

# Strategic Plan

2025-2028

100, 131 7th Avenue South  
Cranbrook, BC  
cfek.ca  
250.489.4356

Community  
Futures  East Kootenay



## Community Futures East Kootenay serves a large geographic area and our office is located in Cranbrook, BC.

We are proud and grateful to work with businesses, communities and many other stakeholders and partners on the traditional and unceded homelands of the Ktunaxa and Secwépemc Nations and the chosen home of many Métis People. Community Futures East Kootenay is committed to making continuous efforts toward reconciliation in a collaborative and respectful way. We invite those reading this acknowledgement to engage in activities that move reconciliation forward and challenge the legacies of colonialism.

Thank you to Mike Stolte from **Centre for Innovative and Entrepreneurial Leadership** for facilitating the Strategic Planning workshop.



Community Futures  
Leadership Institute  
**Board Development**  
Begin by choosing who you are.

Community  
Futures British Columbia

The Community Futures Program would not be possible without the financial support of the federal government through its agency Pacific Economic Development Canada.



Pacific Economic  
Development Canada

Développement économique  
Canada pour le Pacifique





The Board of Directors is comprised of entrepreneurs and other professionals dedicated to furthering CFEK's Community Economic Development goals. CFEK's Board is representative of the region. The regional and cultural diversity of our Board of Directors enables us to effectively respond to the needs of our clients and communities.

---

## Community Futures East Kootenay 2025 Board of Directors



Chair

**Carrie Schafer**

Cranbrook



Director

**Travis Martin**

Kimberley



Vice Chair

**Tracey Whiting**

Wycliffe



Director

**Tyler Donaldson**

Cranbrook



Treasurer

**Wendy Booth**

Fairmont Hot Springs



Director

**Verna O'Neill**

Kimberley



Director

**Steve Thomson**

Fernie



Director

**Vicky Roy**

Fairmont Hot Springs



Director

**Pete Bourke**

Invermere



Director

**Rick Thompson**

Radium Hot Springs



**Community Futures East Kootenay is committed to serving our region in a manner that consistently aligns with our vision, mission and value statements.**



## **VISION**

Enriching people and communities by enhancing opportunities for new community investment and building business growth.

## **MISSION**

To engage communities as a strategic partner, promoting regional economic development and providing creative financial solutions and support to new and established small businesses.

---

## **VALUE STATEMENTS**

- We lead, initiate, innovate and create networks of success for our clients and the communities we serve.
- We are committed to positive impacts through collaboration and innovative partnerships.
- We are approachable. We foster trust, respect and authentic engagement.
- We communicate clearly and are knowledgeable.
- We strive for accountability through professionalism and best governance practices.

**HONESTY | RESPECT | TRUST | OPENNESS | RESULTS**





## Community Futures East Kootenay's Core Values and Quality Standards

### **HONESTY**

We will be genuine, fair, truthful and sincere in all our dealings.

### **RESPECT**

We will show consideration and deference for the contribution of others.

### **TRUST**

We will behave responsibly and honourably, we will allow ourselves to be open, approachable and create an atmosphere that encourages candor.

### **OPENNESS**

We will share information in a timely fashion, respecting the need for prudence and confidentiality.

### **RESULTS**

We will create positive community outcomes through innovation, entrepreneurial leadership, excellent client care and strong partnerships.

---

### **GOVERNANCE**

We operate using a governance model based on regularly reviewed written policies and procedures that encompass our operational needs.

### **PROFESSIONALISM**

Our volunteers and staff adopt the core values, strive for excellence and seek out opportunities for continuous improvement.

### **COMMUNICATIONS**

We communicate both internally and externally reflecting our core values in a timely, responsive and effective manner.

### **ACCOUNTABILITY**

We are accountable to our communities, funders and each other to meet or exceed expectations, while reflecting our core values.



# PRIORITY ACTION #1

## UTILIZE COMMUNITY ECONOMIC DEVELOPMENT PARTNERSHIPS TO INCREASE REGIONAL COLLABORATION



- Develop a leadership role and become a hub for key economic development priorities affecting the region such as housing, childcare and workforce development.
- Continue to develop and nurture partnerships with government agencies, First Nations communities and community stakeholders and act as a conduit for shared learning and resources across the region.
- Work with funders to support regional projects that further the needs of communities in a unified way.

---

# PRIORITY ACTION #2

## ADVANCE EMERGENCY PREPAREDNESS AND BUSINESS RESILIENCY



- Gather information and engage regional stakeholders to create awareness of emergency preparedness programs and best practices.
- Connect the business community with available resources to foster prevention, with the goal of reducing anxiety and minimizing impact.
- Map out the regional business recovery process and set up necessary infrastructure, ready to be deployed when needed.

## **PRIORITY ACTION #3**



### **ENSURE CONTINUED CLIENT SUCCESS**

- Review levels of staff and loans capacity to ensure they are addressing client and community needs.
- Diversify funding streams and identify opportunities for leveraging, increasing both amount of funds available and leveraged.
- Develop and implement a communications strategy to showcase clients' and CFEK's success stories.

