

Eastern-Strait  
Regional  
Enterprise  
Network

2015<

BOARD  
RECRUITMENT  
PACKAGE

Spring 2015

Prepared by Rosenroll Management Consulting

# THE OPPORTUNITY

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The Eastern-Strait Regional Enterprise Network is currently recruiting 8-12 volunteers for 1 to 3 year terms on its inaugural board of directors.

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The Eastern-Strait Regional Enterprise Network (“the Network”) has been created by the Towns of Antigonish and Port Hawkesbury and the Municipalities of Antigonish, Guysborough and St. Mary’s, as well as the Province of Nova Scotia, to provide regional leadership on economic development priorities and support business development in the region.

We are currently recruiting the 8-12 directors to serve on the Network’s inaugural board for terms of 1 to 3 years. The board of directors will work with the Network’s partners and stakeholders to create a vision and set a path for the region’s economic development future.

The Network will provide regional leadership on economic development priorities and support business growth, retention, attraction and entrepreneurship. Specifically, the Network will support regional economic development and growth by:

1. Developing, implement, and monitor a three-year Regional Strategy that is reflective of provincial and regional priorities. The Regional Strategy will consider assets, business community, sector strengths, and regional challenges and opportunities.

2. Cultivating close working relationships with the business community and working with key partners to support the development and attraction of new businesses, and retain and expand existing businesses. The Network will also support local businesses in navigating, and making referrals to, programs and services.
3. Informing partners and stakeholders about local business-climate conditions, as well as regional challenges and opportunities. The Network will work with partners and stakeholders to provide investment-readiness and labour market information.

Applications are invited from the general public and the Eastern-Strait Regional Enterprise Network stakeholder community. A completed application comprises the following items:

- ✓ Completed application form
- ✓ Resumé

# ABOUT

## Candidates

This is an exciting opportunity to lead in setting the strategic direction of the economic development in your region and give back to your community and province.

We are seeking candidates with skills and experience in some of the following areas:

business, entrepreneurship, strategic planning, value-add & technology development, export development, partnerships & stakeholder relations, as well as expertise in law, governance, accounting, human resources, economic development or other relevant skills and experience.

Above all, board directors should be passionate about growing their regional economy and willing to invest their time and talents into creating and building a brand new organization.

The director demonstrates strengths in leadership, teamwork, vision-setting, and strategic-thinking. Directors should be self-starters and have a positive outlook.

Directors are responsible for working with stakeholders to set the Network's overarching vision, developing policy, governance oversight, financial stewardship, and hiring & delegating authority to a Chief Executive Officer (CEO).

Board members must be comfortable working within a Policy Governance® board model; are private sector leaders or leaders in

their field; and be capable of representing broad regional interests, not just those of a specific organization or interest group.

A director shall be familiar with the following:

1. The general economic makeup of the Eastern Strait region
2. Economic development, business, entrepreneurship and/or economics
3. The duties and expectations of a director

## Commitment

Over time the board of directors is required to meet a minimum of four 4 times annually, but will exceed that in the first year of operation.

As the inaugural board, directors will be responsible for overseeing the organization's strategic planning, the selection and recruitment of the CEO, as well as the development of the Network's governing policies. Resources and support will be made available for the board to meet these objectives.

Board meeting dates and times will be established to suit the board's needs. Prior to the establishment of the Network's permanent office space, web-based conferencing and the use of municipal conference rooms may be used.

## Selection Process

The Network's municipal and provincial funders, represented on an advisory committee called the Liaison and Oversight Committee, will oversee the board selection process.

The Committee will assess the applicants' qualifications, experience and competencies according to competency-based selection criteria.

The Liaison and Oversight Committee will take into account the need for regional, municipal and sectoral representation and strive to represent diversity of gender, ethnicity and age.

## Eligibility

1. Applicants must be the age of majority
2. Must not be a federal, provincial or municipal government employee or an elected official
3. Must not be an employee of a partner agency



# ROLES & RESPONSIBILITIES

## ROLES

### *Regional Economic Development Strategy*

Overseeing the development and implementation of the Regional Strategy, the strategic vision to lead economic growth in the Eastern-Strait region.

### *Building Relationships*

Building strong working relationships with the Liaison and Oversight Committee and other stakeholders. Promoting the Network's interests within policy circles and other relevant stakeholder groups.

### *Performance Management*

Understanding how the Network's activities and services align with the mandate and objectives of the Regional Strategy. Ensuring there are procedures in place to monitor, review, evaluate and improve performance.

### *Strong Financial Stewardship*

Stewarding the financial health of the organization by ensuring that strong financial management skills and appropriate accountability measures are in place.

### *Governance*

Creating a sound governance

framework, including the policies that define the decision-making process and define roles and responsibilities. A Policy Manual template and training will be provided.

### *Managing the CEO*

Ensuring there is a policy in place to hire, manage and evaluate the performance of the CEO.

### *Executive Limitations*

Setting the boundaries of prudence and ethics within which the CEO makes decisions about the means by which to achieve the board's objectives.

## RESPONSIBILITIES

### *Expectations*

A director must at all times act honestly, in good faith, and in the best interests of the the Network.

A director must avoid situations where the interests of the director are in conflict with the interests of those of the Network.

A director shall be knowledgeable of the stakeholders to whom the organization is accountable and shall appropriately take into account the interests of

such stakeholders when making decisions (but shall not prefer the interests of any one group if to do so would not be in the best interests of the Network).

The Network shall be responsible to provide Directors Liability Insurance and Errors and Omissions Insurance.

### *Teamwork and Participation*

A director is expected to properly prepare for meetings, participate actively in board discussions, and generally participate constructively.

A director must feel comfortable expressing a dissenting opinion or vote.

Despite differences in opinion, directors are expected to act in solidarity with the board once a final decision has been made.

### *Representation*

A director shall represent the board and the Network when asked to do so by the board Chair.

### *Knowledge & Learning*

A director shall participate in a board orientation session, Board retreats and board education sessions at the expense of the Network.

A director shall have a good general knowledge of the legal framework within which the Network operates, including its legislation, incorporating documents, by-laws and policies.

A director shall acquire a good working knowledge of issues and subject matter that

pertains to the Board's business.

### *Additional Requirements*

1. Travel may be required and will be reimbursed on a per kilometer basis at provincial government rates

2. Access to a computer and Internet is required

3. Ability to take corporate governance or other board training

# APPLICATION FORM

Thank you for your interest. We will respond to all applications.

For more information, please email [easternstraitren@gmail.com](mailto:easternstraitren@gmail.com) or phone (902) 867-5576.

Applications can be submitted by email (above) or mail:

C/O Stephen Feist  
Eastern-Strait REN Application  
Town of Antigonish  
274 Main Street  
Antigonish, NS  
B2G 2C4

**NOTE: Please attach a resumé to the application form.**

|                                       |  |
|---------------------------------------|--|
| Name                                  |  |
| Address                               |  |
| Email address                         |  |
| Telephone                             |  |
| Preferred method of contact           |  |
| Current Employment                    |  |
| Preferred term of service (1-3 years) |  |
| Are you 19-34, 35-50, 51+             |  |
| Area(s) of expertise                  |  |
| Other volunteer commitments           |  |

How would the Eastern Strait Regional Enterprise Network benefit from your involvement on the Board?

(max 250 words)



Questions?

Please phone Stephen Feist,  
Chief Administrative Officer,  
Town of Antigonish at  
(902) 867-5576 or email  
[easternstraitren@gmail.com](mailto:easternstraitren@gmail.com).