

Committee Handbook
The Corporation of Norfolk County



Revision Date: February 28, 2019



Table of Contents

1. Introduction	3
2. Purpose	3
3. Definitions	4
4. Norfolk County's Mission Statement	6
5. Norfolk County's Vision Statement	6
6. Appointments/Application Procedure	6
7. Roles and Responsibilities	7
8. Agenda	8
Appendix A - Sample Agenda	188
9. Minutes	9
Appendix B – Sample Minutes	187
10. Resources	9
a. Code of Conduct - By-Law 2018-34	11
b. Procedural By-Law - By-Law 2017-83	23
c. Roberts Rules of Order	52
d. Policy for Boards & Committees of Council – EBS 39	53
e. List of current Boards and Committees	62
f. Norfolk County's Strategic Plan 2015-2020	63

For questions or concerns in regards to Boards or Committees of Council, please contact the Council Services Department at 519-426-5870.

Kristen Demeulemeester - Committee Coordinator
kristen.demeulemeester@norfolkcounty.ca

-or-

Owen Jaggard - Committee Coordinator
owen.jaggard@norfolkcounty.ca

1. Introduction

Welcome to Norfolk County as a member of a Committee or Board!

Committees and Boards are established by Council for the purpose of encouraging community participation in specified areas. Volunteers who choose to serve on these Boards and Committees are an essential part of running an effective and efficient local government. These bodies play an important role in the corporate decision-making process by providing advice and recommendations to Council from Norfolk County. As you put your time and talent to work, it is critical that you keep the public interest in mind.

Norfolk County appreciates your efforts and Committee involvement to improve the Corporation. Our elected officials and staff are looking forward to working with you! In this handbook we have included some materials that may assist you along the way. Your comments for revisions for future handbooks are always welcome. Throughout this handbook, we will use “Committee” and “Board” interchangeably.

2. Purpose

The purpose of this manual is to assist in guiding newly appointed citizens to Boards and Committees to be influential members of the community. This document outlines a fair and transparent approach and process for the establishment and operation of Boards and Committees.

This is an introductory handbook that contains basic information and should be used in conjunction with materials specific to your Committee such as a Terms of Reference. Some Committees are legislated by the province, some have specific guidelines mandated by By-Law and others are created and organized through Council. You will find a complete list of current Committees and Boards included in this manual.

3. Definitions

- 3.1 **“Advisory Committee”** means a committee constituted by Council from time to time to act in an advisory capacity to Council and provide input on a discretionary basis on a particular matter or undertake special projects as assigned and in accordance with their terms of reference.
- 3.2 **“Amendment to a Motion”** means a motion to change the words of a pending motion. Amendments are debateable if the original motion is debateable. The amendment shall be germane (relevant) and not contrary to the main motion.
- 3.3 **“Chair”** shall mean the person presiding over a meeting, who is charged with the responsibility to decide questions and points of order or practice, preserve order and maintain decorum in the proceeding. The Chair (except when disqualified) shall vote on all questions.
- 3.4 **“Clerk”** shall mean the Clerk of The Corporation of Norfolk County.
- 3.5 **“Closed Session”** shall mean a Meeting or part of a Meeting of Council, Council-In-Committee, a Committee or Committee-of-the Whole, not open to the public to discuss subject matters in accordance with the *Municipal Act, 2001*, 2001, S.O. 2001, Chapter 25, as amended.
- 3.6 **“Committee”** shall mean a Committee established by Council.
- 3.7 **“Committee-of-the-Whole”** shall mean a Committee composed of all of the members of Council.
- 3.8 **“Council”** shall mean the Council of The Corporation of Norfolk County.
- 3.9 **“Council-In-Committee”** shall mean all members of Council sitting as a Committee-of- the-Whole to deal with business matters and make recommendations to Council.
- 3.10 **“Confidential Information”** includes information in the possession of the County that the County is prohibited from disclosing under the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O 1990, Chapter M.56, the *Personal Health Information Protection Act, 2004*, S.O. 2004, Chapter 3, Schedule A, and other applicable legislation. Confidential Information also means any information that is of a personal nature to County employees or clients or information that is not available to the public and that, if disclosed, could result in loss or damage to the County or could give the person to whom it is disclosed an advantage. Confidential Information includes items disclosed or discussed at closed sessions of Council and Committee meetings.

- 3.11 **“Chief Administrative Officer”** shall mean the County Manager of the Corporation of Norfolk County.
- 3.12 **“Debate”** shall mean discussion on the merits of a question/motion and whether the proposed action should or should not be taken. A main motion must be introduced and if required seconded before debate begins.
- 3.13 **“Deputation”** shall mean a person/group making a verbal presentation to Council.
- 3.14 **“Division of the Question”** shall mean a request by a Member to have a motion divided into parts which are capable of standing alone, so that these parts may be considered separately.
- 3.15 **“Gift”** includes any cash or monetary equivalent fee, object of value, service, forbearance, preferential treatment or personal benefit received from a third party.
- 3.16 **“Improper Conduct”** shall mean conduct that obstructs in any way the deliberations and/or proper action of Committee or Council.
- 3.17 **“Meeting”** shall mean any regular, special, Committee or other meeting of Council and its Committees.
- 3.18 **“Member”** shall mean a member of the Council or a Committee of Council and shall include the Mayor.
- 3.19 **“Minutes”** shall mean a record of the proceedings of a meeting, and shall be made by the Clerk without note or comment.
- 3.20 **“Motion”** shall mean a Resolution of Council or a Recommendation of a Committee that is under debate by Council or a Committee.
- 3.21 **“Order of Business”** shall mean the sequence of business under consideration at a meeting that has been duly called and constituted.
- 3.22 **“Pecuniary Interest”** includes a direct or indirect pecuniary interest of a member in accordance with the Municipal Conflict of Interest Act.
- 3.23 **“Quorum”** shall mean a majority of the whole number of Members required to constitute a Council.
- 3.24 **“Resolution”** shall mean a motion that has been passed by Council.

4. Norfolk County's Mission Statement

Working together with our community to provide quality service.

5. Norfolk County's Vision Statement

The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity, and confidence and collaboration to achieve results and adapt to changes we encounter.

6. Appointment/Application Procedure

Each year a number of positions on different Boards and Committees become vacant and must be filled. These vacancies will be publically advertised in local newspapers and on the Public Notices page on the Norfolk County Website. These vacancies will be advertised four (4) times per year; January, April, July, and October.

If you wish to apply to serve as a volunteer on a Norfolk County Committee, interested individuals are invited to apply by submitting an application that can be found on the Norfolk County Website. All applicants must be a resident or a municipal tax payer of Norfolk County. Some boards may have their own qualification criteria such as skills and experience which would be established in their specific Terms of Reference. For a copy of a specific Terms of Reference, please contact Council Services at 519-426-5870.

All applicants will be sent to the staff liaison for the Committee to review and draft a Staff Report to Council recommending candidates for Council approval. These Staff Reports will be discussed in closed session so not to disclose any personal information. Council will then appoint the candidate(s) in open session by Resolution or By-Law.

6.1 Council Member Appointees

Council Members may also be appointed to Boards and Committees of Norfolk County if Council feels it is necessary. Council Appointees shall be active, participating Committee Members while having due regard to their role as a Councilor. The Mayor of Norfolk County is considered an ex-officio member of every Committee and may attend all meetings as his/her schedule permits. The Mayor's attendance does count towards quorum and is able to vote as a member of the Committee.

7. Roles and Responsibilities of a Committee Member

As a member of a Committee of Norfolk County, you are expected to represent Norfolk County in a professional, mindful manner at all times. Although each individual Committee has their own specific mandate, it is your role to represent the interests of the community and to advise Council of such.

Following being appointed to a Board or Committee, it is your responsibility to attend regular meetings and provide the necessary skills and knowledge that you were chosen for. If you are unable to attend a meeting, it is your responsibility to advise the Staff Liaison and the rest of the Committee that you cannot attend. If you miss three (3) consecutive meetings, without justification, the Chair of the Committee, along with the Staff Liaison, will ask the member if they wish to remain on the Committee or if they wish to resign.

Each Committee will be allocated a budget from County Funds to operate from. It is the responsibility of the members to monitor the financial affairs of the Committee and to be fiscally responsible. It may be appropriate at times to ask for additional funds to be used for special projects but the Committee must approach Council and request the funds. The Council of Norfolk County must approve the budget before spending is permitted.

It is also the responsibility of each individual Board Member to make decisions that best reflect interests of the County and be sure not to make decisions for personal gain. All Board and Committees are expected to obey and comply with all the requirements of any applicable laws, including municipal By-Laws.

7.1 Chair of the Board/Committee

The leadership skills of the Chair of a Committee can be a critical factor in determining the overall effectiveness of the meeting. The Chair must maintain high levels of personal integrity and confidentiality at all times.

As the Chair of a Committee, your duties consist of (but are not limited to):

- Facilitate the meeting while following Policy for Committees;
- Participate as an active, voting member, encouraging participation by all Committee Members;

- Maintain decorum and ensure fairness and accountability;
- Call on the Vice-Chair to fill his/her place as Chair in order to take part in debate, until he/she resumes the Chair.
- Be the point of contact with Council and any media relations; and
- Attend any training sessions offered by the County.

7.2 Staff Liaisons

Each Committee will be provided a Staff Liaison to assist the Committee with the administration of the Committee. The Staff Liaison will be required to work closely with the Chair to ensure effective meeting management.

Prior to Committee Meetings, the Staff Liaison shall prepare the Agendas and other relevant materials, distribute materials to all Committee Members, arrange for set up of meeting areas and determine if quorum is met. During the meeting the Staff Liaison is responsible for recording minutes and to offer procedural and process advice to the Chair and Committee members. Following the meeting the Staff Liaison will finalize meeting minutes, distribute to Committee members and follow-up with any resolutions of Committee that require action.

8.0 Agenda Processes

It is recommended that all Committees/Boards of the Council of Norfolk County are consistent and accountable. To achieve this we have created templates for Agenda's and Minutes that each Committee should follow. Each Board/Committee will operate independently, some boards decide to have a more informal procedure and allow for a consensus approach, while others chose to operate more structured. It is necessary, however, to have some form of consistency as well as to capture all recommendations to Council in a formal manner by utilizing the templates.

As per the Procedural By-Law the following components are to be included in the Agenda, where specific subject items are described in each component:

1. Ceremonial Activities
2. Disclosure of Pecuniary Interests
3. Approval of Agenda/Changes to the Agenda
4. Presentations/Deputations
5. Approval of Previous Meeting Minutes
6. Communications

7. Staff Reports/Discussion Items
8. Other Business
9. Adjournment
10. Next Meeting

Attached as **Appendix A** is an Agenda template.

9. Minutes

The minutes of all Norfolk County Committees must be recorded without note or comment and should be uniform for readability. The minutes must contain the date, the time, the location, members present and members absent. It is also recommended that the Board/Committee minutes briefly outline the substance of each of the Agenda Items discussed during the meetings including actions taken and recommendations by Motion. Council-in-Committee meetings require a second mover for resolutions but all other Committees only require one mover.

When the minutes of a meeting have been approved by the Committee/Board it is necessary to forward them to the County Clerk to present to Council as information on a timely basis. Staff members of the Department associated with the Board/Committee may be required to draft Staff Reports to Council if recommendations made by the Committee/Board require Council direction.

Attached as **Appendix B** is a Minutes template.

10. Resources

The following documents are attached to this handbook to serve as a resource to all committee members. It is important for Committee member to understand each of these documents as they outline the roles, responsibilities, and expectations for all Norfolk County committee members.

- Code of Conduct - By-Law 2018-34 (**Page 11**)
Being a By-Law To Establish a Code of Conduct for Members of Council and Local Boards of the Corporation of Norfolk County

- **Procedural By-law - By-Law 2017-83 (Page 23)**
Being a By-Law to Govern the Procedures of The Council of The Corporation of Norfolk County and All of Its Committees, the Calling of Meetings and the Conduct of Its Members.
- **A Brief Summary of Robert's Rules of Order (Page 52)**
Robert's Rules of Order are a formal set of rules most commonly referred to by groups and organizations wanting to follow parliamentary procedure and a majority rule decision-making model. Robert's Rules are consulted and utilised for situations not addressed in the procedural by-law. This is a brief one-page summary of some of Robert's Rules of Order. Robert's book outlining all of Robert's Rules of Order can be purchased.
- **Policy for Boards & Committees of Council - Policy EBS-39 (Page 53)**
The purpose of this policy is to identify a process for establishing Boards and Committees of Council; requirements for maintaining and supporting their work; and the coordination of the appointment and advertising process through the Clerk and Council Services Division. It excludes external bodies and local boards not established by Council and internal, working groups of an administrative nature.
- **Boards and Committees of Council Organizational Structure Chart (Page 62)**
- **Norfolk County Strategic Plan 2015-2019 (Page 63)**
The purpose of this Corporate Strategic Plan is two-fold. Firstly, it is to clearly define a common vision for the community that will define the success of Norfolk County and its diverse communities. Equally important, the Strategic Plan is intended to provide Council and staff with a framework for decision making. The Plan prioritizes the key programs, services and initiatives based on the needs, values and aspirations of community members, while balancing the service delivery realities of managing the County.

A detailed action plan provides direction for Norfolk County over the next 4 years and a set of performance measures to assist the County in the implementation and evaluation of activities in order to ensure that the vision and mission and its corresponding goals and objectives are accomplished.



The Corporation of Norfolk County

By-Law 2018-34

Being a By-Law To Establish a Code of Conduct for Members of Council and Local Boards of the Corporation of Norfolk County

WHEREAS Sections 8, 9 and 10 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, authorizes the County to pass By-Laws necessary or desirable for municipal purposes, and in particular subsection 10(2)2 authorizes By-Laws respecting the accountability and transparency of the municipality and its operations;

AND WHEREAS Section 223.2(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, authorizes The Corporation of Norfolk County ("the County") to establish a Code of Conduct for members of Council and of local boards of the municipality;

AND WHEREAS amendments to section 223.2(1) the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended to come into effect at a date yet to be proclaimed by the Lieutenant Governor require that every municipality shall establish codes of conduct for members of council of the municipality and its local boards;

AND WHEREAS Norfolk County Council deems it appropriate to update and revise the Code of Conduct to include for the provision of services by an Integrity Commissioner.

NOW THEREFORE the Council of The Corporation of Norfolk County hereby enacts as follows:

1. SHORT TITLE

1.1 This By-Law shall be known as the "Council Code of Conduct" for The Corporation of Norfolk County, hereinafter ("the County").

2. DEFINITIONS

2.1 "Censure" means an official expression of disapproval or condemnation.

2.2 "Clerk" shall mean an Employee authorized to act as the Clerk of the County.

- 2.3 "Closed Meeting" shall mean a meeting or part of a meeting of Council not open to the public in accordance with the *Municipal Act, 2001*, S.O. 2001, Chapter 25, as amended.
- 2.4 "Committee" shall mean a Committee established by Council.
- 2.5 "Complaint" shall mean an alleged violation of the Council Code of Conduct.
- 2.6 "Confidential Information" includes information in the possession of the County that the County is prohibited from disclosing under the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O 1990, Chapter M.56, the *Personal Health Information Protection Act, 2004*, S.O. 2004, Chapter 3, Schedule A, and other applicable legislation. Confidential Information also means any information that is of a personal nature to County employees or clients or information that is not available to the public and that, if disclosed, could result in loss or damage to the County or could give the person to whom it is disclosed an advantage. Confidential Information includes items disclosed or discussed at closed sessions of Council and Committee meetings.
- 2.7 "Council" shall mean a majority of the elected officials who constitute The Corporation of Norfolk County's municipal council.
- 2.8 "Employee" shall mean a person employed by the County, including those employed on personal service contracts, volunteers and the Haldimand Norfolk Health Unit, but does not include members of Council.
- 2.9 "Gift" includes any cash or monetary equivalent fee, object of value, service, forbearance, preferential treatment or personal benefit received from a third party.
- 2.10 "Good Faith" shall mean accordance with standards of honesty, trust and sincerity as practiced and understood within the Lambton County community.
- 2.11 "Integrity Commissioner" shall mean a person appointed by Council to provide independent and consistent complaint investigation and resolution respecting the application of the Councillor Code of Conduct, and as defined by the Norfolk County ("Integrity Commissioner By-Law").
- 2.12 "Immediate Relative" shall mean a parent, spouse, child, sister, brother, sister-in-law, brother-in-law, father-in-law, mother-in-law, as well as step-relationships.

