

TERMS OF REFERENCE

STURGEON REGIONAL PARTNERSHIP ECONOMIC DEVELOPMENT WORKING GROUP

This Terms of Reference document outlines the purpose, objectives, structure, and responsibilities of the *Sturgeon Regional Partnership Economic Development Working Group*.

1.0 DEFINITIONS

- 1.1 “Consensus” means a simple majority of those present.
 - 1.2 “Council” means the elected officials of a Member Municipality.
 - 1.3 “Chair” means the appointed presiding officer of Working Group meetings.
 - 1.4 “Vice Chair” means the presiding officer of Working Group meetings in the absence of the Chairperson.
 - 1.5 “Member Municipality” means the municipalities participating in the Sturgeon Regional Partnership Committee (Sturgeon County and the towns of Morinville, Legal, Redwater, Gibbons and Bon Accord).
 - 1.6 “MOU” means Memorandum of Understanding.
 - 1.7 “SRPC” means the Sturgeon Regional Partnership Committee
 - 1.8 “SRP EDWG” means the Sturgeon Regional Partnership Economic Development Working Group.
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2.0 PURPOSE

- 2.1 As a temporary Working Group, the SRP EDWG is established as a recommending body of the SRPC, focused on shared service opportunities between the Member Municipalities to achieve better economic development outcomes in the face of increasingly tight budgets and scarce resources.
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3.0 AUTHORITY

- 3.1 This Terms of Reference has been authorized by the SRPC and by the respective municipal councils of each Member Municipality.

- 3.2** Decisions by the SRP EDWG shall be consensus based. In the event consensus cannot be reached, the matter will be referred to the SRPC with contrasting Member Municipality opinions noted for consideration.
- 3.3** The SRP EDWG has no authority to direct or otherwise bind a Member Municipality.
- 3.4** Each Member Municipality shall take individual and joint responsibility for ensuring the success of proposed sub-regional initiatives.
- 3.5** Individual Member Municipalities may pursue economic development initiatives independently when required.

4.0 MEMBERSHIP AND ROLES

- 4.1** Membership of the SRP EDWG shall consist of the Chief Administrative Officers of each Member Municipality, or their designate.
 - 4.2** Other administrative staff from the Member Municipalities may be invited to attend and participate on the SRP EDWG in a support or facilitative capacity, at the discretion of the SRP EDWG member.
 - 4.3** A Chair and Vice Chair of the SRP ECWG shall be designated, in alignment to the current SRPC Chair and Vice Chair rotation.
 - 4.4** The Chair shall be responsible for compiling SRP EDWG agendas in consultation with other Member Municipalities, presiding over SRP EDWG meetings, and providing for meeting facilitation and other requirements (if necessary, and with the agreement and support of all Member Municipalities). The Vice Chair shall be responsible to act for the Chair in his/her absence.
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5.0 GUIDING PRINCIPLES

The SRP EDWG and its individual members commit to the following guiding principles for their actions:

- 5.1** Collaboration
 - a. Discussions and consensus-based efforts are aligned to the goals and priorities of respective Member Municipalities.
 - b. Debate is positive and constructive, with a focus on achieving shared benefits beyond what each municipality could achieve alone.
 - c. Reviews shall focus on an evolutionary approach to coordinate resources, initiatives, and activities related to sub-regional municipal economic development – achieving benefits beyond what each municipality could accomplish alone.
 - d. Individual and shared responsibility for achieving public value for each Member Municipality.
- 5.2** Transparency
 - a. Clear and connected communication channels are fostered between Member Municipalities.

- b. Communication of, and adherence to, a work plan with clear identification of goals, milestones, and responsibilities.
 - 5.3 Innovation**
 - a. Innovative approaches to sub-regional economic development are actively explored and encouraged.
 - 5.4 Data-Driven and Informed Decisions**
 - a. Data-informed decision making is fostered.
 - b. Emerging trends and best practices are identified and shared.
 - c. Expertise and data is shared to enhance the accuracy and relevance of analyses.
 - 5.5 Sustainability**
 - a. Sustainability is prioritized, aiming for lasting / long-term benefits for the sub-region.
 - 5.6 Regional Mindsets**
 - a. Regional thinking in local decision making is encouraged.
 - b. Regional prosperity through collaborative efforts is fostered.
 - c. A collective voice to provincial and federal governments is expressed where possible, on shared priorities.
 - d. A collective interface with other economic development agencies, where practical.
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6.0 WORKING GROUP OBJECTIVES

