

**Municipality of the District of Shelburne**  
**ECONOMIC GROWTH STRATEGY COMMITTEE**

**Terms of Reference**

**Purpose**

The purpose of the Economic Growth Strategy Committee is to assist Municipal Council with determining what role it can and should play in the future economic development of the community through investments in infrastructure, policy decisions, taxation strategies, community development, legislative frameworks and advocacy, sector growth, acquisition and sale of land, and economic data collection and research to ensure that the financial resources entrusted to the Municipality by its residents are spent wisely in order to provide the best options to maximize economic returns.

**Authority**

The Economic Growth Strategy Committee has been granted its legal authority to assist the Municipality with economic development strategies by virtue of being delegated this responsibility with Council's approval on November 3, 2016, of this Terms of Reference and thereafter appointing members to the Committee. Council gains its responsibility and authority for economic development through various parts of the *Municipal Government Act* including Sections 57, 66, 71 and 172.

**Scope**

The scope of the Economic Growth Strategy Committee shall be to review and assess all available economic, labour market, and demographical information about the Municipality including, but not limited to the items listed below as well as those issues noted under Responsibilities, specifically:

1. Details of types of employers and where current employment and businesses exist; and
2. Sectors where businesses find attracting employees challenging; and
3. Legislative framework for current and potential new employers; and
4. Areas where growth can be spurred through policy changes or other avenues; and
6. Impacts of technology on economic development; and
7. Sector specific issues that impact or impede economic growth.

**Role of Chairperson**

The Chairperson is ultimately responsible for organizing, chairing and facilitating all meetings, ensuring that appropriate research, directions and recommendations are given to the Committee, including the provision for adoption of work plans, policy directions, strategies, financial commitments, human resource management, as well as all other items incidental to the effective economic development strategies of the Municipality.

**Role of Vice Chairperson**

A Vice Chairperson shall be appointed and act in the place of the Chairperson during absences, unavailability or conflicts of interest of the Chairperson.

**Role of Chief Administrative Officer**

Chief Administrative Officer shall carry out the functions and roles as directed by the Economic Growth Strategy Committee from time to time, and shall act as a staff resource to the Committee. This person

shall lead the research and report writing aspect of the Committee's work to ensure the Committee has the best available information upon which to make a decision or recommendations to Council.

### **Membership**

Membership on the Economic Growth Strategy Committee shall include three elected representatives from the Municipality of the District of Shelburne and four members of the public, duly appointed by Council annually pursuant to Section 24 of the *Municipal Government Act*. Members of the public appointed to this committee should have strong economic, business development, or sector specific backgrounds and be able to comprehend complex financial, government and regulatory processes. Nova Scotia Business Incorporated's Regional Business Advisor and Atlantic Canada Opportunities Agency's Area Account Manager shall be ex-officio non-voting members of the Committee.

Member applications shall be vetted by the CAO and member appointment will be by Council motion.

All appointments shall be for a two-year term, at the end of each term a Committee member may express their interest in continuing as a member or resign as a member.

Where a vacancy occurs on the Committee, the Council shall appoint a person to fill the position as soon as possible; that person shall hold office for the remainder of the term of the member in whose place that person is appointed.

Each member will serve without remuneration but shall be reimbursed for such expenses as are necessarily incurred by such member in the discharge of the member's duties, with prior approval from the CAO.

### **Reporting Relationship**

The Economic Growth Strategy Committee shall report directly to the Council of the Municipality of the District of Shelburne and indirectly to the Chief Administrative Officer for operational and administrative support.

### **Duration of Mandate**

The mandate of the Economic Growth Strategy Committee shall be from November 1, 2016 to October 31, 2018, and is subject to renewal each two years thereafter according to the discretion of Council.

The duration of the role of Chairperson and Vice-Chairperson shall be one-year. Annually, in November or the next scheduled meeting, an Election of Officers by Committee shall take place appointing a Chairperson and Vice-Chairperson.