- 2.13 "Lobby" shall mean to communicate with a member outside of a public process about matters of interest or benefit to the lobbyist and their client business organization. Communication may be about a By-Law or resolution on any matter that requires a decision by Council, a local board, or delegated decision-maker and includes matters regarding policies or programs, the purchase of goods and services and the awarding of contracts, applications for a service grant, planning approval, or other licence.
- 2.14 "Media" includes any entity such as radio, television, newspaper, magazine, websites, blogs, social media, Twitter feeds or other vehicles for the public dissemination of information.
- 2.15 "Member" means any member of Council, and includes the Warden and any member of the public appointed to a committee or advisory board.
- 2.16 "Meeting" shall mean any regular, special or other meeting of Council.
- 2.17 "Pecuniary Interest" shall mean an interest that has a direct or indirect financial impact or as defined under the *Municipal Conflict of Interest Act*, R.S.O. 1990, Chapter M.50, as amended.
- 2.18 "Spouse" shall mean the person to whom a Member is married or with whom the Member is living in a conjugal relationship.

3. APPLICATION

- 3.1 This Councillor Code of Conduct applies to all Council Members, and members of the public appointed to committees and advisory boards.

4. PURPOSE

- 4.1 This Councillor Code of Conduct is meant to supplement existing legislation governing the conduct of Members, including but not limited to:
- a) *Criminal Code of Canada*, R.S.C. 1985, c. C-46;
 - b) *Human Rights Code*, R.S.O., 1990, Chapter H.19;
 - c) *Municipal Act, 2001*, S.O. 2001, c. 25;
 - d) *Municipal Conflict of Interest Act*, R.S.O. 1990, Chapter M.50;
 - e) *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O 1990, Chapter M.56;
 - f) *Municipal Elections Act, 1996*, S.O. 1996, Chapter 32;
 - g) *Personal Health Information Protection Act, 2004*, S.O. 2004, Chapter 3, Schedule A.

5. GENERAL DUTIES

- 5.1 It shall be the duty of all Members to abide by all applicable legislation, policies and procedures pertaining to their position as a Member.
- 5.2 Members shall at all times serve and be seen to serve their constituents in a conscientious and diligent manner.
- 5.3 Members will conduct their dealings with each other in ways that maintain public confidence in the position to which they have been elected or appointed. Members will be open and honest, focus on issues rather than personalities, and avoid aggressive, offensive or abusive conduct.
- 5.4 Members shall refrain from making disparaging remarks about other Members, members of the public or about Council's decisions.
- 5.5 Members shall conduct themselves at all Council and Committee meetings with decorum, in accordance with Section 13 of Norfolk County's Procedural By-Law, 2017-77.
- 5.6 In accordance with the *Municipal Act, 2001*, S.O. 2001, c. 25, and the *Municipal Conflict of Interest Act*, R.S.O. 1990, Chapter M.50, every Member shall exercise his or her power and discharge his or her official duties in accordance with the following guiding principles:
 - a) Seek to advance the common good of Norfolk County;
 - b) Exercise care, diligence and skill that a reasonably prudent person would exercise in similar circumstances;
 - c) Exercise his or her powers only for the purposes for which they were intended; and
 - d) Truly, faithfully and impartially exercise his or her office to the best of his or her knowledge and ability.

6. CONFLICT OF INTEREST

- 6.1 Members shall be responsible for ensuring that they are familiar with the *Municipal Conflict of Interest Act*, R.S.O. 1990, Chapter M.50.

- 6.2 The role of the Integrity Commissioner shall be expanded upon the effective date of amendments Section 223.3(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25 (effective date yet be proclaimed by the Lieutenant Governor). The expanded role of the Integrity Commissioner shall include providing opinions and advice to members upon written request in regards to the *Municipal Conflict of Interest Act*, R.S.O. 1990, Chapter M.50., The Council Code of Conduct and other County Policies.
- 6.3 This Councillor Code of Conduct does not apply to a non-pecuniary interest which is so remote or insignificant in its nature that it cannot reasonably be regarded as likely to influence the Member.
- 6.4 No Member shall allow the prospect of future employment by a person or entity to detrimentally affect the performance of his or her duties as a Member.

7. GIFTS AND PARTICIPATION AT EVENTS

- 7.1 No Member shall solicit or accept any gift or accept or receive a fee, advance, cash or personal benefit that is directly or indirectly connected with the performance of his or her duties of office. For the purposes of this provision any gift provided to a Member's child, parent or spouse with the Member's knowledge shall be deemed to be a gift accepted by that Member;
- 7.2 The County recognizes that moderate hospitality and participation in charitable non-profit fundraising and business events is an accepted courtesy of community participation and business relationships. Accordingly, the following types of gifts are recognized as exceptions to the prohibition in Section 7.1:
 - a) gifts that are received as an incident of protocol or social obligation that normally and reasonably accompany the responsibilities of office;
 - b) token gifts such as souvenirs, mementoes and commemorative gifts that are given in recognition of service on a committee for speaking at an event or representing the County at an event;
 - c) food and beverages consumed at lunches dinners charity fundraisers banquets receptions ceremonies or similar events if the Member's attendance serves a legitimate municipal purpose;
 - d) communications to the offices of a Member including subscriptions to newspapers and periodicals;
 - e) compensation authorized by law;
 - f) political contributions that are offered accepted and reported in accordance with applicable law;
 - g) services provided without compensation by persons volunteering their time;

- h) gifts of admission to dinner charity fundraisers, banquets, receptions, ceremonies, cultural events, sporting events, business galas, political events and similar events if the Member's attendance serves a legitimate municipal purpose;
 - i) reasonable payment for participation in or organizing any reception, dinner, gala, golf tournament, or similar event to support charitable causes or a political fundraising event and food, lodging, transportation or entertainment from a not for profit non-government organization;
 - j) Within 30 days of receipt of any gift described in Section 7.2 (a), (b) or (c), Members shall file a disclosure statement with the Integrity Commissioner for any gift that exceeds \$200 in value. If the value of any gift described in Section 7.2 (h), (i) or (j) exceeds \$500 or if the total value of such gifts received from any one source during one calendar year exceeds \$1,000 the Member shall file a disclosure statement with the Integrity Commissioner within 30 days of the receipt of the gift. Every disclosure statement shall indicate:
 - i. the nature of the gift;
 - ii. its source and date of receipt;
 - iii. the circumstances under which it was received; and
 - iv. its estimated value.
- 7.3 Every disclosure statement shall be a matter of public record.
- 7.4 The Integrity Commissioner shall report to Council annually on all gifts received by Members that are disclosed in accordance with Section 7.2(j).
- 7.5 The Integrity Commissioner shall examine every disclosure statement filed with him or her to ascertain whether the receipt of the gift might in her or his opinion create a conflict between a private interest and the public duties of the Member.
- 7.6 If the Integrity Commissioner makes a preliminary determination of a conflict the Member shall be asked to justify receipt of the gift.
- 7.7 If the Integrity Commissioner determines that receipt of the gift was inappropriate he or she may direct the Member to return the gift, reimburse the donor for the value of any gift already consumed, forfeit the gift, or remit the value of any gift already consumed to the County.

8. INTERACTION WITH THE PUBLIC, OTHER MEMBERS & COUNTY STAFF

- 8.1 Members have a duty to treat members of the public, each other and staff with respect and dignity and without abuse, bullying or intimidation;
- 8.2 Members have a duty to ensure that the County's work environment is safe and free from discrimination and harassment;
- 8.3 Members are to recognize that Employees serve Council and work for the municipal corporation under the direction of the Chief Administrative Officer. Council directs Employees through its decisions as recorded in the minutes and resolutions of Council. The role of Employees is to provide advice and services that are based on political neutrality, objectivity and professional judgment which may not necessarily reflect the opinion or position of any single Member. Members have no individual capacity to direct Employees to perform specific functions.
- 8.4 Inquiries of Employees from Members should be directed to the Chief Administrative Officer or the appropriate General Manager.
- 8.5 No Member shall compel Employees to engage in partisan political activities or be subjected to threats, discipline or discrimination for refusing to engage in any such activity.
- 8.6 Members shall show respect for the professional capacities of County Employees. Some Employees have professional credentials (examples: professional engineer, registered nurse) which create separate legal and ethical obligations for those Employees. Members shall refrain from any conduct which may deter, interfere or unduly influence Employees in such a manner as to result in them violating their professional legal or ethical obligations.
- 8.7 Certain Employees hold positions within the administration of justice. Members shall refrain from making requests or statements or otherwise taking action which may be construed as an attempt to influence the independence of staff working within the administration of justice.

PART 9: IMPROPER USE OF INFLUENCE

- 9.1 No Member shall use his or her office to seek to influence any decision made or to be made by Council to the Member's private advantage or to the advantage of another person.

- 9.2 No Member shall use his or her office to seek to influence or interfere with the administration or enforcement of the County's regulatory By-Laws or other laws enforced by the County. Notwithstanding the foregoing, it is recognized that Members of Council may in good faith raise the concerns of residents with County Employees for the purpose of determining if those concerns can be resolved having due regard for the public interest in fair and impartial By-Law enforcement.
- 9.3 All applicants for County positions shall have an equal opportunity to obtain such employment. No Member shall use his or her office to seek to inappropriately influence the hiring of specific individuals for any position within the County.
- 9.4 Nothing in this Section prohibits a Member from providing a reference for an applicant for any position within the County, or offering his or her opinions and voting on any decision to hire a Chief Administrative Officer.
- 9.5 No Member shall use the County's corporate logo or the County letterhead in any communication intended to solicit funds to support any cause or third party unless such cause or third party has been sanctioned by a vote or resolution of County Council.

PART 10: CONFIDENTIAL INFORMATION

- 10.1 Members shall hold in strict confidence all Confidential Information concerning matters dealt with in-camera. No Member shall release, make public or in any way divulge any such Confidential Information or any aspect of the in-camera deliberations unless expressly authorized by Council or required By-Law.
- 10.2 No Member shall release, make public or in any way divulge any such Confidential Information acquired by virtue of his or her office unless expressly authorized by Council or required By-Law. The capacity to release Confidential Information can only be made by a majority of Council, and no individual member of Council has authority to waive this privilege.
- 10.3 No Member shall use information gained in the execution of his or her office that is not available to the general public for any purpose other than his or her official duties.
- 10.4 No Member shall access or attempt to gain access to Confidential Information in the custody of the County except to the extent necessary for the performance of his or her duties as a Member and not prohibited by this Councillor Code of Conduct or any other statute, By-Law or policy.

- 10.5 Members are only entitled to Confidential Information in the possession of the County that is relevant to matters before the Council or Committee. Beyond this entitlement, Members have the same level of access to information as does any other citizen.

11. COMMUNICATIONS AND MEDIA RELATIONS

- 11.1 In order to foster respect for the decision making process of Council, Members shall fairly and accurately communicate the decisions of Council, even if they disagree with a majority decision of Council, and/or voted in the minority. Members may publicly express disagreement with a decision, but are to do so in a respectful manner.
- 11.2 In communications with the media, Members shall not indicate, implicitly or explicitly, that they speak on behalf of Council, unless they have been authorized to do so by Council.
- 11.3 Members shall refrain from making disparaging remarks about other Members, members of the public, Employees or Council's process and decisions.

12. MUNICIPAL ELECTION CAMPAIGNS

- 12.1 Members of Council are required to comply with the *Municipal Elections Act, 1996*, S.O. 1996, Chapter 32.
- 12.2 No Member shall use County property, including the County's logo, for any election campaign or campaign related activities.
- 12.3 No Member shall undertake campaign related activities on County owned lands, with the exception of the permissible use of campaign signs along road allowances, and in compliance with any local sign By-Laws, as applicable.
- 12.4 No Member shall use the services of Employees in work for his or her (re)election during hours in which those Employees are being paid by the County. The participation of County staff with respect to municipal elections is generally discouraged.

13. CONDUCT OF FORMER MEMBERS

- 13.1 The County shall not hire or award any contract to any former Member for a period of 12 months from the date the former Member ceased to hold office except where the former Member is the successful bidder through a quote or tender consistent with appropriate County policies.

- 13.2 A former Member may not Lobby the County or any Member for a period of 12 months from the date the former Member ceased to hold office.

14. USE OF COUNTY PROPERTY

- 14.1 Members may only use County property, including land, facilities, equipment, supplies, services, staff or other resources (for example, County owned materials, computers, networks, websites) for activities directly connected with the discharge of their official County duties or, as appropriate, local municipal duties.
- 14.2 Occasional or incidental personal use of County computers, phones or similar devices and communication systems is acceptable, subject to the provisions of the *Municipal Elections Act, 1996*, S.O. 1996, Chapter 32. Such use may also be subject to the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O 1990, Chapter M.56.
- 14.3 No Member shall obtain financial gain from the use or sale of County-developed intellectual property including inventions, cultural materials, computer programs, technical innovations, or other items capable of being patented, or copyrighted, as all such property remains exclusively that of the County.

15. NEPOTISM

- 15.1 No Member shall attempt to influence the hiring or promotion of a Spouse or Immediate Relative.
- 15.2 No Member shall make any decision or participate in the process to hire, transfer, promote, demote, discipline or terminate a Spouse or Immediate Relative.
- 15.3 If a Spouse or Immediate Relative of a Member is an applicant for employment with the County or candidate for promotion or transfer, the Spouse or Immediate Relative will proceed through the usual selection process with no special consideration.
- 15.4 No Member shall place himself or herself in a position where he or she could have influence over their Spouse or Immediate Relative's employment.
- 15.5 No Member shall attempt to use a Spouse or Immediate Relative relationship for financial or other gain.

16. OBSTRUCTION

- 16.1 No Member shall obstruct the Integrity Commissioner in the carrying out of their responsibilities.
- 16.2 It is a violation of this Councillor Code of Conduct to obstruct any staff member acting under the instruction of the Integrity Commissioner in applying or furthering the objectives or requirements of this Councillor Code of Conduct, in attempting to gather information or data, or in the general conduct of duties with respect to a Councillor Code of Conduct investigation.
- 16.3 Examples of obstruction under sections 16.1 or 16.2 include the destruction of documents, the erasure of electronic documents, withholding or concealing the existence of documents and refusal to respond to inquiries from the Integrity Commissioner within 15 days of receipt of same.

17. REPRISALS

- 17.1 No Member shall seek any reprisal or threaten any reprisal against a complainant or any other person for providing relevant information to the Integrity Commissioner in the course of inquiry pursuant to a complaint.

18. PENALTY FOR NON-COMPLIANCE

- 18.1 Where, under the Integrity Commissioner By-Law, the Integrity Commissioner decides that a Member has contravened this Councillor Code of Conduct; the Integrity Commissioner may, under Section 13 of that By-law:
 - a) reprimand the member of Council;
 - b) suspend the remuneration paid to the Member in respect of the Member's services for a period of up to 90 days;
 - c) propose another equitable remedy such as requiring a Council Member to issue an apology.

19. REPEAL/ENACTMENT

19.1 This By-Law comes into force and effect on the 25th Day of May, 2018.

19.2 That Policy EBS-53 being a policy to Establish a Code of Conduct for Council Members, its Committees and Local Boards be repealed in its entirety upon the effective date of this By-Law.

PASSED this 24th day of April, 2018.

Original By-Law Signed by:

Mayor C. H. Luke and County Clerk Andrew Grozelle

C.A.O. 18-13



The Corporation of Norfolk County

By-Law 2017-83

Being a By-Law to Govern the Procedures of The Council of The Corporation of Norfolk County and All of Its Committees, the Calling of Meetings and the Conduct of Its Members.

WHEREAS Section 238 of the *Municipal Act, 2001*, 2001, S.O. 2001, c.25, as amended, provides that every Council shall adopt a procedure for governing the calling, place and proceedings of meetings;

NOW THEREFORE the Council of The Corporation of Norfolk County hereby enacts as follows:

PART 1: SHORT TITLE

1.1 This By-Law shall be known as "The Procedural By-Law" for The Corporation of Norfolk County.

PART 2: DEFINITIONS

- 2.1 “**Abstain**” shall mean a Member who is lawfully entitled to vote but chooses not to exercise their right to vote on a matter, and in such cases an abstention shall be deemed as a negative vote.
- 2.2 “**Advisory Committee**” means a committee constituted by Council from time to time to act in an advisory capacity to Council and provide input on a discretionary basis on a particular matter or undertake special projects as assigned and in accordance with their terms of reference.
- 2.3 “**Amendment to a Motion**” means a motion to change the words of a pending motion. Amendments are debateable if the original motion is debateable. The amendment shall be germane (relevant) and not contrary to the main motion.
- 2.4 “**By-Law**” shall mean this By-Law, as it may be amended from time to time. The Recitals to, and the Schedules attached to this By-Law are considered integral parts of it.
- 2.5 “**County Manager**” shall mean the County Manager of the Corporation of Norfolk County.

