



### **How to Become a CF Board Member:**

If you are interested in becoming a board member of CF Meridian Region please feel free to contact the CF office at 1.888.919.3800 or email us at: [gm@meridianregion.ca](mailto:gm@meridianregion.ca) and the Governance Committee will be delighted to contact you and take you through the election process.

CF Meridian Region is a volunteer grassroots organization that assists Board Members to grow and learn through training and development. The organization reimburses Board Members for their mileage and meal costs to attend meetings and events of the CF organization.

Potential Board Members may be interested in the Orientation Process of the CF Meridian Region.

### **Meetings:**

Meetings are on a quarterly basis (normally four) and one (1) Annual Meeting of the Members.

Committee Meeting commitments vary from a very active Investment Review Committee hosting 15 telephone conferencing meetings to the Members Committee which is approximately one (1) session per year.

Respectful of your time these options provide you the flexibility of attending in-person or through one of several technology-based vehicles. Attend Board and/or Committee Meetings:

- ✓ at the CF Office
- ✓ through telephone conferencing
- ✓ through virtual meeting (example: Adobe Connect, Google Hangout)

### **Training and Mentorship:**

New and returning Board Members have secure website access to obtain orientation information as well as read up on past meetings, check out the fourteen (14) Leadership Institute Board Training Initiatives which include an orientation module, leadership module, and many more useful training opportunities which CF Meridian Region strives to host a minimum of 2 each year. CF Meridian also boasts a Board Orientation Mentor, a volunteer CF Meridian Region Board Member that spends time familiarizing new members with the 'norms' and 'processes' of the organization.

CF Meridian Region is committed to Board Member Development and the Members Committee role is to ensure this developmental process.

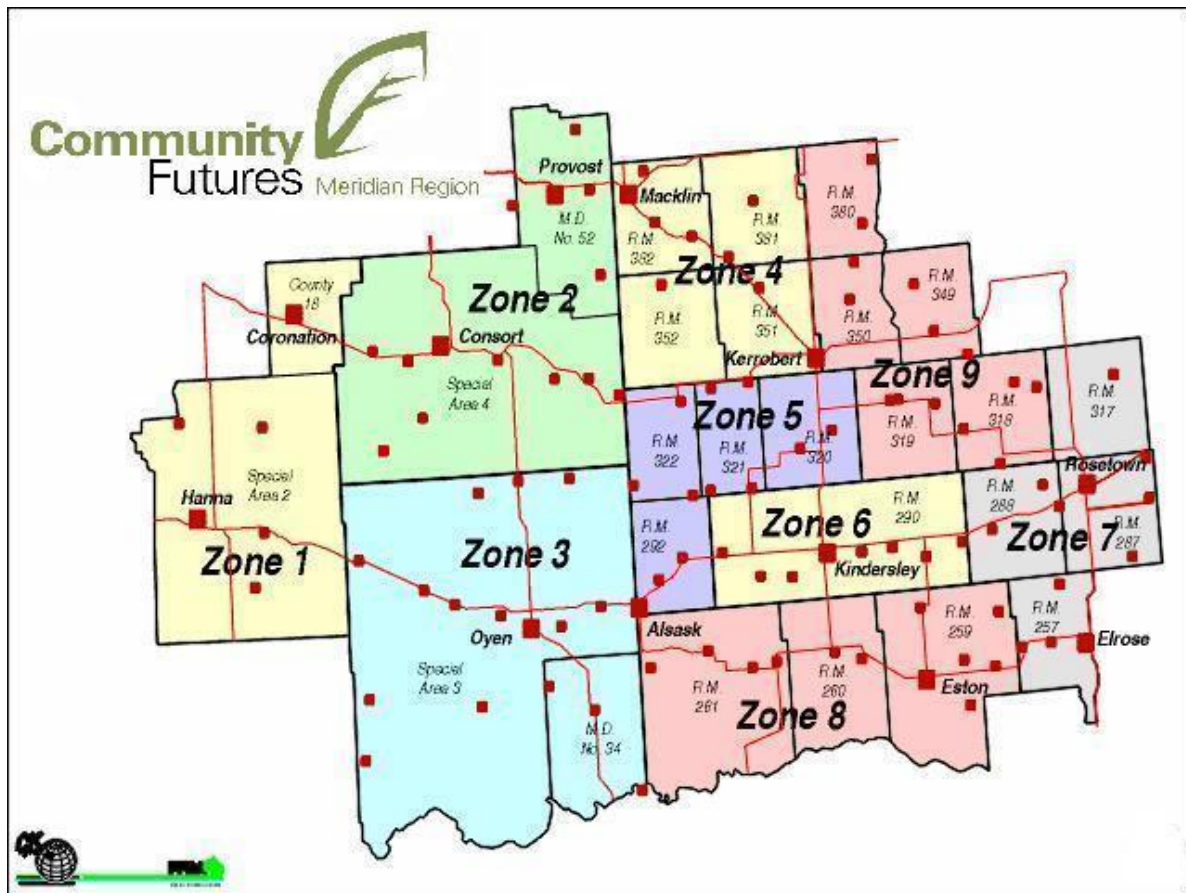
Training opportunities are hosted in-house, through webinars and there are opportunities to learn at conferences and events with other Community Futures offices across Western Canada and throughout Canada.

