

SOUTH SHORE REGIONAL ENTERPRISE

NETWORK

CALL FOR APPLICATIONS TO SERVE ON THE

BOARD OF DIRECTORS

INFORMATION AND APPLICATION PACKAGE

Table of Contents

- 1.0 Background of Nova Scotia Regional Enterprise Networks 3**
- 2.0 The South Shore Regional Enterprise Network..... 3**
 - 2.1 Board of Director Vacancies..... 4
 - 2.2 Profile of SSREN Directors 4
 - 2.3 Directors’ Duties and Responsibilities..... 4
 - 2.3.1 Basic Tasks of the Board of Directors: 4
 - 2.3.2 Attendance at Board Meetings 5
 - 2.3.3 Fiduciary Duties 5
 - 2.3.4 Accountability 5
 - 2.3.5 Teamwork and Participation 5
 - 2.3.6 Community Representation and Support 5
 - 2.3.7 Understanding and Continuous Improvement..... 6
 - 2.3.8 Additional Requirements..... 6
- 3.0 The Application Process 6**
- SSREN Director Application Form 7**
- Competency/Capability Assessment..... 8**

1.0 Background of Nova Scotia Regional Enterprise Networks

In 2013, the Province of Nova Scotia and partnering municipalities as well as First Nation band councils (*Indian Act*, Canada) formed five regional economic development organizations called Regional Enterprise Networks (RENs). RENs are mandated to “guide and navigate regional economic development while providing support to businesses”.¹ Led by Boards of Directors with extensive business experience, the RENs operate as regional connectors among economic development partners, support business growth and retention, and provide regional leadership on economic development priorities.

1.1 REN Goals

- (a) Develop, implement and monitor a regional economic development strategy and a plan of action that is consistent with provincial and regional (participating municipal and First Nation band councils under the *Indian Act*, Canada) economic development priorities.
- (b) Cultivate close working relationships with the business community and work with key partners to support the development and attraction of new businesses, and retain and expand existing businesses. The RENs will support local businesses in navigating and making referrals to programs and services.
- (c) Inform key partners and stakeholders about local business climate conditions, as well as regional challenges and opportunities. RENs will work with partners and stakeholders to provide investment readiness support including site identification and selection information.
- (d) Deliver strategic tourism services to the South Shore REN area, including but not limited to: a strategic tourism strategy that would be prepared in conjunction with partners and stakeholders; providing support to visitor information centres; working with the Province to develop a strategic area for targeted delivery of these services; and, any other tourism/marketing related requirements.

2.0 The South Shore Regional Enterprise Network

The South Shore Regional Enterprise Network (SSREN) was incorporated in August 2014. An Inter-Municipal Agreement was developed to set the framework for the creation of the entity that includes partners from nine Municipal units: the Municipalities of the District of Chester, Lunenburg and Shelburne; the Towns of Bridgewater, Mahone Bay, Lunenburg, Lockeport and Shelburne; and the Region of Queens; and the Province of Nova Scotia. The Municipality of Barrington is not partnering in the SSREN. The Province of Nova Scotia provides 50% of the funding, with the nine Municipal Units providing the remaining 50%. In March of 2015, the inaugural Board of Directors appointed by the Liaison and Oversight Committee² held their first meeting.

¹ Reviewing Regional Economic Development in Nova Scotia, Nova Scotia’s RDA Review Panel, October 2012

² The Liaison and Oversight Committee members represent the SSREN nine Municipalities and the Province of Nova Scotia

2.1 Board of Director Vacancies

The SSREN has a total of six director positions open on the Board (5 vacancies at present and 1 term expiring on March 31, 2017). Applications are invited from the Regional Enterprise Network stakeholder community and the public. We are specifically seeking candidates with combined skills and experience in business, industry, corporate governance, financial stewardship, strategic planning, communications, partnership development, stakeholder relations, and expertise in law, accounting, economic development and entrepreneurship.

# of Vacancies	Director residing in or owning a business in and representing	Term and commencement date
1	Municipality of the District of Chester	3 Year term; April 1, 2017
1	Municipality of the District of Shelburne	3 Year term; immediately
2	Lunenburg County	3 Year term; immediately
1	Queens County	3 Year term; immediately
1	Eastern Shelburne County	3 Year term; immediately

2.2 Profile of SSREN Directors

As leaders in their field, directors possess a basic knowledge of economic development, entrepreneurship and/or economics. In addition, they have an understanding of the Lunenburg, Queens and Shelburne (the SSREN Region) economies. Directors have a committed interest in supporting the economic growth of the SSREN Region, versus specific organizations or interest groups, and invest their time and talent. Directors contribute their leadership skills, resourcefulness and their ability to think broadly and act collaboratively in the attainment of the goals of the SSREN. They are also capable of working within a policy-based board governance model versus a management board.

2.3 Directors' Duties and Responsibilities

2.3.1 Basic Tasks of the Board of Directors:

- Regional economic development strategy – Monitoring the implementation progress of the regional economic development strategy in addition to annual financial and business plans.
- Building relationships – Ensuring excellent communication and sound working relationships with the members of Liaison and Oversight Committee and other partners and stakeholders.