- 2.6 “**Chair**” shall mean the person presiding over a meeting, who is charged with the responsibility to decide questions and points of order or practice, preserve order and maintain decorum in the proceeding. The Chair (except when disqualified) shall vote on all questions.
- 2.7 “**Clerk**” shall mean the Clerk of The Corporation of Norfolk County.
- 2.8 “**Closed Session**” shall mean a Meeting or part of a Meeting of Council, Council-In-Committee, a Committee or Committee-of-the Whole, not open to the public to discuss subject matters in accordance with the *Municipal Act, 2001*, 2001, S.O. 2001, Chapter 25, as amended.
- 2.9 “**Committee**” shall mean a Committee established by the Council.
- 2.10 “**Committee-of-the-Whole**” shall mean a Committee composed of all of the members of Council.
- 2.11 “**Communication Device**” includes a cellular phone, pager, smart phone, computer with a link to the Internet, or any other similar piece of technological equipment used for communications purposes.
- 2.12 “**Council**” shall mean the Council of The Corporation of Norfolk County.
- 2.13 “**Council-In-Committee**” shall mean all members of Council sitting as a Committee-of- the-Whole to deal with business matters and make recommendations to Council.
- 2.14 “**Debate**” shall mean discussion on the merits of a question/motion and whether the proposed action should or should not be taken. A main motion must be introduced and if required seconded before debate begins.
- 2.15 “**Deputation**” shall mean a person/group making a verbal presentation to Council.
- 2.16 “**Deputy Mayor**” shall mean a Member of Council who is appointed, by By-Law, to act from time to time in the place of the Mayor when the Mayor is absent from the municipality or absent through illness, or when the office is vacant and, while so acting, such Member has and may exercise all the rights, powers and authority of the Head of Council.
- 2.17 “**Division of the Question**” shall mean a request by a Member to have a motion divided into parts which are capable of standing alone, so that these parts may be considered separately.
- 2.18 “**Emergency Meeting**” shall mean a Meeting of the Council called without written notice to address circumstances of emergency.
- 2.19 “**Inaugural Meeting**” shall mean the first meeting of a new Council after a municipal election where the declarations of office are made.

- 2.20 “**Improper Conduct**” shall mean conduct that obstructs in any way the deliberations and/or proper action of Committee or Council.
- 2.21 “**Mayor**” shall mean the Head of Council and C.E.O. of the municipality and the Mayor of Norfolk County.
- 2.22 “**Meeting**” shall mean any regular, special, Committee or other meeting of Council and its Committees.
- 2.23 “**Meeting Schedule**” shall be deemed to be the Council/Committee meeting schedule containing the dates of the Council and Council-In-Committee meetings, including other reserved dates confirmed by Council resolution.
- 2.24 “**Member**” shall mean a member of the Council and shall include the Mayor.
- 2.25 “**Minutes**” shall mean a record of the proceedings of a meeting, and shall be made by the Clerk without note or comment.
- 2.26 “**Motion**” shall mean a Resolution of Council or a Recommendation of a Committee that is under debate by Council or a Committee.
- 2.27 “**Municipal Act, 2001**” is the *Municipal Act, 2001* 2001, S.O. 2001, c. 25 as amended from time to time.
- 2.28 “**Municipal Election**” shall mean a general, County-wide Municipal election or a by election.
- 2.29 “**Notice**” shall mean notice provided to Members and to the public which advises the recipient of the time and place of a Meeting.
- 2.30 “**Order of Business**” shall mean the sequence of business under consideration at a meeting that has been duly called and constituted.
- 2.31 “**Pecuniary Interest**” includes a direct or indirect pecuniary interest of a member in accordance with the Municipal Conflict of Interest Act.
- 2.32 A “**Point of Order**” shall mean an issue or concern regarding conformity to this By-Law and/or to the rules of order of Council, questions of privilege, difficulty in continuation of a Meeting, improper, offensive or abusive language, notice that discussion is outside the scope of the motion or Notice of Motion, or irregularities in the proceedings.
- 2.33 “**Point of privilege**” means a question by a member with respect to the rights of a member individually or Council or a Committee collectively hold, that ensure Council’s or a Committee’s ability to function freely;

- 2.34 **“Presentation”** shall mean either a:
- a) Ceremonial presentation to or from the Corporation of Norfolk County; or a
 - b) Presentation made by Consultants or other Agents retained or requested by the Corporation of Norfolk County; or a
 - c) Presentation made by Agents of another level of government.
- 2.35 **“Provisional Governance Committee”** meets only when an emergency has been officially declared and a quorum of Council cannot be convened.
- 2.36 **“Public Hearing”** for the purpose of this By-Law shall mean a Public Meeting of Council held for the consideration of Applications for Road Closures, Assessment, Reductions and Tax Write Offs, Planning Applications, Retail Business Holiday Act Exemptions, Drainage Applications, Development Charges By-Laws and any other matter that is required to hold a Public Meeting as per legislation.
- 2.37 **“Quorum”** shall mean a majority of the whole number of Members required to constitute a Council.
- 2.38 **“Recorded Vote”** shall mean the recording of the name and vote of every member voting on any matter or question during a Council meeting.
- 2.39 **“Reports”** shall mean a written document by a municipal employee, consultant, solicitor or other person for the purpose of providing advice, alternatives/recommendations on various matters.
- 2.40 **“Resolution”** shall mean a motion that has been passed by Council.
- 2.41 **“Rules of Procedure”** shall mean the rules and regulations provided in this By-Law.
- 2.42 **“Suspend the Rules”** shall mean to suspend any of the rules in this By-Law with the consent of two-thirds majority of the Council present. It cannot have an effect beyond adjournment. A motion to suspend the rules is not debatable or amendable, nor can any subsidiary motion be applied to it.

PART 3: GENERAL RULES

- 3.1 The rules and regulations contained in this By-Law shall be observed in all proceedings of the Council and its Committees and shall be the rules and regulations for the order and dispatch of business in the Council.
- 3.2 The rules contained in the By-Law shall be observed with the necessary modifications, in every Committee, where applicable.

- 3.3 Those proceedings of the Council, or the Committees thereof not specifically governed by the provisions of this By-Law shall be regulated in accordance with Robert's Rules of Order.
- 3.4 Any part or parts of this By-Law may be suspended, at such times and upon such conditions as may be deemed appropriate, except for those rules or regulations that are set out by Legislation, with the consent of two-thirds majority of the Council present for a single occasion. Council is not permitted to suspend any statutory requirement with respect to its proceedings.
- 3.5 In the absence of the Mayor from the Municipality, or if he/she is absent through illness or refuses to act, or if the Office is vacant, the Deputy Mayor for the purposes of this By-Law shall act in the place and stead of the Mayor and shall have all the rights, powers and authority of the Mayor, while so acting.
- 3.6 No person shall be allowed to enter the bar of Council during meetings without the leave of the Mayor, except members, employees and servants of the Corporation of Norfolk County.

PART 4: MEETINGS

4.1 Location:

All Meetings of Council shall be held at the County Administration Building located in Governor Simcoe Square in the Council Chambers and/or Committee Room A at 50 Colborne Street South, Simcoe, unless otherwise decided by Resolution of Council and are open to the public.

4.2 Inaugural Meeting:

Inaugural Meetings shall be held on the first Tuesday in December following a Regular Municipal Election at 3:00 p.m.

4.3 Regular Meetings:

- a) All regular meetings of Council shall convene at 3:00 p.m. in the Council Chambers and/or Committee Room A on the second (2nd) and fourth (4th) Tuesdays of every month.
- b) A regular meeting of Council may be convened earlier if deemed necessary with the approval of the Mayor with public notice given in accordance with Sections 5.1 and 5.2.
- c) Where such Tuesday may be a holiday, the Council shall meet on the business day next following the regular day of the meeting and at the same time as specified in Section 4.3(a) above, or on another date as may be deemed practicable.

4.4 Special Meetings:

- a) The Mayor may, at any time, call a Special Meeting of Council.
- b) The Clerk shall, upon receipt of a petition signed, or emailed by a majority of the Members of Council, summon a Special Meeting of Council for the purpose and at the time set out in the petition.
- c) The Office of the Clerk shall provide all Members with at least forty-eight (48) hours notice of a Special Meeting summoned by the Mayor or a valid petition of the Members of Council.
- d) Minimum notice shall consist of a telephone message or email to all Members followed by a written agenda.
- e) The only business to be dealt with at a Special Meeting is that which is identified on the agenda for the Meeting.
- f) The lack of receipt of a notice or of an agenda for a Special Meeting by any Member shall not affect the validity of the Meeting or any action taken thereat.

4.5 Emergency Meetings:

- a) Notwithstanding any other provisions of this By-Law, an Emergency Meeting may be held without written notice, to deal with an emergency or extraordinary situation, provided that an attempt has been made by the Clerk to notify the Members about the meeting as soon as possible and in the most expedient manner available.
- b) Only business dealing directly with the emergency or extraordinary situation shall be transacted at the Emergency Meeting.
- c) Lack of receipt of a Notice or of an Agenda for an Emergency Meeting by any Member shall not affect the validity of the Emergency Meeting or any action taken thereat.

4.6 Provisional Governance Committee:

- a) The Provisional Governance Committee may carry out the duties and responsibilities of the Council only at such times when, to the satisfaction of at least 3 members of Council attending a properly scheduled meeting of Council, that at least 4 members of Council are not able to attend such meeting due to death, illness or circumstances attributable to an emergency which has been declared by the Mayor or his or her designate in accordance with the County's Emergency Plan.
- b) The Provisional Governance Committee shall be comprised of five Members of Council, and shall elect its own Chair from amongst the attending Members.

- c) The Provisional Governance Committee shall have all the powers and duties that may legally be delegated to the Committee pursuant to the Act, or any other applicable Provincial or Federal legislation, subject to the following conditions and restrictions:
 - i) The delegation shall be effective only during the times specified; and
 - ii) The Committee shall conduct its meetings in accordance with this By-Law, providing that the quorum for the constitution of a valid meeting of the Committee shall be 3 Members of Council.

4.7 **Alter Time, Day or Place:**

Council may, by Resolution, alter the time, day or place of any Council and/or Committee Meeting.

4.8 **Postponement of Meetings:**

Any regular meetings of the Council may be postponed to a day named in:

- a) A notice by the Mayor or the Deputy Mayor given through the Clerk's Office forty-eight (48) hours in advance of the regular meeting; or
- b) A resolution of Council passed by the majority of members at a regular Council Meeting.
- c) The Mayor may, when emergency situations arise, postpone a meeting for no more than 7 days to such date determined by the Mayor in consultation with the Clerk. The Clerk shall then give notice of a Special Meeting to deal with the postponed matters in accordance with section 4.4 of this By-Law.

4.9 **Commencement of Meetings:**

- a) A quorum shall be a majority of the members constituting the Council.
- b) As soon after the hour fixed for a Meeting as a Quorum is present, the Meeting shall be called to order by the Mayor or Presiding Officer.
- c) If there is no quorum present within fifteen minutes after the time appointed for the Meeting, the Council shall stand adjourned until the date and time of the next Regular or Special Meeting and the Clerk shall record the names of the members present upon such adjournment.
- d) If during the course of a Council Meeting, a quorum is lost, the Mayor shall declare that the meeting shall stand recessed temporarily or be adjourned until the date of the next Regular Meeting or other meeting called in accordance with the provisions of this By-Law.

- e) If members are not going to be in attendance or are going to be late for a Meeting, they shall contact the office of the Clerk in advance of the meeting in order to ensure that a quorum will be present prior to the meeting.
- f) In the case where a quorum is present, the Mayor shall preside at all Council meetings.
- g) In the absence of the Mayor, the Deputy Mayor shall preside during the Meeting or until the arrival of the Mayor.
- h) In the absence of the Mayor and the Deputy Mayor, the Clerk shall call the Meeting to order fifteen minutes after the hour appointed for the Meeting, and the members shall elect a Member to preside during the Meeting or until the arrival of the Mayor or the Deputy Mayor.

4.10 **Adjournment:**

The Council shall adjourn at the hour of 9:00 p.m., if in session at that hour, unless otherwise determined by a resolution of Council passed by a two-thirds majority vote of the members.

PART 5: PUBLIC NOTICE OF MEETINGS/AGENDAS

- 5.1 The published Agenda shall be considered as adequate notice of Regular Meetings of Council and its Committees, except for meetings held on a day or at a time other than as provided for by this By-Law.
- 5.2 The Agenda for Regular Meetings shall be delivered to the Mayor and members not later than forty-eight (48) hours prior to the meeting.
- 5.3 Notice and Agendas of Special Meetings called in accordance with Section 4.4 of this By-Law shall be delivered prior to the meeting not later than forty-eight (48) hours before the hour appointed for the special meeting.
- 5.4 No business except the business dealing directly with the purpose mentioned in the Notice shall be transacted at any Special Meeting.
- 5.5 Notwithstanding any other provision of this By-Law, an Emergency Meeting may be held without written Notice, to deal with an emergency or extraordinary situation, provided that an attempt has been made by the Clerk to notify the members about the Meeting as soon as possible and in the most expedient manner available.
- 5.6 No business except business dealing directly with the emergency or extraordinary situation shall be transacted at the Emergency Meeting.

- 5.7 Lack of receipt of a Notice or of the Agenda by the members shall not affect the validity of the Meeting or any action taken thereat.
- 5.8 A complete copy of the published Agenda and Council Information Packages shall be posted on the County's website for members of the news media and the public 48 hours preceding the scheduled meeting except in cases where a Special or Emergency meeting has been called in which case notice will be published as soon as possible.
- 5.9 Any item of business which is not listed on an Agenda may be raised under "Other Business" during a Council or Council-In-Committee meeting. However, when action is required, the matter shall be referred to a future Meeting Agenda in order to ensure adequate public notice is provided. Should immediate action be required, Council or Council-In-Committee may, by a two-thirds majority vote of Council, waive the notification requirements of this By-Law to deal with the matter at that time.
- 5.10 "Other Business" shall be used to bring forward matters that are general information in nature. Matters requiring action shall be brought forward through the Notice of Motion process.
- 5.11 The Annual Meeting Schedule of Council and Council-In-Committee, shall be published on the County's website.

PART 6: PUBLIC ACCESS TO MEETINGS**Open Meetings:**

- 6.1 Except as provided in this Section, all meetings shall be open to the public.

Closed Meetings:

- 6.2 A Meeting or a part of a Meeting may be closed to the public if the subject matter being considered is:
- a) The security of the property of the municipality or local board;
 - b) Personal matters about an identifiable individual, including municipal employees or local board members;
 - c) A proposed or pending acquisition or disposition of land by the municipality or local board;
 - d) Labour relations or employee negotiations;
 - e) Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;

- f) The receiving of advice that is subject to solicitor-client privilege; including communications necessary for that purpose;
 - g) A matter in respect of which the Council, Board or Committee may hold a closed meeting under the authority of another Act;
 - h) The education and training of Members, provided that no Member discusses or otherwise deals with any matter in a way that materially advances the business or decision making of Council; or
 - i) Related to the consideration of a request under the Municipal Freedom of Information and Protection of Personal Privacy Act if the Council is designated as head of the institution for the purposes of that Act.
 - j) An ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the *Ombudsman Act*, an Ombudsman referred to in subsection 223.13 (1) of this Act, or the investigator referred to in subsection 239.2 (1). 2014, c. 13, Sched. 9, s. 22.
- 6.3 Before holding a Meeting or part of a Meeting that is to be closed to the public, Council shall state by Resolution:
- a) The fact of the holding of the Closed Meeting;
 - b) The general nature of the matter to be considered at the Closed Meeting;
 - c) In the case of a meeting for the purpose of educating and training of Members, the fact of the holding of the closed meeting, the general nature of its subject-matter and that it is to be closed for that purpose.
- 6.4 A Meeting shall not be closed to the public during the taking of a vote except where:
- a) The provisions of this By-Law permits or requires a Meeting to be closed to the public; and
 - b) The vote is for a procedural matter, or for giving directions or instructions to officials, employees or agents of the Corporation of Norfolk County, or persons retained by or under contract with the municipality or local board.
- 6.5 Whenever a majority of the Members present decide that the Council should resolve into a Closed Session, the Mayor as Presiding Officer shall maintain order during the Meeting and shall report the proceedings thereof to the Council.
- 6.6 The rules governing the procedure of Council and the conduct of its Members shall be observed in the Closed Session with necessary modifications except that:
- a) Voting shall only be permitted for providing direction to staff;
 - b) The number of times of speaking on any question shall not be limited.

- 6.7 All deliberations while in Closed Session shall remain confidential unless otherwise approved in Open Session.
- 6.8 The Record of all Confidential Closed Session Minutes shall be circulated to Members of Council and/or Council-In-Committee for their review. Council-In-Committee Minutes shall be approved by resolution of Council. Council Minutes shall be reviewed for errors or omissions and if none are noted declared adopted by the Chair. All Closed Session Minutes shall remain confidential unless a motion to release is approved by Council, or by order of a Court of competent jurisdiction.
- 6.9 Despite the provisions of public notification a Closed Session item may be presented as a Change to the Agenda, if the matter is deemed to be time sensitive. The Clerk shall attempt to give as much notice as possible to Councillors, the media and the public in this instance.