---

## **PRIORITY ACTION #4**

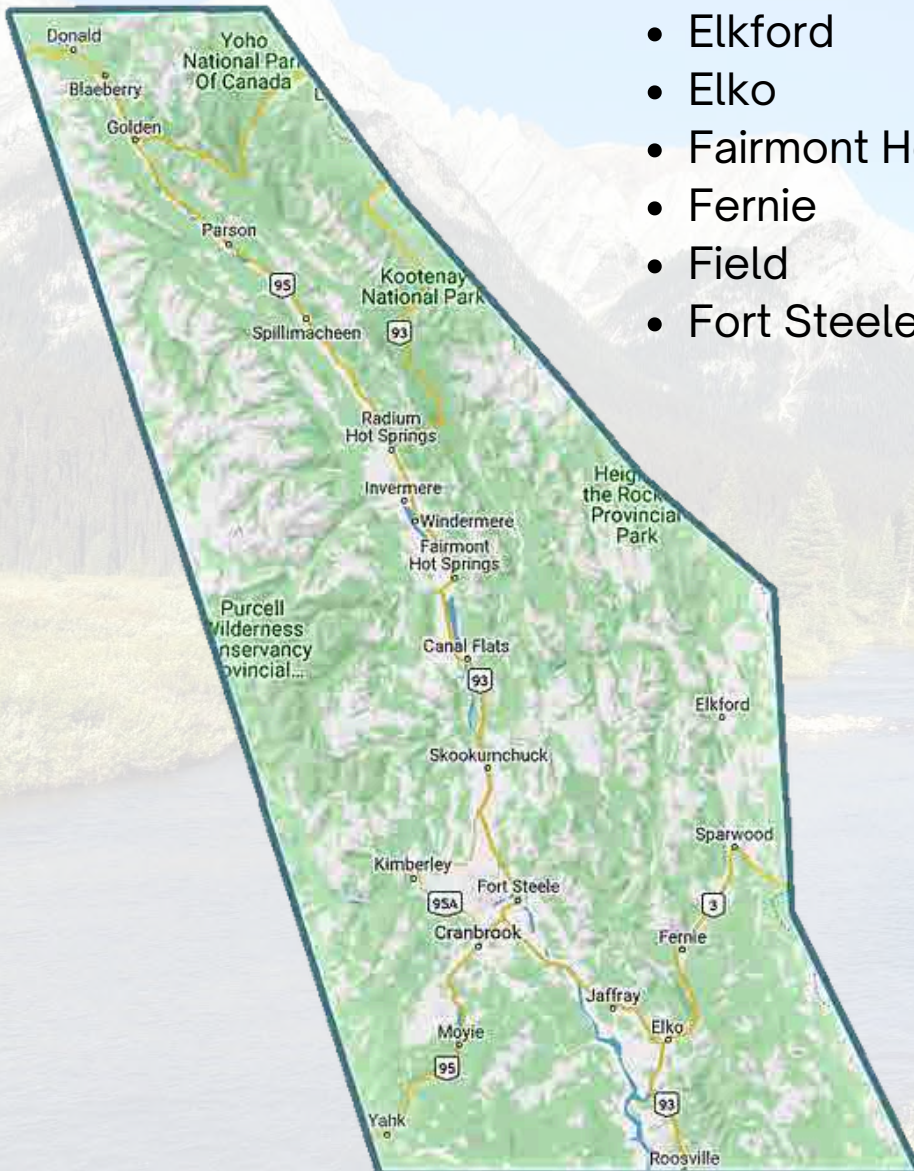


### **INCREASE CAPACITY OF BOARD AND STAFF**

- Update the existing Board matrix and create a Board Director succession plan, maximizing skill utilization and building capacity where needed.
- Analyze staff workload capacity to determine present staffing levels and identify roadmap to increase staffing levels in the future.
- Acquire sustainable funding and execute increase in staffing levels, based on set targets and benchmarks to trigger growth.



**Community Futures East Kootenay serves all of the communities and businesses in the Regional District of East Kootenay, as well as those in Area A of the Columbia Shuswap Regional District.**



- ʔakisq̓nuk  
(Located near Windermere)

- ʔaq̓am  
(Located near Cranbrook)

- Athalmer
- Brisco
- Canal Flats
- Cranbrook
- Donald
- Edgewater
- Elkford
- Elko
- Fairmont Hot Springs
- Fernie
- Field
- Fort Steele

- Galloway
- Golden
- Grasmere
- Harrogate
- Hosmer
- Invermere
- Jaffray
- Kimberley
- Kenpesq't  
(Located near Invermere)

- Marysville
- Moyie
- Newgate
- Nicholson
- Panorama
- Parson
- Radium Hot Springs
- Roosville
- Skookumchuck
- Sparwood
- Spillimacheen
- Ta Ta Creek
- Wardner
- Wasa
- Windermere
- Wycliffe
- Yahk
- Yaq̓it ʔa·knuq̓it  
(located near Grasmere)