- Performance management – Understanding how activities and services align with the mandate and objectives of the regional economic development strategy, and ensuring that there are procedures in place to monitor, measure, review and improve REN policies and performance outcomes.
- Strong financial stewardship – Stewarding the financial health of the organization by ensuring that strong financial management skills and appropriate accountability measures are in place.
- Governance and policy development – Ensuring the existence of a sound governance framework, including all the policies, practices, and procedures that define the decision-making process and delineate the roles and responsibilities of the Board and the CEO.
- Human Resources – Ensuring that there is a system in place to manage and evaluate the CEO.

2.3.2 Attendance at Board Meetings

The Board of Directors is required to meet a minimum of four (4) times annually; however, meetings can be held more frequently. In addition, Board members are often asked to serve on Board committees. Board meeting dates have traditionally been held the third Tuesday of the month, at 18:00 hrs. With the 2017 intake of new Board members, the Board will be polled for the most suitable meeting time and day of the month.

2.3.3 Fiduciary Duties

- Each director is responsible to act honestly, in good faith and in the best interests of the Regional Enterprise Network and, in so doing, to support the organization in fulfilling its mission and discharging its accountabilities.
- A director's fiduciary duty includes a requirement that he or she avoid situations where the interests of the director are in conflict with the interests of the Regional Enterprise Network.

The Regional Enterprise Network shall be responsible to provide Board members appropriate Directors Liability Insurance and Errors and Omissions Insurance.

2.3.4 Accountability

- The director is not solely accountable to any special group or interest and shall act and make decisions that are in the best interest of the organization, as a whole.
- A director shall be knowledgeable of the stakeholders to whom the organization is accountable and shall appropriately take into account the interests of such stakeholders when making decisions as a director, but shall not prefer the interests of any one group if to do so would not be in the best interests of the organization.

2.3.5 Teamwork and Participation

- A director is expected to properly prepare for meetings, participate actively in Board discussions and generally participate constructively.
- A director must feel comfortable expressing a dissenting opinion or vote.
- Despite differences in opinion, directors are expected to act in solidarity with the Board once a final decision has been made.

2.3.6 Community Representation and Support

- A director shall represent the Board and the organization in the community when asked to do so by the Board Chair.

2.3.7 Understanding and Continuous Improvement

- A director shall participate in a Board orientation session, orientation to committees, Board retreats and Board education sessions at the expense of the Regional Enterprise Network.
- Attend additional appropriate educational conferences in accordance with Board-approved policies if needed at the expense of the SSREN.
- Have a good general knowledge of the legal framework within which the Regional Enterprise Network operates, including legislation, incorporating documents, by-laws, and REN policies.
- Acquire a good working knowledge of issues and subject matter that pertains to the Board's business.

2.3.8 Additional Requirements

- Travel may be required, and if required, the director shall be entitled to a per kilometre reimbursement at provincial rates.
- Access to a computer, printer and the Internet.
- Ability to take governance or other board training.

3.0 The Application Process

- All applicants must be the age of majority.
- Applicants must not be a federal, provincial or municipal government employee or an elected official.
- An employee of a partner agency is not eligible.

In addition to attaching a Curriculum Vitae or Resume, interested persons are asked to complete the attached SSREN Director Application form and the Competency/Capability Assessment.

Applications and supporting documents are to be submitted by e-mail, by mail or dropped of to:

Sherry Conrad, Municipal Clerk

Municipality of the District of Lunenburg

210 Aberdeen Road

Bridgewater, NS B4V 4G8

E-mail: sherry.conrad@modl.ca

The deadline for receipt of applications is 4:30 p.m. on Friday, February 17, 2017.

SSREN Director Application Form

Applications shall be e-mailed, mailed or delivered, no later than 4:30 p.m. on Friday, February 17, 2017 to:

Sherry Conrad, Municipal Clerk
Municipality of the District of Lunenburg
210 Aberdeen Road
Bridgewater, NS B4V 4G8
E-mail: sherry.conrad@modl.ca

NOTE: Please attach a résumé to the application form.

DATE:

NAME:

ADDRESS:

EMAIL ADDRESS:

TELEPHONE:

SELF DECLARED

a) **Private Sector** _____

WHICH UNIT DO YOU WISH TO REPRESENT? (Select one only)

____ Municipality of the District of Chester ____ Municipality of the District of Shelburne

____ Lunenburg County ____ Queens County ____ Eastern Shelburne County

PREFERRED METHOD OF CONTACT () WORK () RESIDENCE

PREFERRED TERM OF SERVICE () 2 YEARS () 3 YEARS

ANY ADDITIONAL INFORMATION -

How would our organization benefit from your involvement on our Board?

Competency/Capability Assessment

It is expected that each Director will bring a certain level of knowledge and experience to the Board and will adhere to certain principles. These questions will help you to assess the extent to which you meet these expectations. Indicate yes or no beside each question and elaborate if appropriate.

1. Are you willing to assume the responsibilities of this position of Board Director?
2. Do you have sufficient time and energy to devote to the performance of the duties of the Board Director position?
3. In your personal and professional dealings, do you demonstrate integrity, high ethical standards, and respect of privacy and confidentiality?
4. Do you have experience serving on boards or organizations?
5. Are you comfortable working on a policy level board of directors?
6. Can you recognize and assess business risks and strategic opportunities?
7. Do you have experience that demonstrates that you can conceptualize and think strategically, and do you possess good problem-solving and interpersonal skills?
8. Do you demonstrate the ability to think, act, and speak independently and with conviction and confidence?
9. Do you have good oral and written communication skills?