PART 7: DEPUTATIONS/PRESENTATIONS/APPLICATIONS

Deputations

- 7.1 Any person(s), group(s), or organization(s) that wishes to address Council-In-Committee for an item listed on the agenda shall provide written notice to the Clerk no later than 12 noon Thursday prior to the meeting. Deputation Requests respecting matters that are listed on an agenda will be accepted until 4:00 p.m. the day prior to the meeting and presented to Members as Changes to the Agenda.
- 7.2 All deputations shall be considered at Council-In-Committee Meetings. No deputations shall be permitted on a Council Agenda unless the matter is time sensitive and related to business on the subject agenda. All deputations requesting to appear at a Council meeting must be received by the Clerk's office by 12 noon the Thursday prior to the meeting.
- 7.3 A Request for Deputation Form (Form FO-91), shall be completed for all deputations and filed with the Clerk and shall clearly state the nature of the business to be discussed.
- 7.4 Deputation Requests which do not meet the regular agenda print shall be presented at the beginning of Council-in-Committee as Changes to the Agenda for consideration of adoption.
- 7.5 Upon receipt of a deputation request, that meets the requirements of the Procedural By-Law, the Clerk shall list the deputation on the next appropriate agenda.

- 7.6 The deadline for Requests for Deputations is subject to change at the discretion of the Clerk around Statutory Holidays and office closures and instances where meeting start times are advanced significantly.
- 7.7 Deputations shall only present significantly new information. Repetitive deputations by any person(s), group(s), or organization(s) will not be considered by Council.
- 7.8 Only one deputation shall be permitted on an agenda per person, per group or per organization.
- 7.9 The total time allotted to each deputation shall be set at (10) ten minutes and no time extensions shall be granted.
- 7.10 The Chair shall notify all deputations when they have one minute remaining.
- 7.11 In the case of extenuating circumstances, Council may, by a two-thirds majority vote, permit a person to appear as a deputation who does not appear on the agenda.
- 7.12 Any related written briefs, outlining the subject matter of the deputations, shall be provided to the Clerk and shall form part of the Official Record of the proceedings, and therefore shall be considered to be a public document.
- 7.13 Council-In-Committee shall refuse to hear Deputations when, in the opinion of Committee, the subject of the presentation is beyond the jurisdiction of the municipality.
- 7.14 No person shall be permitted to address Council-in-Committee with respect to any labour/management disputes, labour relations, union negotiations and employee relations nor shall a brief respecting such matters be listed on a Council or Committee Agenda.
- 7.15 No person shall be permitted to address Committee relating to any litigation or potential litigation matters with respect to the Corporation of Norfolk County.
- 7.16 No deputation shall be permitted for the sole purpose of publicity or promotion.
- 7.17 No deputation shall be permitted to request a reconsideration of a decided matter within one year of the original decision.
- 7.18 No deputation shall be permitted from a bidder or potential bidder on a tender that is currently open or being presented to Committee for approval.
- 7.19 Members shall not engage in any debate with the deputation. Members of Council-In-Committee shall only ask questions for clarification and obtaining additional relevant information after the deputation has finished their formal address.

7.20 Deputations shall not:

- Speak disrespectfully to any person;
- Use offensive language;
- Speak on any subject other than the subject for which he/she has received approval to address Council-In-Committee;
- Disobey the rules of procedure or a decision of the Mayor or Presiding Officer

Presentations:

7.21 Ceremonial presentations of awards and recognition to or from the Corporation shall be scheduled directly on Council Agendas.

7.22 All other presentations may be scheduled at Council or Council-In-Committee Meetings.

7.23 Presentations shall be limited in speaking to not more than ten (10) minutes in total.

7.24 Extensions to presentations may be granted by a majority vote of members in attendance.

7.25 Any related written briefs, outlining the subject matter of the presentations, shall be provided to the Clerk and shall form part of the Official Record of the proceedings, and therefore shall be considered to be a public document.

Applications:

7.26 Interested parties appearing before Council during an official Public Hearing, such as a proposed Zoning or Official Plan Amendment, are not limited to time constraints or notification requirements.

PART 8: COMMUNICATIONS AND PETITIONS

8.1 Every communication or petition intended for presentation to Council or to a Committee shall be legibly written or printed and shall be signed by at least one person with their appropriate contact information.

8.2 The deadline for receipt of communications or petitions by the Clerk for inclusion on the Agenda shall be noon, on the Thursday prior to the Regular Meeting of Council. If time sensitive or related to an agenda item being considered these communications or petitions can also be listed on the Changes to the Agenda if received before 4:00 p.m. the day prior to the meeting.

8.3 Communications and petitions addressed to the Mayor and Council shall be listed on the Agenda if action is required by Council or included in a Council Information Package for information purposes only.

- 8.4 All Resolutions received from other municipalities shall be distributed, for information purposes, to the members of Council in the Council Information Package.
- 8.5 Any member of Council shall make a request through the Clerk to place any communication, petition or resolution that is included in the Council Information Package on the next Agenda of Council.
- 8.6 Communications or petitions containing obscene or defamatory language or submitted anonymously shall not be listed on the Agenda.

PART 9: ORDER OF PROCEEDINGS, AGENDAS & MINUTES

Agendas:

9.1. The Clerk or his/her designate shall prepare the Agenda for all Regular Council Meetings consisting of the following Order of Business:

- 1. Ceremonial Activities
- 2. Disclosures of Pecuniary Interest & The General Nature Thereof
- 3. Approval of Agenda/Changes to the Agenda
- 4. Closed Session (If early session required)
- 5. Consent
- 6. Public Meeting/Public Hearings
- 7. Presentations & Deputations
- 8. Approval/Correction of the Public Meeting and Regular Council Meeting Minutes
- 9. Communications
- 10. Reports of Committees
- 11. Staff Reports/Discussion Items
- 12. Reports of Council Members
- 13. By-Laws
- 14. Motions
- 15. Notices of Motion
- 16. Other Business
- 17. Closed Session
- 18. Confirming By-Law
- 19. Adjournment

9.2 The Clerk or Clerk-designate may alter the order of business from that described above for the purpose of facilitating Public/Meetings/Public Hearings and Deputations to be heard at 5:00 p.m.

9.3 The Minutes of all Council meetings shall, unless otherwise decided by the Council, be submitted for review and adoption at a subsequent Council meeting.

9.4 All Changes to the Agenda order and new items shall be presented under 'Approval of the Agenda/Changes to the Agenda' section for approval before adoption.

9.5 The business of each Meeting shall be taken up in the order in which it stands in the Agenda, unless otherwise decided by a majority vote of the members present.

- 9.6 A motion changing the order of business shall not be amendable or debatable.
- 9.7 All Public Hearings shall be held during Council proceedings and officially closed by a verbal motion before Council proceeds to deliberate the matter.
- 9.8 All Council members desiring to pull an item from the Council –In-Committee Minutes for discussion at Council are required to notify the Clerk a minimum of 24 hours in advance of the meeting commencement. The Clerk shall notify all Council members of the item being pulled for discussion.

Minutes

- 9.9 Minutes of the Council or its Committee, whether in Closed or Open Session, shall record:
 - 1) The date of the meeting;
 - 2) The record of the attendance of the members;
 - 3) All resolutions, decisions and other proceedings of the meeting without note or comment.

PART 10: ROLE OF THE MAYOR

- 10.1 In accordance with the *Municipal Act, 2001*, it is the role of the Mayor as the Head of Council:
 - a) To Act as Chief Executive Officer of the municipality;
 - b) To preside over Council meetings so that its business can be carried out efficiently and effectively;
 - c) To provide leadership to Council;
 - d) To represent the municipality at official functions
 - e) To carry out the duties of the Head of Council under the *Municipal Act, 2001* and any other Act; and
 - f) To provide information and recommendations to Council with respect to the role of Council described in the *Municipal Act, 2001*.
- 10.2 As Chief Executive Officer of the County, the Head of Council shall:
 - a) Uphold and promote the purposes of the municipality;
 - b) Promote public involvement in the County’s activities;
 - c) Act as the representative of the County both within and outside the municipality and promote the County locally, nationally and internationally; and

- d) Participate in and foster activities that enhance the economic, social and environmental well-being of the County and its residents.

PART 11: ROLE OF COUNCIL

11.1 In accordance with the *Municipal Act, 2001*, it is the role of Council:

- a) To represent the public and consider the well-being and interests of the County;
- b) To develop and evaluate the policies and programs of the County;
- c) To determine which services the County provides;
- d) To ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council;
- e) To ensure the accountability and transparency of the operations of the County, including the activities of the senior management of the County;
- f) To maintain the financial integrity of the County; and
- g) To carry out the duties of Council under the *Municipal Act, 2001* and any other Act.

PART 12: DISCLOSURE OF PECUNIARY INTEREST

- 12.1 It is the responsibility of each Member to identify and disclose any pecuniary interest (as defined by the *Municipal Conflict of Interest Act, R.S.O 1990, c.M.50* in any item or matter before Council, Committee or Local Board and the general nature thereof.
- 12.2 If a Member has any pecuniary interest, direct or indirect, in any matter in which the Council or Committee is concerned and if he/she is present at a Meeting at which the matter is the subject of consideration, he/she shall disclose his/her interest and the general nature thereof and leave the room and shall not take part in the consideration or the discussion of the matter nor vote on any motion in regard to the matter.
- 12.3 If a Member is not present and has any pecuniary interest, he/she shall disclose his/her interest at the next meeting in attendance.
- 12.4 Notwithstanding the quorum requirements of this By-Law, when a majority of the members has disclosed an interest in accordance with Section 12.2 of this By-Law and the *Municipal Conflict of Interest Act*, the remaining number of members shall be deemed to constitute a quorum, provided such number is not less than two.

- 12.5 Where a meeting is not open to the public, in addition to complying with the requirements for disclosure in open session, the Member shall forthwith leave the meeting for the part of the meeting during which the matter is under consideration.
- 12.6 The Clerk shall record the nature of any disclosure of pecuniary interest made by Members, as the case may be, and any such record shall appear in the minutes of that particular meeting, as the case may be.

PART 13: RULES OF CONDUCT

- 13.1 No Member shall:
- a) Speak disrespectfully of the reigning sovereign, or any of the Royal Family, or of the Governor-General, the Lieutenant Governor, or any person administering the government of the Dominion of Canada, the Province of Ontario or of The Corporation of Norfolk County.
 - b) Use offensive words, inappropriate actions or insulting language in or against any Member of Council or any Staff member or any member of the public.
 - c) Speak in a manner that is discriminatory in nature based on an individual's race, ancestry, place of origin, ethnic origin, citizenship, creed, gender, sexual orientation, age, colour, marital status, family status or disability.
 - d) Engage in private conversation while in the Council Meeting or use electronic devices including cellular phones, personal digital assistance, media players etc. for personal use.
 - e) Speak on any subject matter other than the subject in debate.
 - f) Disturb the Council by any disorderly conduct.
 - g) Where a matter has been discussed in Closed Session, and where the matter remains confidential, disclose a confidential matter or the substance of deliberations at a Closed Session, except to the extent that Council has previously released or disclosed the matter in public;
- 13.2 A Member shall not disobey the rules of the Council or a decision of the Mayor or of the Council on points of order or on the interpretation of the rules of procedure of the Council.
- 13.3 A Member should not leave his/her seat or make any noise or disturbance during the meeting and while a vote is being taken or until the vote is declared.
- 13.4 A Member shall not interrupt a Member who is speaking, except to raise a point of order or a question of privilege.

- 13.5 In the event that a Member persists in a breach of the Rules of this By-Law, after having been called to order by the Mayor, the Mayor shall put the question "Shall the Member be ordered to leave his/her seat for the duration of the Meeting?" and such question is not debatable.
- 13.6 If the Council decides the questions set out in Section 13.5 of this By-Law in the affirmative by a majority vote of the members present, the Mayor shall order the member to leave his/her seat for the duration of the Meeting.
- 13.7 If the Member apologizes, the Mayor, with the approval of the Council, may permit the Member to resume his/her seat.
- 13.8 No member of the public shall:
- Disturb the meeting by shouting, clapping or any other form of disorderly conduct, or
 - Use indecent, insulting or offensive language neither verbally or on signs or other visual displays
- 13.9 If a member of the public is in violation of the rules of this By-Law and fails to cease such activity upon direction of the Mayor or Chair, the Mayor or Chair has the discretion to either adjourn or recess the meeting.

PART 14: RULES OF DEBATE

- 14.1 No Member shall be deemed to have precedence or seniority over any other Member.
- 14.2 The Mayor shall preside over the conduct of the Meeting including the preservation of good order and decorum, ruling on points of order and deciding all questions relating to the orderly procedure of the Meeting, subject to an appeal to the Council.
- 14.3 The Mayor may answer questions and comments in a general way without leaving the chair, but if he/she wishes to make a motion or to speak on a motion taking a definite position and endeavouring to persuade the Council to support that position, then he/she shall first leave the chair.
- 14.4 If the Mayor desires to leave the chair for the purpose of taking part in the debate or for any other reasons, the Deputy Mayor will sit in his/her place until he/she resumes the chair.
- 14.5 Before a Member may speak to any matter, he/she shall first be recognized by the Mayor.
- 14.6 When two or more members indicate simultaneously that they wish to speak, the Mayor shall name the Member who is to speak first.

- 14.7 When a Member is speaking to a motion, he/she shall confine his/her remarks to the motion and in speaking shall be limited to a maximum of five (5) minutes, unless otherwise decided by a majority vote of the members present.
- 14.8 When a Member is speaking, no other Member shall interrupt that Member, except to raise a point of order or raise a question of privilege.
- 14.9 A Member shall not speak more than twice to any motion unless otherwise decided by a majority vote of the members present, except the Member who made a motion who shall be allowed to reply for a maximum of five (5) minutes.
- 14.10 After a motion is voted upon the Chair will call upon the next Member listed on the speaking list at the time the motion was placed.
- 14.11 When a motion is under debate, a Member may ask a concisely worded question of another Member or a Staff member through the Mayor prior to the motion being put to a vote by the Mayor.
- 14.12 A Member may require the motion under debate to be read at any time during the debate, but not so as to interrupt a member who is speaking.
- 14.13 If a Member disagrees with the announcement of the Chair that a question is Carried or Lost, he or she may immediately after the declaration by the Chair, object to the Chair's declaration and request the vote to be retaken, for purposes of clarification.
- 14.14 Unless a Member immediately appeals the Chair's decision, the decision and its result shall be final.

PART 15: QUESTIONS OF PRIVILEGE & ORDER

- 15.1 If a Member believes that his/her rights, privileges or integrity or those of the members collectively have been prejudicially affected, he/she shall ask leave of the Mayor to raise a question of privilege which shall take precedence over all other matters, but he/she shall not be permitted to enter into any argument or introduce any motion related to the question of privilege.
- 15.2 When the Mayor considers that the integrity of the County Manager or a Member of the County Administration has been impugned or questioned, the Mayor may permit the County Manager or a Senior Manager to make a statement to the Council.
- 15.3 When a Member desires to call attention to a violation of the Rules of Procedure, he/she shall ask leave of the Mayor to raise a point of order and after leave is granted, he/she shall state the point of order to the Mayor succinctly and the Mayor shall then decide upon the point of order and advise the members of his/her decision.
- 15.4 Unless a Member immediately appeals the Mayor's decision to the Council, the decision of the Mayor shall be final.

- 15.5 If the decision of the Mayor is appealed to the Council, then the question "Shall the ruling of the Chair be sustained?" shall be put immediately without debate and its result shall be final.
- 15.6 When the Mayor calls a Member to order, that Member shall cease speaking until the point of order is dealt with and that Member shall not speak again to the matter under discussion without the permission of the Mayor unless to appeal the ruling of the Mayor.

PART 16: NOTICES OF MOTION

- 16.1 Any member of Council may give a Notice of Motion indicating intent that the Member will introduce a motion at the next or a subsequent meeting. The giving of a Notice of Motion requires no Secunder and is not at that time debatable.
- 16.2 All Notices of Motion shall be in writing and filed with the Clerk.
- 16.3 Notices of Motion filed with the Clerk at a Council Meeting shall be placed on the Council Agenda under "Motions" at the next Regular Council Meeting unless otherwise noted, Notices of Motion filed with the Clerk at Council-In-Committee meetings shall be placed on the Agenda under "Motions" at the next Regular Council-In-Committee Meeting unless otherwise noted.
- 16.4 Any motion may be introduced without notice if the Council without debate, dispenses with notice on the affirmative vote of at least two-thirds of the Members present and voting.