Please visit our website at: [www.cfsask.ca/meridian](http://www.cfsask.ca/meridian) or give us a call to discuss becoming a Community Futures volunteer: 1-888-919-3800

## BOARD PROFILE

### COMMUNITY FUTURES MERIDIAN REGION BOARD PROFILE:

- 1) The Nine (9) classes of membership are:
  - a) Class A – Zone 1 General
  - b) Class B – Zone 2 General
  - c) Class C – Zone 3 General
  - d) Class D – Zone 4 General
  - e) Class E – Zone 5 General
  - f) Class F – Zone 6 General
  - g) Class G – Zone 7 General
  - h) Class H – Zone 8 General
  - i) Class I – Zone 9 General



- 2) Rights, privileges, restrictions and conditions that constitute the membership interests of each class of membership:
  - a) Class A – Zone 1 General membership:
    - i) Only the municipal governing bodies who have a Statistics Canada Community Profile shall hold a Class A membership;

- ii) The Class A member is entitled to one vote at all membership meetings except at membership meetings where another class of membership is entitled to vote separately as a class;
  - iii) The holder of a Class A membership shall be represented at meetings of the members of the Corporation by any individual authorized by a proxy from the holder of the Class A membership;
  - iv) The holder of a Class A membership shall be entitled to vote separately as a class to elect 1 person as a director to the Board of Directors of the Corporation to the exclusion of all other classes of membership and any vacancy in the director exclusively elected by the Class A membership shall only be filled by a vote of the Class A membership.
  - v) Directors elected by Class A members must reside in either Zone 1, 2 or 3 as identified on the Zone Map attached as Schedule A – Zone Map.
- b) Class B – Zone 2 General membership:
- i) Only the municipal governing bodies who have a Statistics Canada Community Profile shall hold a Class B membership;
  - ii) The Class B member is entitled to one vote at all membership meetings except at membership meetings where another class of membership is entitled to vote separately as a class;
  - iii) The holder of a Class B membership shall be represented at meetings of the members of the Corporation by any individual authorized by a proxy from the holder of the Class B membership;
  - iv) The holder of a Class B membership shall be entitled to vote separately as a class to elect 1 person as a director to the Board of Directors of the Corporation to the exclusion of all other classes of membership and any vacancy in the director exclusively elected by the Class B membership shall only be filled by a vote of the Class B membership.
  - v) Directors elected by Class B members must reside in either Zone 1, 2 or 3 as identified on the Zone Map attached as Schedule A – Zone Map.
- c) Class C – Zone 3 General membership:
- i) Only the municipal governing bodies who have a Statistics Canada Community Profile shall hold a Class C membership;
  - ii) The Class C member is entitled to one vote at all membership meetings except at membership meetings where another class of membership is entitled to vote separately as a class;
  - iii) The holder of a Class C membership shall be represented at meetings of the members of the Corporation by any individual authorized by a proxy from the holder of the Class C membership;
  - iv) The holder of a Class C membership shall be entitled to vote separately as a class to elect 1 person as a director to the Board of Directors of the Corporation to the

