

Golden and Area Community Economic Development Society

2010 Work Plan



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- General Services
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Golden and Area Community Economic Development Society

Administration and Internal Affairs

General Administration

2010 Objectives: Ensure compliance with all statutory, contractual, Board policy, and work plan requirements engaging the Society, and enable applicable financial controls to ensure its solvency and capacity are maintained.

2010 Key Manager Deliverables:

- *Develop and deliver a performance review of staff.*
- *Produce an Annual Report for 2009.*
- *Review and revise annual work plan documents for 2010.*
- *Manage Society activity in accordance with the 2010 approved budget, work plan and policy framework.*
- *Meet all statutory obligations as required.*
- *Enable financial controls for all expenditures including a full review and reorganization of accounting procedures.*
- *Participate in regular Board of Directors Meetings.*
- *Develop and administer an annual plan for the management and maintenance of the British Columbia Visitor Centre @ Golden.*
- *Create a Communications Strategy in conjunction with the Board.*
- *Assist in facilitating, planning and implementing the Society 2010 Annual General Meeting.*
- *Update the orientation package for new Board members.*
- *Maintain and update the Board Policy Registry including a full review in 2010.*

2010 Key Board Deliverables:

- *Review and implementation of 5 year Strategic Plan.*
- *Conduct an audit of 2010 financial statements.*
- *Create a Communications Strategy in conjunction with the Staff.*
- *Attend and participate in regular Board of Director Meetings.*
- *Ensure up-to-date knowledge of Society activities and affairs.*
- *Maintain and be familiar with the Board Policy Registry.*
- *Ensure day to day operations and moving forward with priority projects during transition period.*
- *Review of Human Resources Strategy for Professional Development, Matrix of Authority, and Release of Indemnity.*
- *Review of Board Membership Matrix including recommendations to funding agents.*

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Staff and Board Management and Development

2010 Objectives: The Society will ensure that all human resource management practices are consistent with provincial statutory standards, establish performance measures for staff and directors, and annually provide both staff and the (collective) Board of Directors with reasonable access to professional development opportunities.

2010 Key Staff Deliverables:

- *Review of human resource requirements for all permanent staff including:
 - A review of job descriptions.
 - That all tasks associated with new permanent staff positions (Project Support Coordinator) are completed.*
- *Manager will retain membership in the Economic Development Association of British Columbia, and attend the annual EDABC conference.*
- *Other staff will have the opportunity to either attend training or obtain learning-oriented products relevant to their positions and their improvement.*

2010 Key Board Deliverables:

- *Board to undertake at least one collective training session or seminar.*
- *Recommend selection and orientation of new Board members.*
- *Procure replacement for Manager of Community Economic Development.*
- *Undertake Society performance review.*

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Community Services

General Services

2010 Objectives: Continue to support individuals and businesses in their processes to research, establish, expand, or relocate; facilitate networking, provide referrals, resources, and extension services to the public. Update the community regarding pertinent community development issues, processes and projects.

2010 Manager/Key staff Deliverables:

- *Ensure staff offers quality service as the primary community interface concerning local economic development issues, business enquiries, new and continuing client services, and community information.*
- *Maintain a functional and professional appearing office environment for staff and clients.*
- *Support new and ongoing businesses through information services, referrals, and network building.*
- *Continue building a library of literature germane to community economic and business development, useful for staff and clients.*
- *Respond to new community, Government, and private sector initiatives as required in terms of support, advice, lobby efforts, or comprehensive project engagement, as necessary.*
- *Administer annual contract for cultural services with Kicking Horse Culture.*

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Products

2010 Objectives: Conduct ongoing research and development of services and products that support strategies for local economic development, business interests, and community development partnerships.

