

## **Eastern Ontario Leadership Council – Terms of Reference**

### **Adopted January 2018 / Revised November 2020**

#### ***Name***

The Council shall be known as the Eastern Ontario Leadership Council and may be referred to in minutes and other documents as the “Leadership Council” or the “EOLC.”

#### ***Background***

For a number of years, the economic development of Eastern Ontario has been a priority for the Eastern Ontario Wardens’ Caucus (EOWC) and the Eastern Ontario Mayors’ Caucus (EOMC). It has also been recognized, for some time, that there are numerous economic development initiatives being carried out in Eastern Ontario by municipalities, the federal government, the provincial government and membership-based organizations like the Ontario East Economic Development Commission (OEEDC).

In Eastern Ontario, prior to 2014, there had not been a comprehensive and overall regional development strategy to allow the coordination of economic development activities on a regional basis. In 2014, the stakeholders felt strongly that a regional strategy was required to coordinate efforts, reduce duplication and to maximize the potential results of economic development efforts in Eastern Ontario. Everyone needs to “be pulling in the same direction.”

Eastern Ontario’s Economic Development Strategy was developed, approved and released in June 2014. The Strategy was completed by the Eastern Ontario Wardens’ Caucus (EOWC), in partnership with the Eastern Ontario Mayors’ Caucus (EOMC), the Eastern Ontario Community Futures Development Corporations (EOCFDC) and the Provincial Government (Community in Transition funding, Ministry of Economic Development, Trade and Employment).

#### ***Vision for Eastern Ontario***

*“Eastern Ontario promotes business growth as the backbone of a sustainable regional economy. Our municipalities and counties use best practices to support this growth, and our region has earned a reputation as being progressive and innovative in our collaborations with the business community. We have built a culture of partnerships with business, institutions and organizations to support the growth and development of our workforce, business communities and entrepreneurs. Eastern Ontario will be known for its highly skilled workforce and strong work ethic combined with a strong and diverse regional economy. People of all ages will have economic opportunity and choices for exciting work and lifelong learning. The region’s economy is fueled by its world- class educational institutions and diverse and innovative*

*business community supported by an integrated and intelligent transportation system that enables the effective and efficient movement of goods, people and ideas across the region, and a fibre-optic broadband and cellular network prepared for the changing landscape of technology, business and people needs in a constantly changing world."*

*Eastern Ontario will be a dynamic and prosperous place to live, work and play in harmony with the natural environment. The region's vibrant rural and urban communities, steeped in tradition and rich in history, will continue to attract people and visitors seeking a high quality of place experience. Growth of the region's communities will respect and incorporate the area's natural assets, ensuring a positive legacy for future generations."*

### ***Purpose/Mandate of the Leadership Council***

In order to coordinate the implementation of the strategy, it was recommended that a multi-stakeholder Leadership Council be formed.

The purpose of the Leadership Council is as follows:

- To review the recommendations and oversee the implementation of the Eastern Ontario Economic Development Strategy.
- To function as a forum for thinking and acting regionally; enable decision-making and promotes effective collaboration between various agencies and organizations; and provides a focal point for the implementation and monitoring of the regional economic development; and strategy.
- To be responsible for:
  - (i) Supporting the creation and efforts of any ad-hoc working groups;
  - (ii) Serving as a conduit for information and policy positions with stakeholders;
  - (iii) Tracking and reporting on the performance of the Eastern Ontario economy, as it relates to the strategic priorities of the Economic Development Strategy;
  - (iv) Tracking and reporting on the overall progress of the implementation of the Strategy using agreed upon metrics;
  - (v) Undertaking advocacy on key issues;
  - (vi) Providing policy recommendation on funding programming and support resource allocation priorities for consideration based on the Eastern Ontario Economic Development Strategy;
  - (vii) Identifying resources and partners that will help advance the implementation of the Strategy;
  - (viii) Reviewing the strategy on an ongoing basis to determine need, relevance and create a degree of nimbleness associated with a constantly changing landscape.