- exclusion of all other classes of membership and any vacancy in the director exclusively elected by the Class C membership shall only be filled by a vote of the Class C membership.
- v) Directors elected by Class C members must reside in either Zone 1, 2 or 3 as identified on the Zone Map attached as Schedule A – Zone Map.
- d) Class D – Zone 4 General membership:
- i) Only the municipal governing bodies who have a Statistics Canada Community Profile shall hold a Class D membership;
  - ii) The Class D member is entitled to one vote at all membership meetings except at membership meetings where another class of membership is entitled to vote separately as a class;
  - iii) The holder of a Class D membership shall be represented at meetings of the members of the Corporation by any individual authorized by a proxy from the holder of the Class D membership;
  - iv) The holder of a Class D membership shall be entitled to vote separately as a class to elect 1 person as a director to the Board of Directors of the Corporation to the exclusion of all other classes of membership and any vacancy in the director exclusively elected by the Class D membership shall only be filled by a vote of the Class D membership.
  - v) Directors elected by Class D members must reside within the boundaries of Meridian Community Futures as identified on the Zone Map attached as Schedule A – Zone Map.
- e) Class E – Zone 5 General membership:
- i) Only the municipal governing bodies who have a Statistics Canada Community Profile shall hold a Class E membership;
  - ii) The Class E member is entitled to one vote at all membership meetings except at membership meetings where another class of membership is entitled to vote separately as a class;
  - iii) The holder of a Class E membership shall be represented at meetings of the members of the Corporation by any individual authorized by a proxy from the holder of the Class E membership;
  - iv) The holder of a Class E membership shall be entitled to vote separately as a class to elect 1 person as a director to the Board of Directors of the Corporation to the exclusion of all other classes of membership and any vacancy in the director exclusively elected by the Class E membership shall only be filled by a vote of the Class E membership.
  - v) Directors elected by Class E members must reside within the boundaries of Meridian Community Futures as identified on the Zone Map attached as Schedule A – Zone Map.

- f) Class F – Zone 6 General membership:
  - i) Only the municipal governing bodies who have a Statistics Canada Community Profile shall hold a Class F membership;
  - ii) The Class F member is entitled to one vote at all membership meetings except at membership meetings where another class of membership is entitled to vote separately as a class;
  - iii) The holder of a Class F membership shall be represented at meetings of the members of the Corporation by any individual authorized by a proxy from the holder of the Class F membership;
  - iv) The holder of a Class F membership shall be entitled to vote separately as a class to elect 1 person as a director to the Board of Directors of the Corporation to the exclusion of all other classes of membership and any vacancy in the director exclusively elected by the Class F membership shall only be filled by a vote of the Class F membership.
  - v) Directors elected by Class F members must reside within the boundaries of Meridian Community Futures as identified on the Zone Map attached as Schedule A – Zone Map.
  
- g) Class G – Zone 7 General membership:
  - i) Only the municipal governing bodies who have a Statistics Canada Community Profile shall hold a Class G membership;
  - ii) The Class G member is entitled to one vote at all membership meetings except at membership meetings where another class of membership is entitled to vote separately as a class;
  - iii) The holder of a Class G membership shall be represented at meetings of the members of the Corporation by any individual authorized by a proxy from the holder of the Class G membership;
  - iv) The holder of a Class G membership shall be entitled to vote separately as a class to elect 1 person as a director to the Board of Directors of the Corporation to the exclusion of all other classes of membership and any vacancy in the director exclusively elected by the Class G membership shall only be filled by a vote of the Class G membership.
  - v) Directors elected by Class G members must reside within the boundaries of Meridian Community Futures as identified on the Zone Map attached as Schedule A – Zone Map.
  
- h) Class H – Zone 8 General membership:
  - i) Only the municipal governing bodies who have a Statistics Canada Community Profile shall hold a Class H membership.
  - ii) The Class H member is entitled to one vote at all membership meetings except at membership meetings where another class of membership is entitled to vote separately as a class;

- iii) The holder of a Class H membership shall be represented at meetings of the members of the Corporation by any individual authorized by a proxy from the holder of the Class H membership;
  - iv) The holder of a Class H membership shall be entitled to vote separately as a class to elect 1 person as a director to the Board of Directors of the Corporation to the exclusion of all other classes of membership and any vacancy in the director exclusively elected by the Class H membership shall only be filled by a vote of the Class H membership.
  - v) Directors elected by Class H members must reside within the boundaries of Meridian Community Futures as identified on the Zone Map attached as Schedule A – Zone Map.
- i) Class I – Zone 9 General membership:
- i) Only the municipal governing bodies who have a Statistics Canada Community Profile shall hold a Class I membership;
  - ii) The Class I member is entitled to one vote at all membership meetings except at membership meetings where another class of membership is entitled to vote separately as a class;
  - iii) The holder of a Class I membership shall be represented at meetings of the members of the Corporation by any individual authorized by a proxy from the holder of the Class I membership;
  - iv) The holder of a Class I membership shall be entitled to vote separately as a class to elect 1 person as a director to the Board of Directors of the Corporation to the exclusion of all other classes of membership and any vacancy in the director exclusively elected by the Class I membership shall only be filled by a vote of the Class I membership.
  - v) Directors elected by Class I members must reside within the boundaries of Meridian Community Futures as identified on the Zone Map attached as Schedule A – Zone Map.