2010 Manager/Key staff Deliverables:

- *Special request and emerging projects and ad hoc presentations to and for community service groups, Government bodies, and organizations.*
 - *Administering the Rotary Christmas Card.*
 - *Providing administrative assistance and resource to community organizations not limited to the following:*
 - *Giving Tree Childcare Society*
 - *Kicking Horse Chamber of Commerce*
 - *Golden and District Museum*
 - *Other projects as developed and identified in the 2009/2010 Strategic Plan - Work Plan.*
- *Publish 2010 Community Report Card.*
- *Publish the Community Business Listings.*
- *Publish media releases, editorials, and project updates as needed.*

Attendance and Representation

2010 Objectives: Procure and maintain Society membership on key community and regional Boards, committees, and focus groups having benefit to community development initiatives and geared to meeting strategic community goals.

2010 Manager/Key Staff Deliverables:

- *Maintain a participatory/advisory role not limited to the following entities:*
 - *Kicking Horse Canyon Liaison Committee*
 - *Kicking Horse Country Chamber of Commerce*
 - *Columbia Basin Trust*
 - *Kootenay Rockies Regional Economic Alliance*
 - *Kootenay Rockies Innovation Council*
 - *Town of Golden Housing Committee*
 - *Kicking Horse Culture*
 - *Kinbasket Reservoir Community Group*
 - *Tourism Golden*

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Investment and Relocation Attraction

Marketing and Promotion

2010 Objectives: Continue to manage independently and through partnerships, a series of products, initiatives, and services, and provide media and dignitary extension services.

2010 Manager/ Key Staff Deliverables:

- *Assist in sponsorship or profiling of the local business and service sectors where appropriate and feasible.*
- *Editorial submissions to publications and ad hoc multi media interviews.*
- *Update, print and re-deploy the Community Profile.*
- *Completion of "Golden Wall" within BCVC @ Golden.*
- *Continue film liaison activity.*

Attendance and Representation

2010 Objectives: Maintain membership, directorship, and participation on key committees, organizations, and focus groups, and attend relevant conferences and symposiums necessary to understand industry trends and initiatives.

2010 Manager/Key Staff Deliverables:

- *Maintain director status/involvement on the following Boards:*
 - *Tourism Golden*
 - *Kootenay Rockies Regional Economic Alliance*

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Capacity and Infrastructure Development

2010 Objectives: Continue to **lead, facilitate, or support** a number of projects with community development organizations, public interest groups, private sector, and Governments.

2010 Manager/Key Staff Deliverables:

(Note: Other Capacity Related Opportunities for Involvement listed in the 2007-2010 Strategic Plan may re-prioritize these projects, subject to timing, relative importance, resources, and collaborative energy).

Lead Role Projects:

Broadband Initiative

- Provide administrative support and project coordination

Golden Summit

- Develop Terms of Reference for Community Economic Development Mapping

Kinbasket Reservoir Benefits

- Provide administrative support to the established working group.
- Review and act on results of Commercial & Recreational Opportunities Analysis.
- Establish Phase Two (including compensation recommendations).

Facilitative/Partner Role Projects:

Enable Business Retention and Expansion Strategies

- Review existing policies and practices.
- Maintain an up-to-date and relevant resource kit for prospective residents / business owners including community statistics and profiles.

Golden Lifestyle Centre

- Secure lease.
- Coordinate public release of project information (dissemination of Lifestyle Centre Report).
- Maintain key Government and private sector contacts.
- Acquire CSRD funds for feasibility study.
- Follow established process to move the project forward to community referendum.
- Garner funds for project implementation.
- Continue to work for an integrated land solution for area.
- Ensure that land tenure remains secure.

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Supportive Role Projects:

Affordable and Attainable Housing

- Become familiar with local issue and research options for development
- Establish relationship with Golden Housing Committee and Town Planner and collaborate to determine land opportunities and housing authority development needs.

Green Space and Pathway Development

- Assist in the realization of a Whitewater Park.
- Engage the Rural Golden Parks Planning Process in moving forward its established priorities and providing input on outcomes.

Whitewater Park

- Coordinate with and provide support to Town of Golden for next steps.

British Columbia Transmission Corporation

- Engage established task force.
- Ensure adequate, appropriate and reliable infrastructure delivery to the community.