PART 17: MOTIONS

- 17.1 Motions shall be moved and seconded before being debated or put to a vote.
- 17.2 Every motion shall be deemed to be in the possession of the Council for debate after it is accepted by the Mayor, but may, with the permission of the Council, be withdrawn at the joint request of the mover and seconder at any time before the motion is disposed of.
- 17.3 When a motion is under debate, no other motion shall be in order except a motion:
 - a) to adjourn;
 - b) to proceed beyond the hour of 9:00 p.m.;
 - c) to defer;
 - d) to call the question (close the debate);
 - e) to amend;
 - f) to refer.

- 17.4 A motion to adjourn shall:
- a) not be amended;
 - b) not be debated;
 - c) not include qualifications or additional statements; and
 - d) always be in order except when a Member is speaking or the members are voting or when made in a Closed Session.
- 17.5 When a motion to adjourn has been decided in the negative, no further motion to adjourn shall be made until after some subsequent proceeding has taken place.
- 17.6 A motion to adjourn shall take precedence over any other motion and shall be put immediately without debate.
- 17.7 The Council shall always adjourn when there is no business before them or at 9:00 p.m. if in session at that hour, unless otherwise decided before that hour by a two-thirds majority vote in Open Session of the members present at the Meeting to go beyond that hour.
- 17.8 A motion to proceed beyond the hour of 9:00 p.m. shall:
- a) not be amended;
 - b) not be debated; and
 - c) shall always be in order, except when a Member is speaking or the members are voting; and
 - d) require a two-thirds majority.
- 17.9 A motion to defer a matter under consideration shall:
- a) not be amended;
 - b) not be debated;
 - c) c) always be in order and take precedence, except when a Member is speaking or the Members are voting; and
 - d) where possible, indicate a future date during which the matter will be further considered.
- 17.10 A motion to call the question (close the debate) shall:
- a) not be amended;
 - b) not be debated;
 - c) apply to the motion or amendment under debate at the time when the motion to put the question is made;
 - d) not be received in any Committee;

- e) be moved using the words "That the question now be called."
- 17.11 If a motion to call the question is decided in the affirmative by a majority vote of the members present, then the preceding motion or amendment shall be voted on immediately without further debate or comment.
- 17.12 A motion to refer means a motion to request that a pending motion be referred to Administration, a Committee, a Local Board, or elsewhere to obtain further information to be provided for consideration.
- 17.13 A motion to refer a matter under consideration to a Committee or elsewhere shall:
 - a) be open to debate;
 - b) be amendable; and
 - c) preclude amendment or debate of the preceding motion, unless the motion to refer is resolved in the negative, in which case the preceding motion shall be open to debate and amendment.
- 17.14 A motion to refer shall include:
 - a) the name of the administrative department or Committee to whom the request is to be referred; and
 - b) instructions or directions respecting the information required.
- 17.15 A motion to amend shall:
 - a) be open to debate;
 - b) not propose a direct negative to the main motion;
 - c) be relevant to the main motion; and
 - d) not be further amended more than once.
- 17.16 Voting on the main motion and amending motions shall be conducted in the following order:
 - a) a motion to amend a motion to amend the main motion;
 - b) a motion (as amended or not) to amend the main motion; and
 - c) the main motion (as amended or not).
- 17.17 When a motion under consideration contains distinct and separate propositions,
 - a) Member may request a division of the question, provided a Recorded Vote has not previously been called for. Such request is not debateable or amendable.

- b) The Mayor shall divide the question and the vote upon each proposition shall be taken separately.

PART 18: VOTING PROCEDURES

- 18.1 A motion shall be put to a vote by the Mayor immediately after all members desiring to speak on the motion have spoken in accordance with the rules of debate outlined in Section 14.9 of this By-Law.
- 18.2 After a motion is put to a vote by the Mayor, no Member shall speak on that motion, with the exception of the Mayor who may speak after the result of the vote is announced. No other motion shall be made until after the result of the vote is announced.
- 18.3 Every Member of Council including the Mayor or other Presiding Officer present at a Council Meeting when a question is put shall vote thereon, except where he/she is disqualified to vote by reason of a pecuniary interest or is absent from the Council Chamber when the question is put.
- 18.4 Every Member of Council who is not disqualified from voting by reasons of a declared pecuniary interest shall be deemed to be voting against the motion if he/she declines or abstains from voting.
- 18.5 All votes shall be by show of hands, except when a Recorded Vote is requested. The manner of determining the decision of the Council on a motion shall not be by secret ballot or by any other method of secret voting.
- 18.6 The Mayor shall announce the result of every vote. Upon the taking of any vote, if all of the members present when the vote is taken vote unanimously, the Mayor may direct the Clerk to record the vote accordingly.
- 18.7 If a Member disagrees with the number of votes for and against a motion as announced by the Mayor, he/she may object immediately to the Mayor's declaration and, with the consent of the Council, the vote shall be re-taken.
- 18.8 When there is a tie vote on any motion, it shall be deemed to have been decided in the negative.
- 18.9 A Member may call for a Recorded Vote immediately prior to or immediately after the taking of the vote.
- 18.10 When a Recorded Vote is taken, the names of those who voted for and those who voted against the motion shall be entered in the Minutes.

- 18.11 In any vote required of the Whole Council, the number of members constituting the Council shall be determined by excluding:
- a) The number of members who are present at the Meeting but who are excluded from voting by reasons of the Municipal Conflict of Interest Act, R.S.O. 1990, c.M50 as amended;
 - b) The number of seats that are vacant on the Council by reasons of Section 259 of the *Municipal Act, 2001* 2001, S.O. 2001, c.M25 as amended.

PART 19: RECONSIDERATION

- 19.1 A "Motion to Reconsider" means a motion requesting to bring back, for further consideration, a motion which has already been voted on by Council.
- 19.2 Within one year after a matter has been decided by Council, and within that term of office, a member who voted in the majority may, present a Notice of Motion to reconsider that matter. Such Notice of Motion to Reconsider shall be referred to the next available Meeting of Council and shall be included on the Agenda under "Motions"
- 19.3 Actions of Council that have already been acted upon and cannot be reversed or suspended cannot be reconsidered.
- 19.4 Before accepting a Notice of Motion to Reconsider, the Mayor may ask the Member to confirm that he or she voted with the majority on the issue in question.
- 19.5 A Motion to Reconsider a decided matter shall require the approval of at least two-thirds majority vote of the Members present.
- 19.6 No Motion to Reconsider any decided matter shall be permitted more than once during a period of twelve months following the date on which the question was decided.
- 19.7 During this time frame, a request for the consideration of a decided matter by a member of the public will be included in the Council Information Package.
- 19.8 No Motion to Reconsider may, itself, be the subject of a Motion to Reconsider.
- 19.9 No debate on a Motion to Reconsider a decided matter shall be permitted; however, the mover of a Motion to Reconsider may provide or may make a brief and concise statement outlining the reasons for proposing such reconsideration.
- 19.10 If a Motion to Reconsider is decided in the affirmative at a Meeting, then consideration of the original motion shall become the next order of business and debate on the question to be reconsidered shall proceed as though it had never previously been considered.

PART 20: ENACTMENT OF BY-LAWS

- 20.1 Every By-Law coming before Council shall be in typewritten form and shall contain no blanks except as may be required to conform to accepted procedure or to comply with provisions of any statute or regulation and shall be complete with the exception of the number and date.
- 20.2 All By-Laws coming before Council shall receive one reading, unless otherwise requiring more than one reading, pursuant to a Provincial or Federal statute or regulation.
- 20.3 Every By-law shall be introduced upon motion by a Member of Council, and any number of Bills may be introduced together in one motion, but Council may at the request of a Member of Council, deal separately with any By-law.
- 20.4 No By-Law may be defeated on the floor without reconsideration of the original motion which gave rise to consideration of the By-law.
- 20.5 Every By-Law enacted by the Council shall be dated and signed by the Mayor and the Clerk, sealed with the seal of The Corporation.

PART 21: EDITORIAL AND OTHER CHANGES

- 21.1 The Clerk may make the following changes to By-Laws or resolutions to:
- (a) Correct spelling, punctuation or grammatical errors, or errors that are of a clerical, typographical or similar nature.
 - (b) When the name, title, location or address of a body, office, person, place or thing has been altered, change any reference to the name, title, location or address to reflect any alteration in name, title, location or address.
 - (c) Correct errors in the numbering of provisions or other portions of a By-Law and make any changes in cross-references that are required as a result.
 - (d) Make a correction, if it is patent both that an error has been made and what the correction should be.
- 21.2 The Clerk may provide notice of the changes made under paragraphs (a) to (d) in the manner that he or she considers appropriate.
- 21.3 No legal significance shall be inferred from the timing of the exercise of a power under this section.
- 21.4 Regardless of when a change is made to a By-Law under this section, the change may be read into the By-Law as of the date it was enacted if it is appropriate to do so.

PART 22: COUNCIL-IN-COMMITTEE**22.1 Composition:**

All members of the Council shall constitute and fully participate in business meetings (termed "Council-In-Committee") at which all substantive matters of concern of the municipality requiring a policy decision shall be considered for recommendation to the Council.

22.2 Chair and Vice-Chair:

The Chair and Vice-Chair of Council-In-Committee shall be appointed every four months by the members of the Committee.

22.3 Regular Meetings:

- a) All regular meetings of Council-In-Committee shall be take place on the first (1st) and third (3rd) Tuesdays of the month and shall convene in the Council Chambers and/or Committee Room A at 3:00 p.m.
- b) A Council-In-Committee may be convened earlier, if deemed necessary with the approval of the Mayor with public notice given in accordance with Sections 5.1 and 5.2.
- c) Where such Tuesday may be a holiday, the Council-In-Committee shall meet on the business day next following the regular day of the meeting or on another date as is deemed practicable.

22.4 Order of Business/Agendas:

The Clerk or his/her designate shall prepare the Agenda for all Regular Council-In-Committee Meetings consisting of the below Order of Business. The Clerk or Clerk-designate may amend the Order of Business to facilitate Deputations or Presentations being heard at 5:00p.m.

- a) Disclosures of Pecuniary Interest
- b) Approval of the Agenda/Changes to the Agenda
- c) Closed Session (If early session required) Consent
- d) Presentations/Deputations & Related Reports
- e) Staff Reports/Discussion Items
- f) Communications
- g) Motions
- h) Notices of Motion
- i) Other Business
- j) Closed Session
- k) Adjournment

22.5 Minutes

- a) Minutes of the Council-In-Committee, whether it is closed to the public or not, shall record all of the recommendations, decisions and other proceedings of the meeting without note or comment.
- b) The Minutes of the Council-In-Committee meetings shall be circulated to the next subsequent Council meeting for Council's approval which enacts the resolutions contained therein.
- c) Minutes of all Closed Sessions shall remain confidential and shall be circulated to Members of Council. Closed Session Minutes of Council-In-Committee shall be approved through resolution of Council. Closed Session Minutes of Council shall be reviewed for errors or omissions and declared adopted by Council.

22.6 Rules of Procedure

- a) The rules governing the procedures of the Council and the conduct of its Members shall be observed in Council-In-Committee Meetings with necessary modifications.

PART 23: COMMITTEES**23.1 Procedure:**

Committees shall conform to the rules governing the protocol and procedure of Council and its Committees as set out in this By-Law except as otherwise provided for in this Section.

23.2 Establishment – Appointment:

Council establishes various Boards and Committees to help support their work. Generally, Boards and Committees are ongoing or a task force. These Boards and Committees provide recommendations, advice, and information to Council on an ongoing basis on specific municipally related matters. Some are discretionary and others are mandatory as required by legislation. The process for the establishment, review and recruitment shall be in accordance with the Policy for Boards & Committees of Council (EBS-39)

23.3 Mayor – Ex-officio:

The Mayor shall be an ex-officio member of every committee. Where a committee is established by reference to a particular number of members without specifically providing for the membership of the Mayor, such number is automatically increased by one, being the Mayor, as provided under this Section.

The Mayor shall vote and otherwise participate without any restriction in the business of the committee on the same basis and afforded the same rights as any other Committee Member.

23.4 Terms of Reference:

Subject to the provision of any general or special Act, the Council, in establishing any Boards or Committees, shall establish a Terms of Reference and such other provisions as the Council deems proper.

23.5 Quorum:

A quorum for a Committee is as defined under Section 4.9 (a) of this By-Law. The Mayor is a member to be included in determining the quorum.

23.6 Committee Chair:

Annually, each Committee at its first meeting will appoint a Committee Chair and Committee Vice-Chair from among its members. Each Committee shall have the authority to alter the time of its meetings and to hold special meetings so that where possible it will not conflict with meetings of Council and advise the Clerk accordingly.

23.7 Minutes:

The Minutes of all Committees shall be forwarded to Council to be received as information. Any matter or issue of a Committee that requires specific approval of Council shall be brought forward in a written report of a Staff Liaison of the Committee for Council's consideration.

PART 24: CONFIRMING BY-LAW

24.1 The proceedings at every Regular and Special Meeting shall be confirmed by By-Law so that every decision of the Council at that Meeting and every Resolution passed thereat shall have the same force and effect as if each and every one of them had been the subject of a separate By-Law duly enacted.

PART 25: REPEAL

25.1 Norfolk County By-Law 2015-25 and any amendments thereto are hereby repealed in their entirety.

PART 26: ENACTMENT

26.1 The effective date of this By-Law shall be the date of passage thereof.

ENACTED AND PASSED this 11th day of July, 2017.

Original By-Law Signed by:

Mayor C. H. Luke and Clerk/Manager of Council Services Andrew Grozelle

E.B.S. 17-43

Robert's Rules or Order

Robert's Rules of Order are a formal set of rules most commonly referred to by groups and organizations wanting to follow parliamentary procedure and a majority rule decision-making model. Below is a brief one-page summary of some of Robert's Rules of Order. Robert's book outlining all of Robert's Rules of Order can be purchased.

1. Discussion on an issue cannot begin until a motion is moved and seconded addressing the issue. For example, if the issue is meeting length, then a member of the group may say "I move that meetings be 2 hours in length". Another member of the group would need to second the motion by saying "I second that motion" and discussion on the topic can begin.
2. Amendments (changes) can be made to the motion. These can be "friendly" amendments or "unfriendly" amendments. For example, if a member of a group wants to change the motion to read "that meetings be 2 hours in length, except when decided otherwise by the Chair", the mover and seconder of the original motion can accept this amendment to the motion, in which case the amendment is a friendly amendment (ie. friendly to the intent of the original motion). However, if the mover and seconder feel that the amendment is contrary to the intent of the original motion or too great of a change, they can decide that it is an unfriendly amendment.
3. Friendly amendments, once accepted by the mover and seconder of the original motion, change the motion and discussion continues on the amended motion.
4. When an unfriendly amendment is made, discussion moves to discussion of the amendment and the amendment is voted on before discussion continues on the original motion.
5. Amendments, like motions, require a mover and seconder.
6. Members of the group can introduce a "point of order". For example, if discussion is continuing on a motion, when there is an amendment on the floor, a member of the group can raise a "point of order" to point this out to the Chair. Points of order are heard as soon as they are raised.
7. Members of the group can introduce a "point of information". For example, if there is discussion on an issue but it's getting off track because of a lack of a piece of information or because of some misinformation, someone can share this information with the group by raising a point of information. The person sharing the information must provide the information only and not offer any opinion. Points of information are heard as soon as they are raised.
8. Members of the group can introduce a "point of privilege". For example, if the room is very hot, members can raise a point of privilege to ask to have the windows opened. Points of privilege are heard as soon as they are raised.
9. Members of the group can "call the question". Once this happens, debate and discussion of the motion (or amendment) on the floor stops and a vote is taken.



POLICY EBS-39: Policy for Boards & Committees of Council

Employee and Business Services

Approval Date: November 8, 2005
Approval Authority: Council, Resolution No. 16
Effective Date: November 8, 2005
Revision Date/s: April 24, 2007

Purpose:

The purpose of this policy is to identify a process for establishing Boards and Committees of Council; requirements for maintaining and supporting their work; and the coordination of the appointment and advertising process through the Clerk and Council Services Division. It excludes external bodies and local boards not established by Council and internal, working groups of an administrative nature.

This policy supplements the Norfolk County Procedural By-law 2017-83. Boards and Committees, including Staff liaisons, shall be subject to the provisions of the Procedural By-Law.

Implementation Procedure:

1. Classification of Boards and Committees

Where the municipality makes appointments to bodies of its own creation and to outside bodies when requested to do so, such appointments shall be citizen appointments, except in those situations where the municipality has a direct financial involvement, in which case Council shall determine whether or not it will appoint citizen and/or Council Members to such bodies. Council, under certain circumstances, may deem it necessary for Council representation on some Boards and Committees.

