



A Select Committee of the Town of Golden: -Economic Development Service Vision- Terms of Reference

Effective November 6th, 2012; First Amended December 18th, 2012

Select Committees of Council are established under the authority of s.142 of the *Community Charter*. Membership must include at least one individual from Council. It is the general purpose of select committees to consider or inquire into any matter and to report its findings and recommendations to the council for determination. Select Committee terms are typically finite, and their purposes focused and task oriented.

1. Background

In 2002, the Golden and Area Community Economic Development Society (later trade named Golden Area Initiatives or GAI) was established as joint service between the Town of Golden and the Columbia Shuswap Regional District to independently undertake community economic development services on behalf of both local governments for the Town of Golden and Area 'A' (Rural Golden).

GAI is a registered non-profit society, exhibiting a somewhat unique governance and membership structure with the Carver Model of governance in place virtually since inception. A continuum of funding by the two local governments has been annually provided through a "tripartite" agreement which also stipulates generic deliverables, reporting, and auditing requirements of the society.

Since inception there have been a number of board rotations; the current staff manager is the third since inception. Despite numerous tactical and facilitated successes in both economic development and community economic development, a number of issues both real and perceived have led to the formation of this select committee, including but not limited to the:

- Confidence in the effectiveness of the governance framework;
- Level of communication protocols and reporting by society;
- Society priorities in relation to established plans and local government initiatives;
- Relevancy and sufficiency of accomplishments;
- Relative scope of autonomy from the local governments;
- Disparity of strategic direction between the local governments; and,
- Society's connectivity to the community and its stakeholders.

Several meetings between the members (of which Council is one), the board of directors, and staff have not served to meaningfully address the issues above to the satisfaction of Council. At its regular meeting held May 15th, 2012 it gave notice of termination of the "tripartite" agreement which will be effective December 31st, 2013, while also inviting dialogue with the regional district to explore other joint and alternative means to deliver economic development services to the area.

The notice allows for continuation of society funding in accordance with the agreement for the 2013 calendar year; funding to the society will be terminated as of January 1st, 2014 under the current agreement terms.

2. Purpose of the Committee

1.1 The Committee will recommend through a report to Council:

- 1.11 A vision and accompanying priorities for both community economic development and traditional economic development for the Town of Golden and Rural Golden.
- 1.12 A preferred option with alternatives for a governance and administrative framework best suited to undertake initiatives to meet the vision and priorities stated.

3. Key Roles

The Committee shall meet its purpose through:

- 3.1 Collaborative dialogue amongst its members, key local stakeholders, and the general public;
- 3.2 Examination and critique of the current vision, and delivery model for economic development within the sub-region and comparison to other models in the province;
- 3.3 Research to reveal successful practices in economic development in establishing priorities and achieving results in rural communities;
- 3.4 Reviewing past and current goals and objectives undertaken by GAI and weighing their importance and success;
- 3.4 Applying the following key principles to guide final recommendations to council: Focus, pragmatism, achievability, cost-effectiveness, performance, and compatibility with established community plans, directives, and initiatives.
- 3.5 Utilizing the services of an outside consultancy to assist in meeting the above roles.

4. Term

The term of the Committee shall commence upon approval of this Terms of Reference document and terminate upon the sooner of:

- June 30th, 2013;
- delivery to Town Council of a report meeting the committee's purpose; or,
- a resolution of the Town Council of Golden.

5. Committee Structure and Membership

5.1. The membership of the Committee will consist of seven (7) members including:

- 5.1.1.1. Two Council Members (and identified alternates);
- 5.1.1.2. The CAO of the Town of Golden;
- 5.1.1.3. Two members of the Board of the Golden and Area Community Economic Development Society; and,
- 5.1.1.4. Three members of the community at large.

5.2 Community at large members may be appointed either directly or following a recruitment and competition process.

5.3 A Town of Golden staff liaison shall be appointed as secretary and administrative assistant to the Committee.

5.5 Appointments to the Committee shall be effective until its disbandment and may include alternates, with such appointments to be re-allocated, reviewed, or rescinded by Council in the event of resignations, absence of a member from more than three consecutive meetings without good cause, or for any other reasonable determination.

