



**STAFF REPORT**

**TO:** Municipal Council

**FROM:** Nicole Blades, Executive Assistant

**APPROVED BY:** Warren MacLeod, Chief Administrative Officer

**DATE:** May 13, 2026

**SUBJECT:** **Joint Services Board Exploration Committee Terms of Reference**

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**ORIGIN**

For Council to consider the Terms of Reference for the Joint Services Board Exploration Committee.

**BACKGROUND**

The Municipality of Shelburne, Town of Shelburne, Town of Lockeport, Municipality of Barrington, and Town of Clarks Harbour would like to move forward exploring joint services among the five units of Shelburne County. At the Council meeting held on October 22, 2025, Council approved the creation of the committee and appointed members of Council.

A draft Terms of Reference has been attached for Council review.

**RECOMMENDATION**

That the Council of the Municipality of the District of Shelburne approve the attached Joint Services Board Exploration Committee Terms of Reference.

**ATTACHMENTS**

Draft Joint Services Board Exploration Committee Terms of Reference

# JOINT SERVICES BOARD EXPLORATION COMMITTEE

## TERMS OF REFERENCE

### 1. Establishment of the Committee

The Joint Services Board Exploration Committee (the “Committee”) is a joint body established by the Municipality of the District of Barrington, Municipality of the District of Shelburne, Town of Clark’s Harbour, Town of Lockeport, and the Town of Shelburne (“the Municipal Units”) to explore the opportunities, challenges, and best approaches for establishing a Joint Services Board to deliver municipal services collaboratively across Shelburne County.

### 2. Definitions

- a. **“Committee”** means the Joint Services Board Exploration Committee.
- b. **“Council”** means the municipal council of any of the five Municipal Units.
- c. **“Councillor”** means a sitting member of Council for any of the Municipal Units.
- d. **“Municipal Units”** means, collectively, the Municipality of the District of Barrington, Municipality of the District of Shelburne, Town of Clark’s Harbour, Town of Lockeport and the Town of Shelburne.
- e. **“Member”** means a person appointed to the Committee.
- f. **“Chair”** means the person elected by the Committee to preside over meetings.
- g. **“Vice-Chair”** means the member elected to preside in the absence of the Chair.
- h. **“Administration/Staff Resource”** means the CAO/Clerk of each Municipal Unit, or their designate, providing administrative and technical support to the Committee.

### 3. Objectives

The Committee’s objectives are to:

- a. Explore the feasibility, structure, governance, and operational models for a Joint Services Board, including service delivery options, financial impacts, legislative requirements, and legal considerations.

- b. Identify municipal services suitable for inclusion in the Joint Services Board. Areas may include, but are not limited to, senior services, waste collection, building inspection, HR, IT, and other municipal functions.
- c. Provide a structured forum for discussion, information gathering, and collaborative analysis.
- d. Commission or support studies, reports, public engagement processes, and other research necessary to inform Councils.
- e. Develop recommendations for consideration by each Council regarding the formation, governance, scope, and implementation of a Joint Services Board.
- f. Report regularly to each Council on progress, findings, and emerging issues.

#### **4. Membership**

- a. Voting Members:
  - i. Two (2) Councillors appointed from each of the five Municipal Units.
- b. Non-Voting Members (Staff Resources):
  - i. The CAO/Clerk from each Municipal Unit (or designate).
- c. All appointments shall be made by each respective Council.
- d. Members serve without remuneration but may be reimbursed for authorized expenses incurred in performing their duties, in accordance with municipal policies.
- e. Members must disclose any conflicts of interest and abstain from voting where applicable. Committee deliberations and documents may include sensitive information and shall be treated confidentially, in accordance with applicable legislation and municipal policies.

#### **5. Meetings**

- a. A quorum shall consist of a majority of the voting members, including at least one representative from each Municipal Unit.
- b. Meetings shall be held quarterly or as required, at a time and location agreed upon by the Committee. Meetings may be in-person or virtual, at the discretion of the Chair.
- c. Except as permitted under applicable legislation, meetings shall be open to the public, with efforts to accommodate virtual attendance when feasible.

- d. Members may participate virtually using technology that allows all participants and the public to see and hear one another simultaneously.

## **6. Voting**

- a. Decisions shall be made by majority vote of the voting members present.
- b. Members who abstain from voting are deemed to have voted in the negative unless otherwise provided by statute or policy.
- c. In the event of a tie vote, the motion is defeated.

## **7. Role of the Chair and Vice-Chair**

- a. The Committee shall elect a Chair and Vice-Chair annually.
- b. Duties will include:
  - i. Assisting Administration with agenda preparation and meeting scheduling;
  - ii. Calling the meeting to order;
  - iii. Confirming quorum;
  - iv. Maintaining order and facilitating respectful discussion;
  - v. Guiding the agenda;
  - vi. Recognizing members to speak;
  - vii. Putting motions to vote;
  - viii. Declaring the meeting adjourned.

## **8. Administration / Staff Support**

- a. The CAO/Clerks of the Municipal Units shall jointly provide administrative and technical support.
- b. Committee minutes, reports, and supporting documentation shall be maintained by the staff resources in accordance with municipal records management policies and made available to the public in accordance with applicable legislation.
- c. Staff may assist with research, analysis, report preparation, public engagement planning, and coordination of external consultants or studies.
- d. Committee members shall not direct or instruct staff except through the Committee in accordance with municipal policies.

## **9. Reporting**

- a. The Committee shall report regularly to the Councils of each Municipal Unit, providing updates, findings, and recommendations through formal written reports.
- b. Major reports, studies, or public engagement results shall be formally submitted to all five Councils.
- c. The Committee shall provide a formal written interim report within 6–12 months from the start of its work, outlining preliminary findings, observations, and any emerging recommendations, followed by a formal written final report within 12–24 months, presenting comprehensive findings and final recommendations.
- d. Costs associated with research, studies, or external consultants shall be shared among the Municipal Units in proportion to each unit's share of the uniform assessment and population of Shelburne County, as determined by the most recent provincial data.

## **10. General**

- a. The Committee's recommendations will be submitted to each Council for consideration. Implementation, if approved, will be the responsibility of the respective Municipal Units and may include further inter-municipal agreements.
- b. All public communications or media releases regarding the Committee's work shall be coordinated through the CAO/Clerks of the Municipal Units and approved by the Chair.
- c. The Committee shall conduct its work in accordance with all relevant legislation, municipal by-laws, policies, and codes of conduct.
- d. These Terms of Reference may be amended by mutual agreement of the Councils of all five Municipal Units.

## **11. Approved by Councils**

These Terms of Reference for the Joint Services Board Exploration Committee have been reviewed and approved by the Councils of the Municipal Units of Shelburne County. By way of the signatures below, each Council confirms its support for the establishment of the Committee, its mandate, and its operating principles as outlined in this document.

<b>Municipal Unit</b>	<b>Mayor/Warden</b>	<b>Date</b>
Municipality of the District of Barrington	_____	_____
Municipality of the District of Shelburne	_____	_____
Town of Clark's Harbour	_____	_____
Town of Lockeport	_____	_____
Town of Shelburne	_____	_____

DRAFT