Generally Boards and Committees may be either ongoing or a task force. Ongoing provides recommendations, advice and information to Council on an ongoing basis on specific municipally-related matters that relate to the mandate of Boards and Committees as set out in the Terms of Reference, established by By-Law. They may include some of the following:

- i) **Advisory** - includes bodies authorized by Municipal Council to provide input on a discretionary basis and advice to Council on a particular matter, or undertake special projects as assigned.
- ii) **Mandatory** - where a Provincial Statute prescribes the type of appointments to be made by the municipality to a given body, the Statute be complied with;

- iii) Management - serves at the request of Council to oversee the operation of municipally-owned lands, buildings and structures;
- iv) Local Boards/Committees - means a school board, municipal service board, transportation commission, public library board, board of health, police services board, planning board, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special Act with respect to any of the affairs or purposes, including school purposes, of a municipality;
- iv) External Bodies - separate special purpose bodies that have a substantial amount of authority over their own operations.
- vi) Appeals Committee - hears and deals with appeals and/or minor variances to Norfolk County By-laws.

Task Forces assist in the short-term study and analysis of a specific municipally-related issue, as defined in the Terms of Reference, established by By-Law. They may include staff representation as well as representation from external bodies.

2. Establishment of Boards and Committees

Boards and Committees are proposed by resolution of Council and established by By-law. Each By-law shall incorporate the Terms of Reference for the specific Board/Committee. Prior to Council's establishment of any Board or Committee by by-law, relevant department head(s) shall submit a report to Council including the following information:

- a. Inventory of previous and existing activities related to the matter, including public consultation initiatives;
- b. Suggested types of public consultation;
- c. Board/Committee Terms of Reference;
- d. Membership composition and level of expertise or specialization required by committee members for the selection process;
- e. Orientation, training and facilitation needs.

3. Ongoing Review of Boards and Committees

Early in a new Council term, Council shall review all Boards and Committees. The Clerk and the Senior Management Team shall assist in this effort by providing an overview of all Boards/ Committees, including, but not limited to, the following:

- a. A list of Boards/Committees by name and type;

- b. Summary of mandates, goals and objectives for each Board/Committee;
- c. Achievements and challenges for each Board/Committee
- d. Recommendations on the future direction of each Board/Committee and its structure in general;
- e. Review and recommendations on the reporting and functional relationships of Boards/ Committees in general.

The Terms of Reference of each Board/Committee shall be reviewed on an ongoing basis by relevant staff in order to ensure that the Terms of Reference, the need for and the roles of each Board/Committee remains relevant and appropriate.

If a Board or Committee is to be disbanded, a final report on the Board/Committee activities and reasons for disbandment shall be presented to Council for approval.

4. Terms of Reference

It is recommended that the following components be included in the Board/Committee Terms of Reference at a minimum:

a. Nature of Committee/Reporting and Functional Relationships

- describes type of Board/Committee, whether ongoing or task force
- sets out reporting and functional relationships between the Board/Committee, Council, relevant County staff and the public.

b. Mission/Mandate of Board/Committee

- sets out the general purpose, goals and activities of the Board/Committee

c. Committee Composition

- describes the nature of the membership (citizens and/or organizations, numbers in each category), membership qualification, terms, quorum requirements, absentee requirements, Council Liaison, staff support.

d. Roles/Responsibilities

- identifies various roles and expectations of key Board/Committee participants (members, Chair, Vice-Chair, staff participants, staff liaisons)

e. Appointment Process/Criteria for Selection

- sets out appointment process for selection of Board/Committee appointees
- qualifications, duties and expectations should be clearly identified

f. Resignation Process

- sets out resignation process for resignation of Board/Committee appointees

g. Rules of Procedure/Order

- Board/Committee members shall observe the Rules of Procedure outlined in the Council Procedure By-Law, as far as applicable, keeping in mind that members may feel more comfortable and appreciate the opportunity to exchange views with fellow committee members in a more informal atmosphere.

h. Schedule/Location of Meetings

- The Committee will establish a meeting schedule, setting out the time and place for meetings at the beginning of each year.

i. Meeting Structure, Agenda and Minute Formats

- Identifies format, preparation and distribution of agendas and minutes
- Identifies that Minutes of all meetings, whether closed to the public or not, shall be recorded.

j. Budget & Financial Reporting

- Identifies budget process and financial reporting through staff liaisons.

k. Remuneration & Expenses

- Identifies any remuneration and expenses for Board/Committee participants and reporting requirements to the Treasurer.

5. Appointment Process and Advertising for Board/Committee Members

Where a Provincial Statute prescribes the type of appointments to be made by the Municipality to a given Board or Committee, the Statute shall be complied with. Where the Municipality makes appointments to Boards/Committees of its own creation and to outside bodies when requested to do so, such appointments shall be citizen appointments, except in circumstances where the Municipality has a direct financial involvement, in which instance Council shall determine whether or not it will appoint citizens and/or Council Members to such bodies.

Vacancies for citizen appointments shall be publicly advertised in the local newspapers and on the Norfolk County website. To apply to serve as a volunteer on a Norfolk County Board or Committee, interested individuals shall be invited to apply and submit an Application. Applicants should be a resident or municipal taxpayer in Norfolk County. Some Boards and Committees have additional requirements such as age of majority or citizenship as required by legislation, and each has its own qualification

criteria such as skills and experience which is established in the Terms of Reference. These appointments enable local citizens from various backgrounds to participate in local government and voluntarily give their time and expertise to help formulate the direction of certain programs.

Generally, the duration of Board/Committee appointments are the same as the term of Council, however staff may recommend that the terms for specific Board/Committee appointments be staggered to ensure experience and consistency in following the Board/Committee's goals and mandate. While appointees may serve on more than one Board/Committee, Council shall give first consideration to individuals who are not already appointed to another Board/Committee.

The following process, coordinated by the Clerk and Council Services Division, will generally be followed in initiating the recruitment, selection and appointment process:

- a. Upon Council passing a By-law to establish a Board/Committee, the Clerk, in consultation with the relevant County department and Staff Liaison, will advertise Committee vacancies in the local newspapers and on the Norfolk County website, making note of the mandate of the Committee, a brief statement of the role and responsibilities of Committee membership, duration of term, level of commitment, application process and contact information.
- b. Applicants shall be required to complete and submit to the Clerk an application form, available from the Clerk's office and the Norfolk County website. Once the applications have been reviewed by staff, a report recommending selected appointees will be prepared for approval by Council. All applications received shall be forwarded to Council with the staff report.
- c. Upon Council's approval of Board/Committee appointments, the Council Services Division will prepare the necessary appointment by-law.
- d. The Council Services Division, on behalf of Council, shall send out confirmation letters to new Board/Committee appointees and advise of their staff liaison and any other relevant contacts.
- e. All staff liaisons must notify the Clerk and Council Services Division no later than August 31st in each year of any appointments required for the upcoming year.
- f. The Clerk and Council Services Division will then coordinate the necessary advertising in September each year in accordance with this appointment process.

6. Resignation/Dismissal Process

Board/Committee members wishing to resign their appointment shall submit a letter of resignation which shall be forwarded as soon as possible to the Clerk. Upon acceptance of the resignation, the Clerk in consultation with the Staff Liaison will initiate the aforementioned appointment process to fill the vacancy.

Council, at its discretion can dismiss any Committee/Board in its entirety or any member thereof at any time.

7. Absentee Requirements

If any Board/Committee member is absent from three consecutive meetings, without justification, the Chair of the Committee, in consultation with the staff liaison, will ask the member whether or not they wish to attend meetings and remain on the Committee or resign.

8. Orientation Sessions

Orientation sessions shall be conducted for new Board/Committee appointees and for interested returning Board/Committee appointees at the beginning of each Council term. All Board/ Committee members benefit from orientation. The sessions identify goals, objectives and work plans. Further sessions may be conducted for appointees during the Council term, as required. Orientation manuals will be distributed to all members of the Committee for reference purposes. Each Board/Committee manual shall include the following information:

- a. Establishing By-Law for Board/Committee and Terms of Reference
- b. Mandatory Statutes (i.e. Ontarians with Disabilities Act)
- c. Norfolk County Procedural By-Law
- d. County Organizational Structure
- e. Member Contact Information
- f. Council Members Contact Information
- g. Relevant County Policies & Procedures affecting Board/Committee members.
- h. Committee Relationship to Council
- i. Staff Support

9. Meeting Structure, Agenda and Minute Formats

Meeting structure, agenda and minute formats should meet the needs of Individual Boards/ Committees, while ensuring consistency, completeness and accountability. A Board/Committee may choose to follow a more informal procedure and allow for a consensus approach to discussion. It is recommended that the following components be included in Board/Committee Agendas, where specific subject items are described in each component.

- a. Date, time, location of meeting

- b. Members present (include office, i.e. Chair, Recording Secretary)
- c. Members absent/regrets
- d. Disclosure of Pecuniary Interest
- e. Approval of previous minutes
- f. Presentations/Deputations
- g. General Business and Reports
- h. Correspondence
- i. Other Business
- j. Closed Session
- k. Next meeting.
- l. Adjournment.

It is recommended that the Board/Committee minutes briefly outline the substance of each of the agenda items discussed during the meeting, including actions taken and recommendations by motion. Motions shall not be required to be seconded. The minutes shall be forwarded as soon as possible following the meeting to the Clerk in order to present them to Council as information on a timely basis. Staff will be required to prepare a report for any recommendation of a Board/Committee requiring action by Council. Minutes of all meetings must be recorded.

10. Access to Meetings

Except as provided in this section, all meetings shall be open to the public and the media and Board/Committee Minutes shall be available upon request. The Chair or presiding Officer may expel any person for improper conduct at a Meeting. A meeting may be closed to the public if the subject matter being considered is:

- a. the security of the property of the municipality or local board;
- b. personal matters about an identifiable individual, including municipal employees or local board members;
- c. a proposed or pending acquisition or disposition of land by the municipality or local board;
- d. labour relations or employee negotiations;
- e. litigation or potential litigation, including matters before administrative tribunals, affecting the municipality;

- f. the receiving of advice that is subject to solicitor-client privilege; including communications necessary for that purpose;
- g. a matter in respect of which the board or committee may hold a closed meeting under the authority of another Act.
- h. for the purpose of educating or training the members, subject to the condition that no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the committee.

Before holding a Meeting or part of a Meeting that is to be closed to the public, the Board/ Committee shall state by Resolution:

- a. the fact of the holding of the Closed Meeting;
- b. the general nature of the matter to be considered at the Closed Meeting.
- c. in the case of a meeting for educational or training purposes, that it is closed for that purpose as well.

All deliberations while in Closed Session shall remain confidential unless otherwise approved by Committee in Open Session.

11. Provision for Accessibility and Diversity

Adequate provision shall be made by the Chair of the Board/Committee and relevant staff to ensure that meeting locations, agenda and minute formats, communications and conduct of meetings be accessible, to ensure maximum participation and quality customer service. Reference may be made to the provisions of the Ontarians with Disabilities Act, and similar legislation, policies and guidelines. Membership that reflects the diversity of the Norfolk County community will be encouraged in the recruitment, selection and appointment process.

12. Pecuniary Interest

If a Committee member has a pecuniary interest in any matter and is, or will be, present at a meeting at any time at which the matter is the subject of consideration, the member:

- a. shall, before any consideration of the matter, at the meeting verbally disclose the interest and its general nature.
- b. shall not, at any time, take part in the discussion of, or vote on, any question in respect to the matter; and
- c. shall leave the meeting and remain absent from it at any time during consideration of the matter.

13. Budget/Financial Reporting

Boards/Committees may make requests for budget allocations through their staff liaison in advance of the County's annual budget process. All related revenue and expenditure transactions will follow Council approved policy. Requests must relate to specific activities approved in the Board/Committee's mandate and work plan. Requests shall be submitted by the appropriate department head for consideration in the County's budget review.

14. Remuneration & Expenses

In accordance with Section 284(3) of the Municipal Act, if, in any year, the Committee pays remuneration or expenses to one of its members who was appointed by Council, the Committee shall on or before January 31 in the following year provide to the Treasurer an itemized statement of the remuneration and expenses paid for the year.

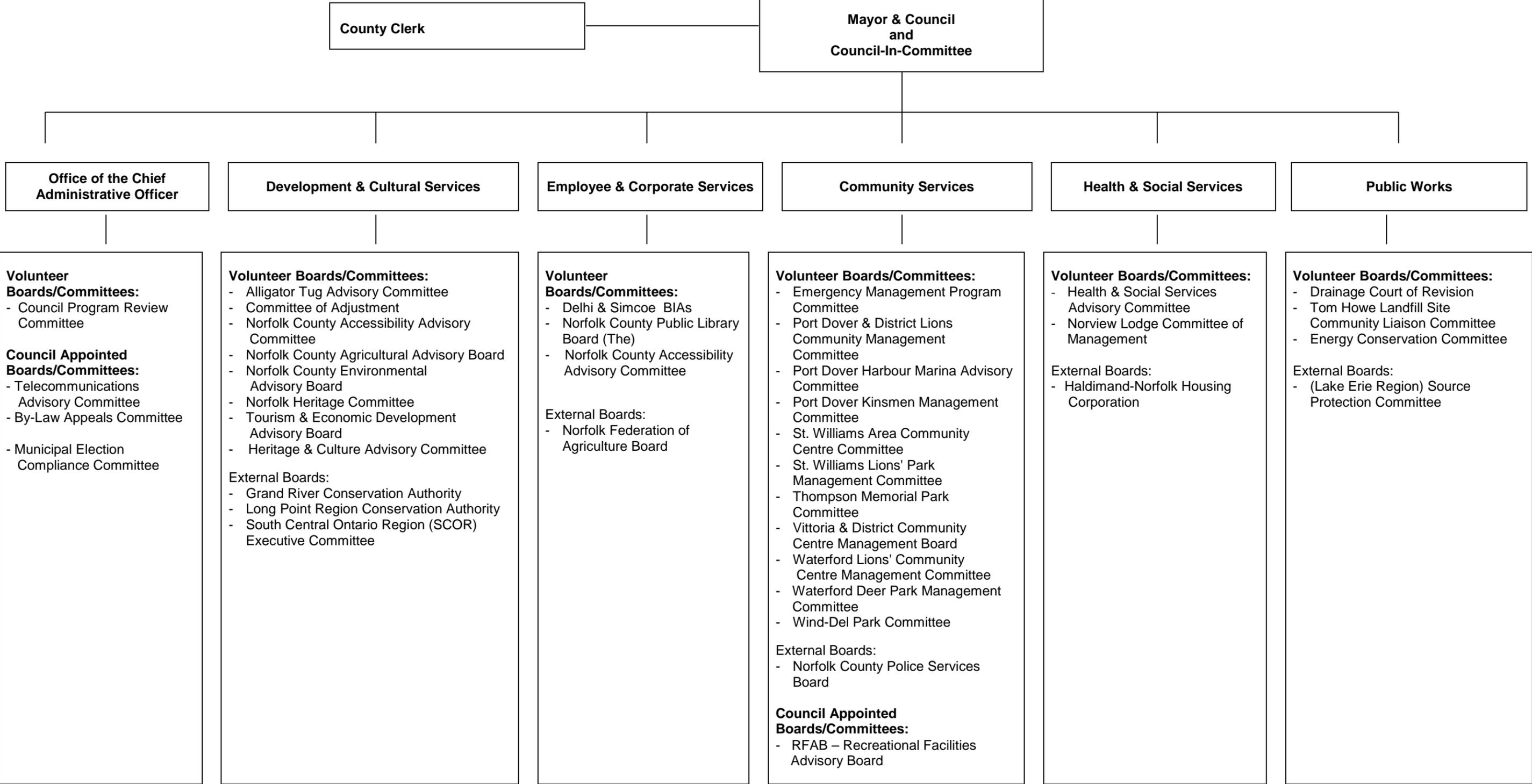
15. Norfolk County Policy and Procedures

Board and Committee members shall adhere to the policies and procedures of Norfolk County.