***More recently, this mandate has crystallized into a guiding statement:***

“The Eastern Ontario Leadership Council has been established to act in a guidance, advocacy and coordination role for foundational economic development activities in the region. In this role, the EOLC will help ensure that resources are in place to support – and bring attention to – regional economic development activities by stimulating research, analysis, data and collaborative projects that improve the overall business climate in Eastern Ontario.

The EOLC will coordinate opportunities with partners at the Provincial and Federal levels of government, plus the education and innovation sectors.”

***Volunteer Membership/Composition of the Leadership Council***

The Leadership Council will be composed of volunteer members from agencies and organizations in Eastern Ontario currently engaged in regional economic development. The members will be volunteers in the sense that the Leadership Council will not have a budget for reimbursement of travel or wages. The costs of participation will be borne by the sponsoring agency or organization.

Initially, the Leadership Council was co-chaired by the Chair of the EOWC and the Chair of the EOMC, along with members of various organizations. The composition is currently as follows:

- Co-Chairs: One elected member of an EOWC member municipality and one elected member of an EOMC member municipality, as appointed respectively by the EOWC and the EOMC
  - The appointment is for a recommended two-year term (effective 2019), to a maximum of two consecutive two-year terms
  - The appointed member must be a sitting member of the EOWC and the EOMC at the time of his or her election (in January), and remain a sitting elected member of County or City Council for the duration of his or her term as EOLC Co-Chair
  - Co-Chairs remain as ex-officio members of the EOWC and EOMC
- The Eastern Ontario Wardens’ Caucus CAOs group (two members)
- The Eastern Ontario Mayors’ Caucus CAOs group (two members)
- The Eastern Ontario Regional Network (two staff representatives)
- The Ontario East Economic Development Commission (two members)
- The Community Futures Development Corporation (two members)

The decision-making process employed by the Leadership Council will be modeled upon a consensus-based approach. Consensus is achieved when 80% of the members support or reject a recommendation, proposed direction or other similar matter.

As the Leadership Council moves forward with the implementation of the strategy and various projects, stakeholders may be invited to participate on the Council and/or on ad-hoc committees, representative of the regional economic development needs of Eastern Ontario:

- Members from private industry
- Members from First Nations communities
- Members from the provincial and federal government agency (or agencies) or ministries /departments with an interest in the regional economic development of Eastern Ontario
- Members from educational institutions from Eastern Ontario

### ***Administration of Committees***

- Subcommittees may be created by the Leadership Council as necessary to consider specific issues or projects and shall make recommendations to the Leadership Council for specific actions on matters considered by the subcommittee.
- The Leadership Council will determine the frequency of its meetings, but it is expected that the Council will meet regularly with specific dates, times and locations for meetings to be determined by the Council.
- Administrative assistance (minutes, etc.) and communications will be provided by an individual, to be hired on contract by the Leadership Council.

### ***Funding***

The original Strategy acknowledged that considerable effort would be required to bring the Leadership Council together, to prioritize the numerous action items, and to work toward implementation of the action items. The Strategy also anticipated that a consultant or an employee would be required to coordinate and assist with completion of these critical tasks. The individual/company/organization would also be responsible for researching and making recommendations regarding the establishment of a sustainable funding model of the Leadership Council.

While initial funding (approximately two years' worth of funding) for such a position had been provided by EORN, the EOWC and the EOMC, additional funding will be required from other levels of government and potentially other sources.

In order to ensure sustainability, the Leadership Council will seek out partnership arrangements with like-minded organizations who can provide funding and the mechanisms associated with leveraging that funding to prevent the creation of a competitive funding scenario.

### ***Review of Terms of Reference***

In late 2019, the EOLC initiated a review of the Terms of Reference, including membership and governance structure, to determine if any amendments were necessary to allow the Leadership Council to function to its maximum potential and to recommend those changes to the original members' group. Another review process is also anticipated as the EOLC moves toward incorporation in 2020 and 2021.