Portfolio for the coming year. The Investment Review Committee's mandate and/or purpose is to be reviewed annually and updated as necessary.

Conflict of Interest:

Investment Review Committee members must identify areas where they have personal, business or financial interest related to matters before the committee. Conflict of Interest will be considered as per the CFL Policy and Procedures Manual. When a conflict is identified the member involved shall leave.

Reviewed and approved at a General Meeting of the Board of Directors September, 2014

# **Board of Directors Orientation Package**

## **Welcome to Community Futures**

The purpose of this Community Futures Board Member Orientation Guide is to give you some insight into the key roles and responsibilities of a volunteer Community Futures Board Member and the functions of the Staff of the Community Futures Development Corporation.

The Community Futures Development Corporation (Community Futures) and the Community Futures program started in 1985 and are currently funded through Western Economic Diversification Canada. Community Futures is a community economic development program that is managed by a community representative Board of Directors. The focus of Community Futures is to build community economic and entrepreneurial capacity, with an emphasis on long-range strategic planning and results. Community Futures are independent and non-profit organizations.

This guide will explain some of the terminology you will hear repeatedly and hopefully will give you a better understanding of what will be required of you as a volunteer Board or Committee member of a Community Futures Development Corporation. You will play an important role in your community's economic development, a role that has been extremely gratifying to those who have gone before you.

This Guide is also supported by a very informative video called, Community Futures Development Associations of Western Canada Board Development Video: Meet the Board.

### **Primary Responsibilities:**

- To provide local volunteer leadership in accordance with the mandate of the Community Futures Program and the Goals & Objectives of Community Futures Lac La Biche.
- To identify and direct implementation of Economic and Community Development Programs in accordance to the perceived needs of the Lac La Biche Community Futures Region, taking the lead from and interfacing with community leaders and governments in this process.
- To guide the local Community Futures programs and services in a direction that will enhance long-term, self-sufficient economic and community development growth for all its shareholder communities in the Community Futures Region.
- To serve on Ad-Hoc Committees of the Community Futures as provided for in the By-Laws of the Organization.

### **Functional Activities:**

- Initiate, develop and maintain a current five-year strategic plan which defines the needs of the region, the direction the Board intends to take the program in response to those needs, the goals and activities to be undertaken, the anticipated results and the source of needs identification.
- Provide leadership and guidance to the Community Futures Manager in matters of professional development, regional economic & tourism initiatives, community business needs and marketing of the local Community Futures services and programs.

- Act as an ambassador for the Community Futures Program, actively marketing awareness and promoting its activities, programs and community benefits at every opportunity.
- Stay abreast of and communicate to all Board and staff your community's growth needs, economic and tourism activities and your community's business growth needs as well as any community specific business by-laws and requirements.
- Maintain a working liaison with essential community contacts such as Town/County/Municipal District Councils, Economic Development Officers/Committees, Chambers of Commerce and Municipal Managers/Planners, MLAs, MPs, and Other Provincial/Federal Government Agencies.
- Ensure the General Manager, through the resources made available to him/her, is providing the program and business plan services to the region on growth.
- Appoint a maximum of five (5) and minimum of three (3) of its members to serve on the Investment Review (sub) Committee (IRC).
- Oversee the direct initiatives of Community Futures Lac La Biche and especially the functions of the General Manager as well as, at 'arm's length', follow the overall operation of the IRC of which the main area is granting, concurring in and monitoring of business loans.
- Serve on Committees as required. Currently we only have the Investment Review Committee and the Personnel Committee but other committees may be formed as needed.

### **General:**

- Board members must be shareholders of Community Futures Lac La Biche with the exception of one member may be appointed by each of the Lac La Biche Chamber of Commerce, Lac La Biche County, Kikino Metis Settlement, Buffalo Lake Metis Settlement, Beaver Lake First Nation and Heart Lake First Nation.
- Board members are appointed for a three (3) year term which may be renewed for an additional two (2) terms for a maximum of nine (9) years on the Board. The Board of Directors will meet a minimum of six (6) times each year.
- Board members are asked to take a keen interest in and develop a sound knowledge of the economic, tourism and social needs of the region and to work on behalf of regional economic development and job creation initiatives.
- Board meetings are normally held six (6) times a year. These are normally in January, March, May, September and November and held at the Community Futures Office at 5:30 pm. The AGM is held in June with a Organizational Board meeting following.

Meetings will provide members the opportunity to provide leadership and direction to this region's Community Futures program. From the information provided by Board members staff will be able to seek and or develop specific community and business development initiatives to respond to the region's growth needs. Meetings will also provide Board

members the opportunity to share information concerning each shareholder region and to provide ideas and suggestions to deal with critical or sensitive matters.

- Board members are asked to make the time available for the majority of, if not all, Board meetings. Additionally, each Board member is asked to support the local Community Futures initiatives by attending community held meetings to add credibility to our role in the region. Recognizing your many other life commitments, these requests will be kept to a minimum. Where attendance is not feasible, shareholder appointed elected officials are asked to secure the attendance of their Board alternate.
- Community elected Board members are asked to maintain a good working relationship with their local elected Municipal Councillors and updating/soliciting input from them on key strategic plan and/or operational matters.
- At least annually, review and ensure a full understanding of the Corporation's Memorandum and Articles of Incorporation. Where appropriate, recommend to the Board necessary updates and/or deletions. Members are asked to be familiar with and to support the strategic plans, initiatives and policies of the Community Futures.
- Board members will complete and sign an oath of confidentiality with respect to all personal and financial matters of Community Futures client information.

### **Investment Review Committee (IRC)**

- Oversee the operations of the Investment Program of which the main areas of responsibility are:
  - o Adjudicating and/or concurring on business loans of up to:
    - \$150,000 - general small business loans;
    - \$150,000 - small business loans for persons with a disability;
- Monitoring and managing the Community Futures Loan Portfolio along with the associated bank account(s).
- Assess loan applications for ratification or rejection of business loan recommendations as presented by Community Futures Staff (The Community Futures Investment Program is a 'lender of last resort' program, and therefore loan applications may be both high risk and have financial deficiencies).
- Monitor monthly, quarterly and annual reports and financial documents of the investment portfolio ensuring that:
  - o delinquent accounts are being managed within policy;
  - o delinquent accounts and potential write-offs are provided due attention.
  - o loss ratios are in accordance with agreed upon annual goals and that any discrepancies are rationalized to the committee's satisfaction;
  - o return on investment is as per agreed upon annual goals and that discrepancies are rationalized to the committee's satisfaction;
  - o all bank accounts are properly administered and reconciled (Regular Board)
- Maintain Community Futures Loan Policies at current and relative state recommending changes where appropriate.



- Report to the Board any areas of concern... loan delinquencies, portfolio mix, changes in policy required, etc.
- Applicants should have a sound knowledge of small business matters including an understanding of business finances and financial statement analysis, an understanding of their community economic conditions and have a strong desire to support local and regional economic development through job creation programs.

# CANDIDATE QUESTIONNAIRE

## Board of Directors

### *Community Futures Lac La Biche*

#### Purpose and Instructions:

The purpose of the questionnaire is to provide the **Community Futures Lac La Biche Board of Directors** with specific evidence of how your relevant experience, achievements, and / or training aligns with the expected key performance outcomes for the organization.

#### **To complete the questionnaire please do the following:**

Review the 'Board of Directors Orientation Package' carefully to understand the expected outcomes for this position and then proceed to answer the questions below. There are no correct or incorrect answers.

**1. What do you know about our organization? Why are you interested in committing your time and energy to us?**

**2. What interests you about our organization: Which Aspect of our organization interests you most?**

**3. What are some of your previous volunteer experiences or leadership Roles? What are the kinds of circumstances in which you are most effective?**

**4. What are you hoping to get out of your board experience?**

**5. What do you think are the characteristics of a great board member?**

**6. Our Board has 3 year terms. How long do you expect to stay on our Board?**

**7. Tell us about your business background.**

**8. Board members bring experience, wisdom, strategic thinking, and contacts.**  
Can you tell us about yours?

**9. What are your personal dreams or aspirations that could be enhanced by service on our board?**

**10. What Kind of autonomy do you have over your calendar?**

There will be meetings between board meetings, occasional stakeholder lunches... What professional or personal constraints on your time or service might you anticipate?

**11. What expectations do you have from the management of organizations on whose boards you serve?**

**12. Describe your experience working with highly confidential information. How would you handle a friend who requests “confidential” information from you?**

**13. Do you have any worries about joining the board?**

***This questionnaire contains confidential candidate personal information and is provided to Community Futures Lac La Biche for the exclusive use of Community Futures Lac La Biche to evaluate the candidate’s suitability for the Board of Directors. The personal information of candidates may not be used, and should not be disseminated within Community Futures Lac La Biche for any other purpose, and may not be communicated, transferred, or disclosed outside of the Community Futures Lac La Biche organization for any reason.***