Attachment:

[Boards and Committees of Council Organizational Structure](#)

Norfolk County Boards and Committees of Council Organizational Structure





**Norfolk County
Corporate Strategic Plan
2015 - 2019**

FINAL REPORT

January 2015

Contents

EXECUTIVE SUMMARY	4
1 INTRODUCTION	7
1.1 STRATEGIC PLANNING PROCESS	8
2 CORPORATE MISSION, VISION AND KEY PRINCIPLES	9
2.1 MISSION STATEMENT	9
2.2 VISION	9
2.3 KEY PRINCIPLES	10
3 THE CONTEXT FOR CHANGE	11
3.1 DRAWING FROM OUR PAST STRATEGY	11
3.2 PLANNING FOR THE FUTURE	13
4 THE COMMUNITY'S VOICE	16
4.1 ENGAGEMENT PROCESS AND OUTCOMES	16
4.2 THE VOICE OF YOUTH	19
5 SWOT ASSESSMENT	20
5.1 STRENGTHS	21
5.2 WEAKNESSES	22
5.3 OPPORTUNITIES	23
5.4 THREATS	25
6 CORPORATE ACTIONS FOR 2015-2019	26
6.1 GOALS AND OBJECTIVES	26
7 IMPLEMENTATION PLAN	28
7.1 DEPARTMENTAL BUSINESS PLAN REPORT CARDS	33
7.2 CORPORATE STRATEGIC PLAN ANNUAL REPORT	33
APPENDIX: PART 2 – TECHNICAL REPORT	35
8 CURRENT POLICY FRAMEWORK	35
8.1.1 NORFOLK COUNTY OFFICIAL PLAN 2011	35
8.1.2 NORFOLK COUNTY ECONOMIC DEVELOPMENT STRATEGY 2011	36
8.1.3 NORFOLK COUNTY SITUATIONAL ANALYSIS 2011	39
8.1.4 NORFOLK COUNTY TRAILS MASTER PLAN 2009	41
8.1.5 NORFOLK COUNTY CORPORATE STRATEGIC PLAN 2008	42
8.1.6 NORFOLK COUNTY COUNCIL STRATEGIC PLAN 2009 – 2010	44

8.1.7	HALDIMAND AND NORFOLK HEALTHY COMMUNITIES PARTNERSHIP; DRAFT STRATEGIC PLAN (2014)	45
8.1.8	HALDIMAND – NORFOLK 10 YEAR HOUSING AND HOMELESSNESS PLAN, SEPTEMBER 2013	47
8.2	EXISTING POLICY FRAMEWORK MATRIX	48
8.2.1	IDENTIFYING COMMON THREADS	48
9	COMMUNITY PROFILE	50
9.1	OUR CURRENT STATE	50
9.1.1	POPULATION GROWTH	50
9.1.2	POPULATION BY AGE STRUCTURE	51
9.1.3	HOUSEHOLD INCOME	53
9.1.4	EDUCATION	54
9.1.5	SUMMARY OF DEMOGRAPHIC PROFILE	55
9.2	COMPETITIVE ANALYSIS	55
9.2.1	LABOUR FORCE BY SECTOR CATEGORY	55
9.2.2	LABOUR FORCE BY OCCUPATIONAL CLASSIFICATION	58
9.2.3	LABOUR FLOW CHARACTERISTICS	60
9.2.4	BUSINESS PATTERNS ASSESSMENT	63
10	COMMUNITY ENGAGEMENT	67
10.1	COMMUNITY CONVERSATIONS	67
10.1.1	THE COMMUNITY’S VISION AND PRIORITIES	67
10.1.2	THE VOICE OF YOUTH IN NORFOLK	68
10.2	ONLINE SURVEY RESULTS	69
10.2.1	INTRODUCTION	69
10.2.2	DATA ANALYSIS AND METHODOLOGY	69
10.2.3	SURVEY FINDINGS	69
10.2.4	MAKING NORFOLK A GREAT PLACE TO LIVE	77
10.2.5	FUTURE SERVICE DELIVERY	78
10.2.6	RESIDENT PROFILE	79
10.2.7	SUMMARY OF KEY FINDINGS	82
10.3	INTERVIEW SUMMARY	83
10.4	STAFF SESSIONS	97
10.5	YOUTH CONSULTATIONS	100
10.5.1	MAY 8, 2014: CONSULTATION FACILITATED BY MDB INC.	100
10.5.2	MAY 15, 2014: CONSULTATION FACILITATED BY STAFF	105
10.5.3	APRIL 3, 2014: CONSULTATION FACILITATED BY STAFF	108
10.6	COUNCIL AND SENIOR STAFF SESSIONS	113
10.6.1	FACILITATED STRATEGIC PLANNING SESSION	113
10.6.2	VISION	114
10.6.3	MISSION	116
10.6.4	GUIDING PRINCIPLES	117

10.6.5	PRIORITIES	118
10.6.6	OBJECTIVES	119
10.6.7	ONLINE SURVEY FOR COUNTY COUNCIL	120

Executive Summary

Situated along the north shore of Lake Erie, Norfolk County is well positioned as a popular tourist destination in what is favourably known as Ontario's South Coast. With its ports and towns, as well as nature conservatories, parklands, and open spaces, the County offers outdoor recreation and a multitude of tourism amenities.

Traditionally rooted in agriculture with a strong farming culture, Norfolk County was once a major contributor to the Canadian tobacco industry and was positioned at the heart of the Ontario Tobacco Belt¹. Changes in the tobacco industry have led to greater agricultural diversity within the local sector as a means of remaining competitive. Norfolk now prides itself on this diversity, and is promoting the unique array of alternative crops (e.g., ginseng) and vegetables, fruits, and more under the moniker of "Ontario's Garden".

Norfolk County's small businesses and farming operations are not only processing their products on site but also adding value to their agriculture in unique and trendy ways. Creative enterprises and industries such as Ontario's only "farm brewery" Rambling Road, the emergence of local wineries and tea rooms; new tourism opportunities such as eco-tourism adventures along the lakeshore; bicycle tours; and festivals and concerts in the downtowns and agricultural areas are all contributing to Norfolk County's visibility.

To effectively manage and support growth and development within the County, this time was chosen to update the Corporate Strategic Plan which was previously developed for 2009 – 2010. This important initiative provides County Council and staff with a framework for decision making and strategic direction going forward, and is presented as the Norfolk County Corporate Strategic Plan for 2015 – 2019 (the Plan).

Community engagement is a vital component of the planning process, and has been employed to ensure that the perspectives of community residents, stakeholders, politicians and municipal staff have been integrated in the development of Norfolk County's new Corporate Strategic Plan. It also works to ensure that the key goals, objectives, priorities, and actions proposed in the plan adequately incorporate and reflect the needs, values and aspirations of the community itself.

To ensure inclusivity and transparency, the community was engaged through multiple channels including:

- **online community survey (336 responses),**
- **15 resident and community stakeholder interviews by phone,**
- **online survey directed to County Council, and**
- **7 locally facilitated group conversations:**

¹ <http://www.canadianbusiness.com/companies-and-industries/tobaccos-quiet-revival/>

- 1 Corporate Leadership Team Staff Session
- 1 Facilitated Council and Senior Staff Session
- 2 Community Sessions (Simcoe and Langton)
- 4 Youth Sessions (1 facilitated by Millier Dickinson Blais, 3 County facilitated)

Five key priorities emerged from the engagement process and identified as critical to success in making the corporate vision a reality:

- Economic Competitiveness
- Improved Access and Business Supports
- Improved Community Services
- Youth Retention
- Championing Culture

County Council and Senior Staff engaged in a facilitated strategic planning session where highlights of stakeholder consultations were shared and utilized to inform the corporate mission, vision, priorities, goals and objectives.

A mission statement captures the reason the Corporation of Norfolk County exists.

Norfolk County Mission:

Working together with our community to provide quality services.

A vision statement represents the desired future state of the County.

Norfolk County Vision:

The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity, and confidence and collaboration to achieve results and adapt to changes we encounter.

In addition, key success indicators that will measure the corporation's success in achieving the vision were identified:

- Increased Community Pride
- Financial Sustainability
- Supporting Healthy Lifestyles
- Increased Employment Opportunities
- Career Employment For Youth
- Reasonable, Affordable and Actionable Plans

The Plan also lays the foundation and direction by which the County will conduct its affairs. These key principles reflect the needs, values, aspirations and goals of the community, and will guide County Council and staff in everything they do:

- Accountability and Ownership
- Dedication and Commitment
- Value for Money (Efficient, Effective, Economical)
- Mutual Respect

- Collaboration

Corporate Goals for Norfolk County 2015 – 2019 are presented in detail in the final report, along with specific and tangible actions to advance these priorities. These goals are presented as:

GOAL #1: FINANCIAL SUSTAINABILITY AND FISCAL RESPONSIBILITY

GOAL #2: IMPROVED ESSENTIAL INFRASTRUCTURE

GOAL #3: RECRUITMENT & SUCCESSION MANAGEMENT OF COUNTY STAFF

GOAL #4: CORPORATE COMMUNICATIONS STRATEGY

The Norfolk County Corporate Strategic Plan 2015-2019 also identifies the importance of ongoing and regular communication to residents, businesses and internally within the County. The development of a Corporate Strategic Plan Annual Report that is delivered through an open and accessible format and supports the tenets of good governance, transparency and accountability, is at the very heart of the guiding principles embodied by the Corporation of Norfolk County, elected Council and staff.

1 Introduction

Shifting economies, increasing global competition, and the services and local assets that trigger increased access to human capital have been challenging communities, large and small, across Canada and globally. Like many, Norfolk County is committed to ensuring a sustainable and welcoming climate for businesses and residents. As population's age and economies change, the need for a strategy that promotes and addresses the broader range of opportunities and quality of life for its citizens is increasingly important.

Norfolk County operates as a rural, single tier municipality responsible for service delivery to both its local residents and businesses. It is also in a position where it provides certain services to residents outside of its borders, such as the Consolidated Municipal Service Manager and as the Board of Health in Norfolk and Haldimand Counties. In rural areas, services are provided under ever increasing demands for accountability, improved delivery and cost management.

Norfolk County has chosen this time to undertake a review of its corporate strategic plan that will serve as a road map, guiding decisions and investments to address key priority areas over the short, medium and longer term. This plan will guide Council decisions and staff actions over the next 4 years.

Norfolk County continues to experience slow population growth, a changing general economy, and is recognized for its traditional agricultural base that is diversifying into new products and alternative crops. Norfolk is a significant contributor to the Ontario agricultural sector, which remains an important employer in the area representing 9% of total employment, 60% of agriculture firms as self-employed, and with Haldimand, represents 13% of Ontario's seasonal farm labour.² However, it also faces a daily out-migration of workers with just over 30% of the employed labour force travelling outside of Norfolk for employment, particularly in manufacturing and construction sectors.

The purpose of this Corporate Strategic Plan is two-fold. Firstly, it is to clearly define a common vision for the community that will define the success of Norfolk County and its diverse communities. Equally important, the Strategic Plan is intended to provide Council and staff with a framework for decision making. The Plan prioritizes the key programs, services and initiatives based on the needs, values and aspirations of community members, while balancing the service delivery realities of managing the County.

A detailed action plan provides direction for Norfolk County over the next 4 years and a set of performance measures to assist the County in the implementation and evaluation of activities in order to ensure that the vision and mission and its corresponding goals and objectives are accomplished.

² 2011 Census of Agriculture and Strategic Policy Branch, OMAF/MRA; Haldimand-Norfolk Regional Municipality at a Glance (09/08/2013).

1.1 Strategic Planning Process

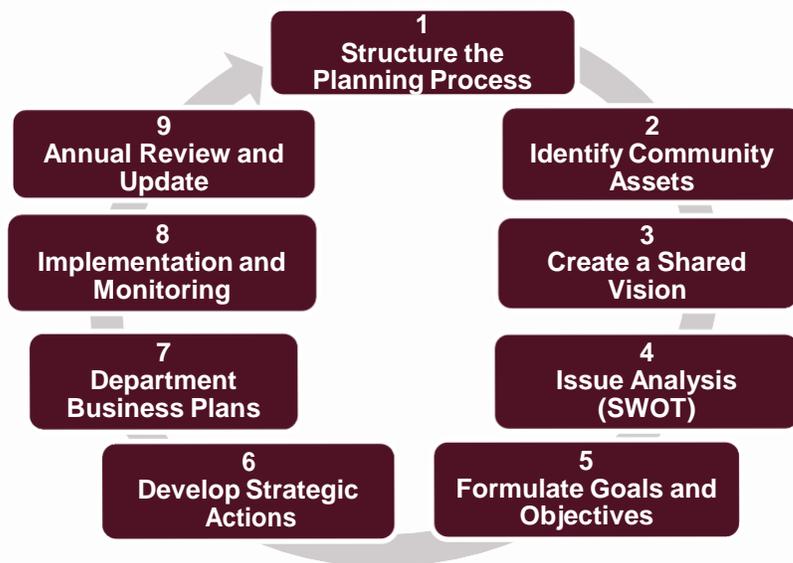
A crucial first step in the development of the Corporate Strategic Plan has been the preparation of a **Key Findings Report**. The approach employed in the completion of this phase of The Plan involved a number of methods. A review of existing policy documents in the Corporation of Norfolk County was completed.

This review provided insight into the strengths, opportunities, threats and challenges in the community. In addition, a cornerstone to developing the Corporate Strategic Plan is an understanding of the community in terms of its assets – business base, labour force, quality of life indicators – as well as its local and community networks and quality of place elements. This was achieved through an assessment of the County's economy through a demographic and economic analysis. This assessment highlighted key patterns of change in Norfolk County compared with the Province of Ontario.

Community engagement offered an opportunity for local residents and businesses to share their insights and perspectives on their aspirations, concerns and recommendations. A number of engagement channels were utilized to gain broad-based input from County staff and Council, community residents, businesses and key stakeholders. A resident survey was distributed using a traditional (paper) and a web-enabled format. In addition, workshops were conducted with County Councillors who also act as the Board of Health, and staff to gain an understanding of their vision for the community and key areas of service delivery. Resident, business, and community stakeholders were also interviewed throughout this process. Four youth specific engagement sessions were conducted in collaboration with County staff in order to gain additional insight into their perspective on the future of Norfolk.

These processes allowed community members to share their ideas and identify what they feel the key priorities and actions are to support the desired community vision for Norfolk County.

FIGURE 1: STRATEGIC PLANNING PROCESS



2 Corporate Mission, Vision and Key Principles

It is common practice that when trying to get somewhere, a plan is developed to help avoid unnecessary travel. In corporate strategic planning, the development of a mission and vision are critical to establishing the fundamental purpose of an organization and the path that leads to its ultimate desired state. Guiding principles serve as a check point for both Council and staff as important decisions are made and resources are allocated.

Input from residents, businesses and local stakeholders is a cornerstone to ensuring that the vision, goals and actions in the Corporate Strategic Plan also reflect the needs, values and aspirations of those that live and work in Norfolk County.

2.1 Mission Statement

A mission statement captures the reason that The Corporation of Norfolk County exists and guides the actions of the Municipality. As an outcome of the strategic planning process with County Council and Staff, it was elected that the original Mission Statement of the Corporation of the County of Norfolk was kept as seen below.

Working together with our community to provide quality services.

2.2 Vision

A vision statement represents the *future desired* state of the Municipality. Based on input from residents, businesses, community organizations, municipal staff and members of Council, a comprehensive vision was created for the community:

The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity, and confidence and collaboration to achieve results and adapt to changes we encounter.

When Norfolk County achieves this vision, the following 6 aspects will be achieved:

- **Increased Community Pride:**
 - All residents' perspectives are considered in decision making.
- **Financial Sustainability:**

- Satisfactory tax levels and upward assessment growth trajectories.
- **Supporting Healthy Lifestyles:**
 - Provision of infrastructure that supports a healthy lifestyle, various health services, and adequate healthcare, including a physician recruitment strategy.
- **Increased Employment Opportunities:**
 - Unemployment levels are reduced and no longer higher than the provincial average
- **High Income Employment for Youth:**
 - Established methods to determine youth retention levels
- **Reasonable, Affordable, and Actionable Plans:**
 - Specific actions are identified to support positive response to address areas of priority.

2.3 Key Principles

The Norfolk County Corporate Strategic Plan for 2014 – 2019 lays the foundation and direction by which the municipality will conduct its affairs and is grounded in key principles that reflect the needs, values, aspirations and goals of the community at large.

These are the most important principles that we adhere to in everything we do:

- **Accountability and Ownership**
 - Good governance, transparency, and accountability to the community matter. Norfolk County Council and its staff are responsible for their actions and are willing to stand up and be held to account for decisions made on behalf of the County. Norfolk County Council and its staff report back and follow up.
- **Dedication and Commitment**
 - County Council and its staff are dedicated and committed to providing courteous, responsive and citizen focused service delivery to Norfolk residents. We are engaged, helpful, and value public service excellence and the people we serve.
- **Value for Money (Efficient, Effective, Economical)**
 - Norfolk County Council and its staff ensure service delivery is performed in an Efficient, Effective, and Economical manner. Continuous improvement and applying best practices to all

forms of service delivery with a mind to tax dollar resourcefulness.

- **Mutual Respect**

- Norfolk County Council and its staff ensure that it governs in a manner that is fair, equitable, and treats all opinions with respect and thoughtfulness. Norfolk County Council and its staff treat others the way they wish to be treated, and employ a willingness to work with others and conduct our affairs diplomatically at all times.

- **Collaboration**

- Norfolk County Council and its staff adopt a team approach to resolving issues, identifying linkages, breaking down silos, and working in partnership, both within, and outside of the organization in a coordinated, cooperative, and seamless manner.

