STAFF REPORT

TO: Warden and Members of Shelburne Municipal Council

FROM: Val Kean, Director of Economic and Community Development

APPROVED BY: Warren MacLeod, Chief Administrative Officer

DATE: November 25, 2026

SUBJECT: **Economic Growth Committee – Revised Terms of Reference**

PURPOSE

For Council to consider the revised terms of reference for the Economic Growth Committee of Council.

RECOMMENDATION

It is recommended to Council that:

The Municipality of the District of Shelburne approve the revised Terms of Reference for the Economic Growth Committee to include non-voting representation from the Shelburne and Area Chamber of Commerce and to amend the frequency of committee meetings to bi-monthly or as necessary.

BACKGROUND

The Economic Growth Committee provides advice and recommendations to Council on matters related to economic development, business growth, investment attraction and economic diversification within the Municipality.

DISCUSSION

To strengthen collaboration with the local business community, the Economic Growth Committee are recommending that the Committee's Terms of Reference be amended to include the appointment of the President or Vice-President of the Shelburne and Area Chamber of Commerce as a non-voting committee member. The Chamber representative will participate in discussions and provide input but will not have voting privileges.

This representation will provide a valuable connection to the local business community, encourage information sharing and support a coordinated approach to economic growth initiatives.

The Economic Growth Committee are also recommending that the frequency of committee meetings be changed to bi-monthly (every two months), or as

necessary, to allow for more meaningful discussion and progress between meetings while maintaining flexibility to address emerging opportunities.

All other provisions of the Terms of Reference will remain unchanged.

BUDGET IMPLICATIONS

NONE

ATTACHMENTS

Draft Terms of Reference – Economic Growth Strategy Committee

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 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 includes a broad range of activities aimed at fostering economic vitality and sustainable development within the community. Key areas of focus include:

Strategic Planning – Crafting and executing a forward-thinking economic growth strategy that aligns with the municipality's long-term vision.

Economic Diversity & Industry Expansion – Encouraging a balanced and resilient local economy by promoting innovation and expanding opportunities across multiple sectors.

Community Engagement – Ensuring economic development efforts reflect the community's priorities by collaborating with local businesses, educational institutions, and residents.

Infrastructure & Investment Advocacy – Identifying and championing critical infrastructure projects that enhance business opportunities and make the municipality a more attractive place to invest.

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 and the Director of Economic Development will work together to 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 team 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 and one alternate 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*. *The Shelburne and Area Chamber of Commerce may also appoint one member of its executive, president or vice president, to serve on the committee in a non-voting capacity.* 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. Alternate members present at regular meetings, when all elected members are present, will be considered a member of the public for the purposes of the meeting and not able to participate in discussion or vote.

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 April 1, 2025, to October 31, 2028, 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 January 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 bi-monthly or as needed, 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.

Virtual Attendance

All committee members are permitted to join meeting virtually, if each member and the Municipality have videoconferencing equipment available that will:

(1) enable the public to see and hear each member participating in the meeting virtually;

(2) enable each member to see and hear every other member participating in the meeting virtually

Quorum Requirements

No decisions may be made at any Economic Growth Strategy Committee meeting unless at least one elected representative and two 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.

The Municipality will make every effort to accommodate virtual attendance of public, when technology is available. In addition to recorded meeting minutes, the Municipality will make every effort to live stream or capture video and audio recordings that will subsequently be made available publicly on our municipal website.

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 the Chief Administrative Officer. 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.

2. Review the Municipality's land use policies and regulations.

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.

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

Amended by Council: November 23, 2020

Amended by Council: March 26, 2025

Amended by Council: October 2025

Amended by Council: