

Terms of Reference: Mayor’s Task Force on Economic Recovery
Draft - May 8, 2020

1.0 Mission

The Mayor’s Task Force on Economic Recovery will provide multi-sectoral leadership and direction to guide Hamilton’s economic recovery in the immediate aftermath of the COVID-19 pandemic. It will formulate an aggressive, action driven plan to position the City of Hamilton now, for long-term, sustainable and equitable economic recovery.

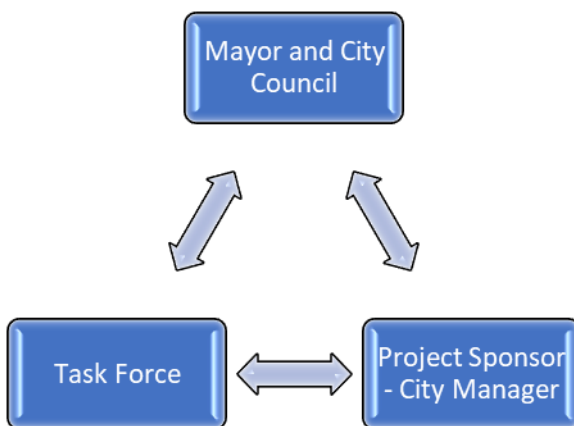
2.0 Mandate

The Task Force will:

- Develop an action driven plan to position the City of Hamilton now, for long-term, sustainable and equitable economic recovery.
- Establish defined outcomes with specific deliverables to address the priority economic impacts of the pandemic confronting Hamilton based industry/businesses, employers and employees.
- Identify issues and opportunities to convey to other levels of government.
- Provide advice and assistance in the implementation of the Task Force’s plan for economic recovery.
- Provide advice and suggestions to the Mayor, Council and senior staff for specific City of Hamilton actions and responses.

3.0 Governance

3.1 Governance Model



3.2 Project Sponsor

The Mayor’s Task Force initiative is sponsored by the City Manager, City of Hamilton.

The Project Sponsor will ensure the necessary staff and resources are in place to support the Task Force and meet the deliverables of the project.

3.3 Composition of the Task Force

The Task Force will consist of 24 members, namely:

- The Mayor
- Two (2) City Councillors
- One (1) local representative from Building/Skilled Trades
- One (1) representative from Workforce Planning Hamilton
- One (1) representative from Hamilton Chamber of Commerce
- One (1) representative from Stoney Creek Chamber of Commerce
- One (1) representative from Flamborough Chamber of Commerce
- Ten (10) Hamilton based businesses or associations representing:
 - Accommodation sector
 - Restaurant/Hospitality sector
 - Music Industry sector
 - Film Industry sector
 - Tourism/Attractions sector
 - Transportation/Logistics sector
 - Agriculture/Food and Beverage Processing sector
 - Manufacturing sector
 - Life Sciences sector
 - ICT/Digital sector
- One (1) representative of the BIAs
- One (1) representative representing employers in the non-profit sector
- One (1) representative from the Building and Development Industry
- One (1) representative representing arts and culture
- Two (2) post-secondary education representatives

In addition, the City Manager will sit on the Task Force as the project sponsor.

3.4 Ex Officio

- General Manager, Planning and Economic Development Department
- Director, Economic Development Division
- Director, Tourism and Culture Division
- Other City of Hamilton staff as required

There will be a Chair and Vice-Chair of this Task Force that will be responsible for the provision of strategic leadership in both the development and the implementation of the Recovery Plan.

The characteristics required of a Task Force member include:

- Brings a “Hamilton” focus and has an established network that can be “tapped” to assist in accomplishing the Task Force objectives.
- Recognizes that successful collaboration produces results, not just structures and activities.
- Is open, reflective and can help the Task Force find their way to the answers.
- Engages others with diplomacy.
- Is willing to put tough or delicate issues on the table and work them through.
- Is willing to pioneer, break through and identify innovative solutions to complex issues related to workforce development.

- Has experience being a change agent.
- Is able to represent a sector broadly, and not just an individual business, group or association.

3.5 Accountability

The Task Force is accountable to the following:

- 1) Their Respective Sector
 - Many Task Force members represent a sector and in such instances are accountable for ensuring that their decisions, advice and guidance are in keeping with the priorities and interests of their sector.
- 2) The Community
 - The Task Force is accountable for considering the impact of their decisions and recommendations on the broader community.
- 3) The City of Hamilton
 - The Task Force is accountable to the City of Hamilton through the Mayor and Council.

4.0 Task Force

4.1 Chair and Vice-Chair

The Task Force will be led by a Chair and Vice-Chair. The Chair and Vice-Chair play three (3) key roles:

- 1) Leaders, facilitators, and team builders for the Task Force including presiding over the Task Force meetings;
- 2) Principal overseers of the Task Force's reports to stakeholders; and,
- 3) Chief spokespersons in representing the Task Force to reviewers; the City of Hamilton; sponsors; media and the public.
- 4) Have responsibility for communications with other levels of government.

The Mayor will serve in the role of Chair. The nomination of a Vice-Chair will be at the sole discretion of the Chair and subject to approval by a majority of members of the Task Force.

4.2 Working Groups

Working groups will be established on an as needed basis and the Task Force members may be asked to volunteer in various aspects of these working groups. Working groups will report directly to the Task Force.

4.3 Staff Support

The Project Sponsor will ensure the necessary staff and resources are in place to support the Task Force and meet the deliverables of the project.

The Planning and Economic Development Department will provide resources for research and assume financial accountability for the project. The Planning and Economic Development Department will provide any necessary reporting to Council and be the Task Force's linkage to other City staff and City departments.

The Finance and Corporate Services Department, Clerk's Division will provide administrative support to the Task Force, including agenda setting, minute-taking and meeting management.

4.4 Decision-Making Authority

For a Task Force meeting quorum to be achieved, the majority of members must be present. A majority consists of 50% of the membership plus one (1).

All Task Force members are equal voting partners for decision-making that will be done on a consensus basis seeking 80% agreement.

The entire Task Force will meet at the call of the Chair. Meetings of the Task Force will be held virtually.

5.0 Term

The Task Force is intended to convene for a period of one (1) year, and the members of the Task Force will serve for a one (1) year term. Meeting frequency to be determined by the Chair. Members should expect the time commitment to be greatest in the first three (3) months.

If a member resigns before the end of their term, they can recommend a replacement to complete their term that would represent the same sector. The Task Force Chair, Vice-Chair and Project Sponsor will make the final determination for the replacement.

5.1 Recruiting and Selecting Members

The process for recruiting and selecting new members will be as follows:

- Recruitment - Candidates will be recruited by the Task Force Chair and the Project Sponsor.

6.0 Code of Conduct

Members of the Task Force have a duty to make decisions solely in terms of the best interest of the community. It is expected that the members will not engage in any behaviour or conduct that may be seen to be an attempt to gain, through their position as a member or through their knowledge or contacts gained as a Task Force member, any personal advantage, advancement, favour, influence, benefit, discount or other interest, for themselves, their spouses, their relatives, or their friends.

Task Force members must therefore declare any actual, potential or perceived conflict of interest.

There may be times when members will be required to treat discussions, documents or other information relating to the work of the Task Force in a confidential manner.

Members of the Task Force will commit themselves to the following:

- Shall work for the well-being of all citizens of Hamilton.
- Will not divulge confidential information that they may obtain in their capacity as a Task Force member.

Members are expected to attend all meetings of the Task Force. Should a member not be meeting the general expectations of participation on the Task Force, they will be contacted by the Chair and/or Vice-Chair to discuss their ongoing participation.

In the event that there is a failure to comply with the Code of Conduct guidelines, the Chair and Vice-Chair will be responsible for addressing the issue with the member and recommending a suitable course of action.