5.6 Notwithstanding (5.5) the committee may undertake to publicly solicit for members to replace those with intent to resign at any time, though new appointments must be determined by council.

6. Remuneration

Committee members shall serve without remuneration. Committee meeting expenses shall be undertaken by the Town of Golden, as deemed acceptable.

7. Committee Covenants

7.2 Members of the Committee shall undertake their responsibilities on an impartial and objective basis. Any member whose personal or financial interest could be in conflict with the subject matter being discussed should immediately disclose this information. Members with a conflict of interest will not participate in any discussion or recommendations unless this is a conflict of interest shared by all Golden and/or Area "A" residents.

8. Meeting Procedures

8.1 General Conduct

8.1.1 All committee meetings will be conducted in an orderly and business-like manner abiding consistent with the current Town of Golden Council Procedure Bylaw, as amended or replaced from time to time.

8.1.2 Meetings will be open to the public unless otherwise posted as a closed meeting per s.90 of the *Community Charter*.

8.1.3 Quorum shall consist of a majority of all the Committees members;

8.1.4 The order of the business will be indicated in the Agenda prepared by the Chairperson and the staff liaison. Any additions or changes in the prepared Agenda may be requested by a committee member and must be approved by majority vote of the committee members present at the meeting.

8.1.5 All committee meetings shall commence at the stated time.

8.1.6 The conduct of meetings shall enable members of the committee to consider information presented, weigh evidence related thereto, and make informed decisions in a democratic, consensually driven environment. Each member shall have one vote and will respect the following rules of meeting conduct:

- Promise of informality;
- Group discussion is important; everyone participates;
- Provide honest, open opinions;
- Agree to disagree; consensus may not always be achieved;
- Promise to stay on track and on topic; and,
- Promise of anonymity; names are not associated with comments.

- 8.2 Identification of Positions and Meeting Frequency
The Committee will establish a schedule of meetings as well as the positions of Chair and Vice Chair unless otherwise done so by Council.
- 8.3 Time, Place, and Notification of Meetings
Once established, notice of these meetings will be posted at the Public Notice Posting Place and a schedule will be given to each member of the committee.
- 8.4 Minutes
The Town of Golden staff liaison will prepare the minutes of all committee meetings. The minutes shall be made available to the public, committee members and Council, subject to s. 90 of the *Community Charter*. Preparation and approval of the minutes shall follow the current Council Procedure Bylaw as amended or replaced from time to time.
- 8.5 Development of Agenda
The Chairperson in collaboration with the staff liaison shall prepare an Agenda for each Regular Meeting.
- 8.6 Delivery of Meeting Materials
Prior to the meeting a copy of the Agenda will be delivered by e-mail or available for pick up from the main reception desk at the Town Hall. Copies of communications and other documents and exhibits, which are available and pertinent to the meeting, will also be available. Committee members shall become familiar with the Agenda and supporting materials prior to the meeting, and shall obtain any additional information that may be necessary to make well-informed decisions.
- 8.7 Attendance at Meetings
Attendance at all meetings will be necessary for all committee members. In situations where a particular member cannot attend a meeting, the Town will forward the member a copy of the meeting notes. The committee member is responsible for informing staff if he or she will be absent at the next meeting. Frequent non-attendance or absence from three consecutive meetings by a committee member will be reviewed by the Committee Chair and Council and may warrant a replacement being sought.
- 8.8 Meeting Facilitator
The Chair shall preside at all meetings of the committee, maintain order, and ensure that rules of the committee are followed. An alternate Chair will be selected by the members of the committee in the event of an absence.

These Terms of Reference are hereby approved and subsequently amended per Town of Golden Council Resolution made December 18th, 2012.

Mayor Christina Benty

Jon Wilsgard, Corporate Officer