### **Frequency of Meetings**

Meetings of the Economic Growth Strategy Committee shall be held on such day as the Committee decides at the first meeting of the Committee, with such meetings taking place at the time agreed to by the Committee. Additional meetings may be held, or the above meetings date and times changed, when agreed to by consensus of the Committee and prior notification is provided to Council.

## **Quorum Requirements**

No decisions may be made at any Economic Growth Strategy Committee meeting unless at least one elected representative and three community representatives are present.

## **Agenda, Minutes and Resolutions**

Minutes and recommendations of the Economic Growth Strategy Committee shall be provided to each member of the Committee within a reasonable time after the conclusion of such meeting. Chief Administrative Officer will endeavour to provide each member of the Committee with the agenda and required supporting documentation at least three days prior to every meeting.

## **Conflict of Interest**

It is expected that all members of the Economic Growth Strategy Committee will adhere to the *Municipal Conflict of Interest Act*, disclosing any pecuniary or indirect pecuniary interest in any matter before the Committee and refraining from taking part in, or trying to influence either before or after the meeting, any directions or decisions respecting such matters. Any breach of this guideline will require the Chairperson to ask Council to remove that member and appoint another member in their stead. If the breach is by the Chairperson, this shall be reported to Council by the Vice Chairperson.

## **Resources**

The Economic Growth Strategy Committee shall have access to the resources of the Chief Administrative Officer and other appropriate municipal staff as authorized by the Chief Administrative Officer, to undertake the required research it needs in order to make the most appropriate decisions in a timely manner. Requests for resources above the annual budgeted amount for this committee shall be made by the Committee through the Chairperson to Council, on an as needed basis.

## **Decision Making Process**

All decisions of the Economic Growth Strategy Committee shall be made by majority vote of committee members. Where a majority is not forthcoming, the vote shall be determined in the negative. The Committee has authority to oversee and facilitate the research and data collection process by requesting such information from the Chief Administrative Officer and his/her staff, Committee members, or other private sector or government sources.

## **Confidentiality**

All meetings of the Economic Growth Strategy Committee are considered public, except those matters deemed to be private and confidential in nature and subject to Section 22 of the Municipal Government Act. Minutes and subsequent resolutions of such meetings shall be recorded and publicly available upon approval by the Committee. Information and reports of the Committee shall be subject to normal Freedom of Information and Protection of Privacy (FOIPOP) regulations.

## **Communications**

All communications and messaging from the Economic Growth Strategy Committee's work and activities shall come solely from the Chairperson or their designate. It is expected that all decisions of the Committee will be supported by all members of the committee upon ratification. This does not limit the ability of individual member's from speaking freely with the media, but in all such cases the individual

committee member should be clear that it is their personal opinion and not that of the Economic Growth Strategy Committee.

### **Reporting**

At least bi-annually, the Chairperson shall provide written reports to Council concerning the Committee's work plan, focus and directions. Should Council require, an oral presentation may be requested of the Chairperson at any time if Council wishes to have further clarification or reporting on the Committee's work.

### **Responsibilities**

Economic Growth Strategy Committee shall be responsible for reviewing the success factors of the community's business climate and the challenges to it by reviewing municipal, provincial and federal policies, requesting and analyzing information brought before it, discussing options and opportunities, and make timely decisions and recommendations to Council that are in the best interests of residents and businesses. To this end, Economic Growth Strategy Committee shall endeavour to carry out the following functions:

### **Economic Growth and Business Sector Assessment**

1. Review municipal, provincial and federal policies and regulations related to economic growth or decay.
2. Review the Municipality's land use policies and regulations.
3. Complete a comprehensive review of the current labour force characteristics, business inventory, educational levels, and skills gap assessment of unemployed versus available jobs.
4. Review of potential infrastructure investments versus return on investment.
5. Assessment of opportunities for sector growth and development based on current community profile, innovation and technology upgrades.
6. Development of a detailed community profile.
7. Development of an economic development strategy for the municipality addressing areas such as but not limited to tourism and the service sector, forestry, agriculture, health, education, industrial and marine development, immigration, culture and arts, as well as innovation and information technology.

Approved by Council: November 3, 2016

Amended by Council: October 22, 2018