



HEADWATERS EQUINE LEADERSHIP GROUP

(a committee of the Hills of Headwaters Tourism Association)

TERMS OF REFERENCE

SECTION 1: **Mandate of *Headwaters Equine Leadership Group***

The Headwaters Equine Leadership Group (HELG) has formed to promote the Headwaters area (Caledon, Dufferin & Erin) as the premier equine region in Ontario. This initiative will use a regional collaborative approach that draws upon the resources and assets of the regional municipalities, business and economic development associations, sector and citizen groups to support, grow and advocate for the equine industry. It will enhance the capacity of the entire Headwaters region and its municipalities to support economic development strategies to create a prosperous and diverse regional economy.

SECTION 2: **Our Shared Goals**

Our shared goals are:

- 2.1 To promote the Headwaters region as a destination and centre of equine excellence;
- 2.2 To help facilitate related economic development opportunities that support the growth and sustainability of the equine sector in the region;
- 2.3 To identify opportunities to enhance the equine industry capacity in the region and work with partners to capitalize on these opportunities;
- 2.4 To recognize the opportunities presented by the 2015 Pan Am Games which will be hosted in the Headwaters region (at the Caledon Equestrian Park and at the Will O'Wind eventing centre) and to work with partners to capitalize on related opportunities;
- 2.5 To nurture positive and supportive working relationships with municipal partners, equine sector businesses, groups and organizations, and other community partners;
- 2.6 To support public education and accessibility as it pertains to the equine sector in the Headwaters region.

SECTION 3: **Our Guiding Principles**

These principles outline how the members of the ***Headwaters Equine Leadership Group*** intend to work together. We agree to:

- 3.1 Commit to this initiative by regular attendance at meetings; being prepared for meetings; completing assigned tasks, participating on working groups as required; and positively promoting this initiative
- 3.2 Offer EXPERTISE actively and in a positive manner and represent member/sector/municipality interests with objectivity while supporting the overall goals of this initiative
- 3.3 Think HOLISTICALLY and demonstrate consideration for the needs of the region as a whole in the implementation of this initiative
- 3.4 Work COLLABORATIVELY and build partnership through sharing our diverse knowledge and perspectives in support of our common purpose.



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SECTION 4: Group Composition

Participation in the Headwaters Equine Leadership Group is open to any interested organizations, associations or groups that are working in the greater Headwaters area and support the stated mandate.

The role of members of this working group are to :

- 4.1 Act as advocates/ambassadors for the **Headwaters Equine Leadership Group** initiative:
 - Within their own organization;
 - Throughout the Headwaters region
 - Across Ontario and beyond
- 4.2 To provide periodic updates about this initiative to their respective Boards and/or organizations.
- 4.3 Participation in the Headwaters Equine Leadership Group could consist of (but is not limited to) representatives from the listed organizations:
 - Hills of Headwaters Tourism Association
 - Town of Caledon
 - Dufferin County
 - Town of Mono
 - Pan Am Games
 - Dufferin Federation of Agriculture
 - Peel Federation of Agriculture
 - Equine event/facilities industry representatives
 - Other municipal Council or EDC representatives, as deemed appropriate

SECTION 5: Headwaters Equine Leadership Group responsibilities

In its leadership role, the **Headwaters Equine Leadership Group** is responsible for decision-making for the initiative. The Group's responsibilities include:

- 5.1 To oversee the implementation of the work of the group & sub-committees
- 5.2 To monitor and adjust the work plan as required
- 5.3 To secure and administer the necessary resources to implement the work plan
- 5.4 To stay cognizant of areas, ideas and perspectives that may not be represented within the Group and suggest, where appropriate, that these areas be considered
- 5.5 To meet monthly, though it is anticipated that, from time to time, additional meetings may be called to ensure the successful fulfillment of this work plan within established timeframes



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SECTION 6: The Selection of a Chair, Vice-Chair and Recording Secretary

A Chair will be nominated by the Group. The Chair is responsible for:

- 6.1 Providing leadership in establishing and monitoring the overall strategy and structure for the **Headwaters Equine Leadership Group**;
- 6.2 Presiding over meetings of the Leadership Group
- 6.3 Establishing the meeting agenda
- 6.4 Facilitating meetings in a focused, inclusive and timely manner
- 6.5 Working closely with paid staff and consultants to ensure effective administration of **Headwaters Equine Leadership Group**
- 6.6 Representing the initiative in public presentations/communications as required

A Vice-Chair will be nominated by the Leadership Committee. The Vice-Chair is responsible for:

- 6.7 Assuming the duties of the Chair in the absence for any reason, of the Chair; and
- 6.8 Carrying out such duties as assigned by the Leadership Committee

A Recording Secretary will be nominated by the Leadership Group. The Recording Secretary is responsible for:

- 6.9 Recording and circulating minutes of the group's meetings and decisions
- 6.10 Ensuring proper notice is given for meetings;
- 6.11 Ensuring the maintenance of accurate records of all meetings;
- 6.12 Ensuring that records for **Headwaters Equine Leadership Group** are regularly and properly kept and all business is conducted in accordance with any applicable statute or law, and further policies and procedures established by the group;
- 6.13 Ensuring the maintenance and control of all correspondence and being the custodian of documents for **Headwaters Equine Leadership Group**; and
- 6.14 Carrying out such duties as are assigned by the group or the Chair.

SECTION 7: Decision Making

In making decisions, the members of the **Headwaters Equine Leadership Group** will:

- 7.1 Ensure all members have an opportunity to share their perspectives and speak their concerns
- 7.2 Strive for consensus whenever possible
- 7.3 Explore together whether the issue is important enough to block our process if no consensus can be reached



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- 7.4 Agree to abide by a majority rule if no consensus can be reached and a decision must be made
- 7.5 Keep minutes of all meetings

SECTION 8: Financial Accountability and Reporting Requirements

The Headwaters Equine Leadership Group has been formed as a committee of the Hills of Headwaters Tourism Association, and as such will adhere to administrative and financial policies outlined by the Association, in accordance with general good governance and business standards.

The Hills of Headwaters Tourism Association will be responsible for the administrative and financial management of this project, including any and all grant funds secured for this initiative in compliance with its established administrative systems. It is understood that the Tourism Association may be compensated for this administrative work with funds secured for this project.

The Leadership Committee will assist the Tourism Association with the preparation and submission of any required reports to funders. The Hills of Headwaters Tourism Association is responsible for ensuring that these reports are submitted to the various funders in a timely fashion.

SECTION 9: Declarations of Interest

If a member is in any doubt as to the relevance of an interest that he or she has, such interest should be disclosed and the member should abstain from voting on that matter. Disclosure of interest will be a standing item on the agenda of each meeting and declarations of interest will be noted in the meeting minutes.

SECTION 10: Legal

As a committee of the Hills of Headwaters Tourism Association, members of this committee shall be deemed harmless either personally or corporately in any affairs arising from the furtherance and implementation of goals agreed to herein, for any undertakings performed by specific direction of this committee, under the Hills of Headwaters Tourism Association's Director's Liability Insurance coverage.