The SRP EDWG shall consider the following sub-regional economic development opportunities, and each Member Municipality is expected to allocate the appropriate human and financial resources to accomplish each objective:

- 6.1 General information sharing and collaboration**
 - a. Development of general economic data sharing protocols between Member Municipalities.
 - b. Development of methods to efficiently assess scope and timing and cost requirements for shared objectives, in addition to the identification of governance requirements, processes to assess and allocate human and financial resources, funding opportunities, and other measures to support successful execution.
- 6.2 Investment attraction collaboration**
 - a. Identification of each Member Municipality's target business sectors (excluding proprietary analyses), land use and allocation, and available investment or business incentive programs.
 - b. Development of an Investment Lead Sharing Protocol amongst the members, including associated roles, responsibilities, procedures, and other considerations.
 - c. Exploration of joint economic marketing potential, for key target markets.

6.3 Business retention and expansion collaboration

- a. Development of a recommended approach and platform for a Regional Business Directory, with ongoing administration and contributions.

6.4 Strategic Initiatives and Reviews

- a. Identification of economic goals and objectives, to help inform strategic initiatives and alignments.
- b. Identification of areas where sub-regional synthetic data modelling tools and analytics could be utilized to further common interests.
- c. Recommendation of policy or regulatory matters that would benefit from shared advocacy to other government(s).

6.5 Joint economic events and external relations

- a. Review of economic events offered or supported by each Member Municipality, and the potential for joint involvement and contribution.

7.0 MEETINGS

7.1 Confidentiality

- a. Meetings shall be private and confidential, for the purpose of open sharing and debate, and all materials related to meetings are to be kept confidential.
- b. All recommendations and advice to the SRPC shall be public, pursuant to the SRPC's public nature, unless otherwise restricted by access to information legislation.

7.2 Frequency of meetings

- a. The SRP EDWG shall meet on a bi-monthly basis, unless all members agree to meet more or less regularly.
- b. SRP EDWG members may request an ad hoc meeting. To request a meeting a member shall contact the Chair, who shall request agreement from all Member Municipalities and select an appropriate date.
- c. All members will be given at least two weeks' notice for proposed meetings.
- d. Meeting agenda/information will be circulated for review one week prior to the scheduled meeting.

7.3 Quorum

- a. Quorum shall require representation from all six (6) members of the SRP EDWG, noting delegates are permitted.

8.0 MONITORING AND REPORTING

- 8.1 The SRP EDWG shall provide the SRPC with recommendations on a regular basis, in alignment with its Section 6.0 Objectives.
 - 8.2 The SPR EDWG shall maintain a Work Plan and Tracking Sheet for each of its objectives, based on a template provided as **Schedule “A”**, and maintain the list as a living document.
 - 8.3 Performance measures shall be proposed to track the success of each of the SRP EDWG’s recommendations.
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9.0 TERM AND WITHDRAWAL

- 9.1 The SRP EDWG shall remain in place until such time as the SRPC dissolves it; however, is forecast to conclude by Q4 2025.
 - 9.2 The SRP EDWG objectives shall be reviewed by the SPRC at least annually until the conclusion of its mandate.
 - 9.3 The SRPC may adjust the terms of reference for the SRP EDWG at any time. Individual Member Municipalities may also raise individual recommendations for EDWG amendment to the SRPC, at their discretion.
 - 9.4 Participation in the SRP EDWG is optional. Member Municipalities may discontinue participation in the SRP EDWG by providing the Chair of the SPRC with at minimum one (1) months’ notice.
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SCHEDULE "A"

STURGEON REGIONAL PARTNERSHIP ECONOMIC DEVELOPMENT WORKING GROUP PRIORITY OBJECTIVES WORKPLAN / TRACKING SHEET

Priority Item	Discussion Items	Action Items	Lead Member	Timing	Decisions to Date
Objective 6.1					
Objective 6.2					
Objective 6.3					
Objective 6.4					
Objective 6.5					