### 3) Observers

The board of directors may appoint any number of individuals (with such individuals' consent) as observers to board of director meetings. And such observers, once appointed, may attend and participate in meetings of the board of directors in accordance with such rules, restrictions and limitations as the board of directors may impose from time to time. Such observers will not have the right to vote or make any decisions affecting or binding upon the corporation at such board of director meetings or otherwise.

From the group of municipally appointed representatives the following Board Mix is sought:

**Governance Committee:** The board shall annually appoint a governance committee. The Governance committee shall be composed of a minimum; Chair, Secretary-Treasurer one non-officer Director and a second non-officer Director if the Secretary-Treasurer is not a Director. The General Manager shall be an ex officio member of the Governance committee. The board may establish the terms of reference for the Governance committee, which shall include oversight of human resources, and General Manager relations.

**Investment Review Committee:** The board shall annually appoint an Investment Review Committee. The Investment Review Committee shall be composed of the Chair and a minimum two (2) other Directors. With the exception of loans of more than \$150,000.00 the Investment Review committee has the authority to on behalf of the Board: review applications for loans, guarantees and/or equity participation placed before it and approve or reject such applications; review major conditions and terms set out in agreements with clients who are to receive financial assistance; review major conditions and terms set out in agreements with clients who are to receive financial assistance from other sources; and maintain a continuing review of loans, guarantees and equity interests made by the Corporation.

**Finance Committee:** The board shall annually appoint a Finance committee. The Finance committee shall be composed of a minimum; Vice-chair, Secretary-Treasurer, one non-officer Director and a second non-officer Director if the Secretary-Treasurer is not a Director. The General Manager shall be an ex officio member of the Finance committee. The board may establish the terms of reference for the Finance committee, which shall include oversight of finances.

The CF Meridian will strive to ensure a well-represented region with intelligent, respectful, diligent small business-focused individuals. CF Meridian will be an inclusive organization striving to have representation from 1st nations and Metis peoples; leaders from regional economic sector representation and economic development organizations, professionals, youth (40 years and younger) and entrepreneurs. A high priority will be given to ensure that there are a minimum of two (2) Board Members from each of the Provinces and that a minimum of two (2) females and two (2) males form the Board of Directors.

Priority Skills and Proficiencies Desired:

- ✓ Knowledge of CF Meridian Region's business conditions and economic development both locally and regionally.
- ✓ Willingness to be receptive to innovative ideas combined with the ability to identify entrepreneurial opportunities. Background in business and finance is an asset.
- ✓ Enthusiasm, willingness to learn and commitment to the objectives of the CF Meridian Region including community ventures and responsible business practices in our communities.
- ✓ Ability to communicate with and develop ongoing networks.
- ✓ Good Practitioners of Board Governance

- ✓ Meeting Management Skills
- ✓ Legal and Accounting Skills
- ✓ Business Planning and Business Operations Skills
- ✓ Community and Regional Economic Development Skills
- ✓ Decision-making Skills
- ✓ Leadership Skills
- ✓ Expertise on key sectors of the region we serve
- ✓ Risk Management Skills
- ✓ Communication Skills
- ✓ Human Resource Skills
- ✓ Technology Skills
- ✓ Marketing Skills
- ✓ People Skills

In an attempt to ensure continuity and a good mix of mature and new Board Members municipal entities appoint members for a two year term aligning with each Provincial election (ensures that each Province is staggered). Board member terms must be renewed every two years with each member allowed to sit as a representative Board Member for a maximum of 4 consecutive terms. The term must be renewed every two years with the option to be a CF Meridian Region Board Member for a maximum of 4 terms. On an exceptional basis the Board of Directors will extend the eight year maximum for an additional one (1) citing projects and recruitment requirements. To comply with the requirements contractually with Western Economic Diversification the CF Meridian Region Board of Directors must vacate their directorship after the end of the ninth year for a minimum of one year prior to be appointed to the CF Meridian Region Board of Directors.



## **The Mission Statement**

*The mission of CF Meridian is to serve as a catalyst for socio-economic change by providing the tools and services to launch, expand, or purchase businesses within the West-Central Region of Saskatchewan and the East-Central Region of Alberta. We are dedicated to assisting local organizations to enhance the socio-economic well-being of their communities.*

## **The Vision Statement**

*CF Meridian will contribute to the development of a dynamic, resilient, and sustainable regional economy.*

## **The Statement of Values and Guiding Principles**

*Our Core Values are:*

- *Innovation and Resourcefulness*
- *Adaptability and Resilience*
- *Integrity*
- *Respect*

*We operate under the following Guiding Principles:*

- **Sustainability – for both our operations and the economic region**
- **A strong, Client-Centred Focus**
- **Community-Minded Engagement and Collaboration for Economic Development**
- **Constant Pursuit of added Business Productivity and Growth**