3 The Context for Change

3.1 Drawing from our Past Strategy

The 2009-2010 edition of Norfolk County’s Corporate Strategic Plan, building off of the original 2008 policy, identifies the strategic directions and goals established by the current County Council and charts the direction of the community based on its needs and aspirations.

The Plan also outlines the long range aims of the current four year term of office. These are based on the expressed Vision and Mission of County Council and are articulated into **seven strategic directions** and corresponding goals:

In order to ensure some form of continuity between planning periods, it is important to review and compare the previous strategic directions and goals for their potential alignment with the new Corporate Vision, Mission, Goals and Objectives that emerged from the recent planning process.

FIGURE 2: NORFOLK 2009-2010 STRATEGIC PLAN, DIRECTIONS, PURPOSE AND GOALS

Strategic Direction	Purpose	Goals
Ongoing Operations	To maintain current levels of service and continue to provide value to the residents	<ul style="list-style-type: none"> ■ Maintain current levels of service in operating departments

Strategic Direction	Purpose	Goals
	of Norfolk County for the services being delivered	<ul style="list-style-type: none"> ■ Continue to provide valued services to residents at an affordable cost ■ Consistently offer innovative, quality, and timely service that is valued by residents
Economic Prosperity	To deliver programs to retain, grow, and attract business and industry in all sectors of the economy	<ul style="list-style-type: none"> ■ Retain and grow existing business and industry ■ Support the diversification of the agri-business sector ■ Attract and facilitate new business and industry
Community Well-being	To ensure the County supports programs and services to meet the quality of life needs of the community	<ul style="list-style-type: none"> ■ Assure determinants of health are addressed ■ Enhance community access to services ■ Deliver strategies to retain and attract youth to the community ■ Promote a healthy and sustainable environment
Community Values and Identity	To engage our diverse communities and volunteers	<ul style="list-style-type: none"> ■ Recruit, retain and recognize volunteers ■ Foster support for Boards and community based projects ■ Support the diversity of our community
Corporate Infrastructure	To meet the County's servicing needs to ensure long term sustainable growth	<ul style="list-style-type: none"> ■ Ensure sufficient infrastructure capacity for the community
Financial Sustainability	To ensure the County maintains a sound financial plan which can support a vibrant, growing community	<ul style="list-style-type: none"> ■ Establish a corporate financial sustainability plan ■ Ensure timely and accurate financial reporting ■ Ensure timely and accurate service delivery reporting

Strategic Direction	Purpose	Goals
Corporate Governance	To foster an environment conducive to attracting and retaining County personnel and volunteers and ensuring that the governance model of Council, Boards and Committees is appropriate	<ul style="list-style-type: none"> ■ Foster a culture of continuous improvement ■ Ensure that corporate organizational structure aligns with strategic plan ■ Retain and recruit staff

When cross referencing the 2009 – 2010 Strategic Plan’s directions and goals with the 2015 – 2019 Strategic Plan recommendations, the following alignment can be found:

2009 – 2010 Strategic Plan	2015 – 2019 Strategic Plan
Ongoing Operations	Recruitment and Succession Management of County Staff
Corporate Infrastructure	Improved Essential Infrastructure
Financial Sustainability	Financial Sustainability and Fiscal Responsibility
Corporate Governance	Recruitment and Succession Management of County Staff
Ongoing Operations	Corporate Communications Strategy

3.2 Planning for the Future

A thorough review of relevant existing policies for Norfolk County was conducted in order to understand what official documentation is already in place that can support achievement of the future direction of the municipality. Upon review, it was evident that there are similar directions, goals, principles and key themes underpinning Norfolk’s Policy Framework.

Some of these have short and medium term timeframes, and are more operational, while others are strategic in nature and outline overarching recommendations that are grounded in community matters.

In order to pull the various plans together under a unified Strategic Plan, it is important to identify the common threads between existing policies. This will work to validate and foster a collective embodiment of the corporate Vision and Mission, and support the implementation of various subordinate plans principled on the goals and objectives.

The common themes that held across Norfolk County's existing policies are identified in Figure 3 below and provide the foundation for alignment with the goals and objectives identified for the new 2015 – 2019 Corporate Strategic Plan:

- Increase Capital Infrastructure Capacity
- Increase Social Infrastructure Capacity
- Maintaining and Enhancing Quality of Life
- Increase Partnership and Connectivity
- Support Community Diversity
- Community Values and Cultural Identity



FIGURE 3: COMPARATIVE MATRIX OF NORFOLK COUNTY POLICIES

Common Themes	Norfolk Official Plan 2011	Economic Development Strategy 2011	County Trails Master Plan 2009	County Council Strategic Plan 2008	County Council Strategic Plan 2009-2010	Haldimand – Norfolk Healthy Communities Partnership Strategic Plan 2014	Haldimand – Norfolk 10 Year Housing and Homelessness Plan 2013
Economic Development and Prosperity a Priority	X	X		X	X		
Protect and Enhance the Natural Environment	X		X				
Increase Capital Infrastructure Capacity	X	X	X	X	X	X	X
Increase Social Infrastructure Capacity	X	X	X	X	X	X	X
Attract and Retain Youth in Community		X		X	X	X	
Maintaining and Enhancing Quality of Life	X	X	X	X	X	X	X
Increase Partnership and Connectivity	X	X	X	X	X	X	X
Community Health and Safety a Priority	X		X	X	X	X	X
Encourage Fiscal Sustainability	X	X		X	X		
Support Community Diversity	X	X	X	X	X	X	
Community Values and Cultural Identity	X	X	X	X	X	X	
Ensuring Services are Accessible			X		X	X	X
Building & Maintaining Healthy Communities	X		X	X	X	X	X

4 The Community's Voice

The perspectives of community residents, stakeholders, politicians and municipal staff have been taken into consideration in the development of Norfolk County's Corporate Strategic Plan. Community engagement is a vital component of the planning process, enabling a relevant and current assessment of the County's strengths, weaknesses, opportunities, and threats, as well as a broader understanding of needs, values and aspirations.

4.1 Engagement Process and Outcomes

The community was engaged in a number of ways in order to garner the most representative perspectives and reflections possible. These included an online survey (336 responses), 15 resident/stakeholder interviews by phone, an online survey specific for Council, and seven locally facilitated group conversations:

- 1 Corporate Leadership Team Staff Session
- 1 Facilitated Council and Senior Staff Session
- 2 Community Sessions (Simcoe and Langton)
- 4 Youth Sessions (1 facilitated by Millier Dickinson Blais, 3 County facilitated)

Summaries of the community engagement techniques are found in Appendix: PART 2 – Technical Report. Throughout the extensive engagement process the community was asked to provide input to a series of questions including:

- What makes Norfolk County a unique place to live, work or invest?
- What are Norfolk County's greatest strengths?
- What is your vision for Norfolk County?
- In order to achieve this vision, what are the top three priorities Norfolk County needs to focus on?
- What are the greatest challenges standing in the way of achieving these priorities?
- What do you think the County's role is in advancing this vision?

Figure 4 below illustrates the needs, values and aspirations of the municipality expressed by participants through all aspects of the community consultation process. More detailed elaborations are provided below in the key priorities and SWOT Assessment sections.

FIGURE 4: NEEDS, VALUES, AND ASPIRATIONS MATRIX

Needs	Values	Aspirations
<ul style="list-style-type: none"> ■ Improved municipal infrastructure (water, sewer, roads, etc.) ■ Improved transit system. ■ Increased internet access in all areas. ■ Lifestyle amenities to attract and retain youth. ■ More affordable and seniors housing. ■ More low income support services to assist clients. ■ Improved accessibility to programs, services, and facilities. ■ Attract and retain youth and young families. ■ Refine and improve Norfolk 'Brand' and promotion of area. ■ Seasonal worker programs and services. ■ Increased support for agricultural industry and small business. 	<ul style="list-style-type: none"> ■ Volunteerism is at the core of the county. ■ Entrepreneurial spirit and willing to take risks. ■ Strength is grounded in agricultural diversity. ■ Strong level of community pride. ■ Locally grown foods. ■ Preserving our unique beautiful natural environment. ■ Healthy, active lifestyles. ■ Work in my backyard. ■ Deep appreciation for arts, culture and heritage. ■ Friendly, welcoming community. ■ Small town atmosphere. ■ Authentic identity. 	<ul style="list-style-type: none"> ■ Dynamic, multi-seasonal hub for adventure, nature, cultural, culinary, lifestyle and agri-tourism experiences. ■ Safe and healthy community with robust recreational, wellness and active living infrastructure. ■ Vibrant and engaged arts and culture sector rooted in downtowns as social epicentres. ■ Growing population of multi-generations and young families. ■ Strong partnerships between academia and industry supporting innovation and growth in local sectors. ■ Seasonal workers fully embraced and integrated in the community.

Ultimately, residents envision a community that provides up to date infrastructure for education, entertainment, employment, and recreation. They envision a safe community to raise and support children, with access to jobs, cultural resources, and community services in a beautiful and natural setting.

When asked to give their top three ideas as to how Norfolk County can make this vision a reality, **five key community priorities** emerged that were highlighted as critical to success:

Economic Competitiveness

Respondents stressed that business incentives, in order to attract development, were necessary to provide job opportunities to residents, especially youth. The promotion of agricultural diversification, new green initiatives, and support of agricultural business was recommended. Additionally, marketing wine tours and the natural environment to larger hotel chains who may be interested in coming to Norfolk County was suggested to entice investment.

Improved Access and Business Supports

Improved infrastructure, better access from industrial parks to highways, as well as lower hydro rates, business taxes, and gas rates were suggested to further attract investment and development. Improved internet access in rural areas was of primary concern. Increased supports for small business, redevelopment of downtowns, and the provision of start-up business incubators, and affordable creative spaces was identified as critical to supporting innovation, entrepreneurship and growth across various sectors.

Improved Community Services

Participants voiced concerns regarding health care, low income/subsidized and affordable housing, and increased supports for the elderly and disabled. Many felt there was a lack of doctors, psychiatrists, psychologists, and nurse practitioners and suggested that initiatives were needed to attract and retain these medical practitioners. Further, more social programs supported by fundraising and volunteering initiatives were suggested, as well as better educational services, and promotion of post-secondary education among youth and at-risk populations.

Youth Retention

A primary concern voiced was the lack of retention strategies to keep youth in Norfolk County. Many stressed the need for investment in youth training, and the creation of a youth retention strategy. One respondent suggested creating a database to stay in touch with local youth during post-secondary years. It was also noted by youth, that in order to retain and attract young people, an environment conducive to supporting a creative, vibrant and dynamic sense of place was required. Lifestyle, entertainment, and commercial amenities in addition to a climate that allowed the youth voice to be heard, were specifically identified as important. Rewarding job opportunities with growth potential for youth was noted frequently.

Championing Culture

Respondents suggested developing a cultural plan that would capitalize on Norfolk County's current cultural assets and further strengthen the County's cultural resources.

4.2 The Voice of Youth

Although Norfolk is facing ongoing youth out-migration and an aging population which is resulting in significant gaps in the prime working years of 20 to 50 years of age, the community itself is taking on a leadership role to actively engage younger populations.

Maximizing the opportunity that the strategic planning process has provided, Norfolk County staff and volunteers have actively coordinated and facilitated three additional youth consultations to supplement the consultations performed by Millier Dickinson Blais.

In order to effectively understand what drives the needs and values of the younger people in the community, and to gain valuable insight into what programs, services, amenities and opportunities they require, four Youth Consultations were held on April 3rd, April 17th, May 8th, and May 15th 2014, at various locations across Norfolk County, ensuring adequate accessibility. Well over 30 youth participated in various forms, with ages ranging from 12 to 18 years, as well as young professionals under 30.

The following are the most valued elements and commonly cited strengths identified by youth that Norfolk County has to offer:

<ul style="list-style-type: none"> ■ Beautiful Natural Environment and Biosphere 	<ul style="list-style-type: none"> ■ Trail Systems, Parks and Outdoor Recreation (Lake, Beaches, Cycling)
<ul style="list-style-type: none"> ■ Arts, Culture and Heritage (Theatre, Museum, and Galleries) 	<ul style="list-style-type: none"> ■ Festivals and Community Events
<ul style="list-style-type: none"> ■ Growing Multiculturalism 	<ul style="list-style-type: none"> ■ Local Food, Farms, Market, and Wineries
<ul style="list-style-type: none"> ■ Variety of Sports Teams 	<ul style="list-style-type: none"> ■ Volunteer Opportunities
<ul style="list-style-type: none"> ■ Improving Retail and Good Restaurants 	<ul style="list-style-type: none"> ■ Friendly, Small Town, and Rural Yet Still Close to Urban Centres

When asked what Norfolk needs to improve in order for its youth to considering staying in the community, the following key themes emerged:

- Increased Employment Opportunities
- Public Transit Expanded and Affordable
- Improve Retail Shopping Variety and Offerings
- Recreational and Entertainment Amenities Aimed at Youth
- Norfolk Needs a Greater Variety of Diverse Cultural Events
- Hospital and Improved Medical/Health Services Needed
- Increased and Improved Internet/Cellular Availability in all Areas

- Affordable Housing and Real Estate
- Rebuilt and Improved Schools and Post-Secondary Offerings
- Revitalize Downtowns and Supports for Young Entrepreneurs
- Engage Youth in Government in a Meaningful Way

Across all consultations, youth and young professionals identified the need for creative spaces and a subsidized/affordable high quality business centre and incubator to support small business start-ups and foster entrepreneurship.

This was coupled with a real need to tap into the existing business community for mentorship across various sectors and for community leaders to take a more active role in understanding what academic fields local youth are studying, and providing guidance and advice on career pathways and opportunities to build capacity locally (coops, internships, etc.).

It was suggested that an organized young professional group should be sponsored by the County or business leaders. Growth and attraction efforts should focus on the new model of self-directed, knowledge based, and creative class professionals able to work from anywhere, and who value unique, vibrant, cultural and high quality lifestyle areas.

An overarching and final sentiment that resonated through every youth group was the strong willingness to contribute and give back to the community. This is likely fostered through the strong sense of volunteerism and community pride present in Norfolk, and socialized to youth through various channels.

Further, discussions emerged where youth identified the need on their part to create leadership groups, take action, get involved in local Boards and events, and show more interest in their community in order to have their voice heard.

A common sentiment was the feeling that youth did not have a say in the community's future, and are treated as if they are little children:

“We are the Future of Norfolk” – they should be listening to us.

5 SWOT Assessment

The following section provides an assessment of Norfolk County's strengths, weaknesses, opportunities and threats (SWOT) which in turn will inform the corporate strategic plan.

Strengths are the unique factors or assets that the community can build off of and capitalize on to support future growth and prosperity. Weaknesses are current areas of disadvantage which may require strengthening or repositioning in order to enable the community to advance itself. Opportunities are factors that play an important role in determining the community's potential and can be leveraged to overcome challenges and effect change. They positively influence the types of strategies developed.

Threats are external factors that represent barriers and may interfere with the community's ability to implement the corporate strategic plan.

This SWOT assessment has been compiled based on the background research, socio-economic profile and the results of the community engagement process.

5.1 Strengths

An important aspect in the development of Norfolk County's Corporate Strategic Plan is that it reflects and leverages the unique characteristics and community assets in a way that contributes to long term sustainability.

Quality of Life is Exceptional

Norfolk is a small community with a diverse experience. There are activities and programs available for all ages along with a safe and quiet living experience. Norfolk is also strategically located where its residents and businesses can access urban markets quickly and improve Norfolk's capability to cater to several rural/urban living crowds. Existing transportation infrastructure remaining from the tobacco industry is a key benefit that increases accessibility.

Community Involvement in Norfolk

Norfolk residents are known to be willing to come together and work for a common cause. With a diverse population of businesses, rural community members, farmers, artists, professionals, public servants, youth and families, Norfolk is able to overcome several community based issues. They are known to band together and deliver recreational activities and programs across the county, supporting initiatives across all disciplines. Examples include the County Fair which captures local achievements and celebrates them throughout the county, as well as hosting the modern folk-rock band Mumford and Sons Gentlemen of the Road Stopover.

Strong Administrative Leadership

Even with limited resources, and at times, limited providers of services the County has illustrated a healthy sense of pride to portray a positive demonstration at implementing changes quickly and effectively. They engage well with community members and businesses and are open to assisting community initiatives.

Agricultural Diversity

Norfolk is one of the bigger producers of fruit and vegetables in Ontario. The County's agricultural community has become innovative stewards in transforming their agricultural products into a diverse crop of goods and services – such as Agri-tourism promotion. Many see Norfolk's agricultural sector as a key economic driver in promoting and improving the county's economic outlook and the area has been branded as "Ontario's Garden".

A Wealth of Experiences

Norfolk has several options for tourism-based offerings. Ranging from Agri-tourism, bird watching (sanctuaries), to eco-adventures, Norfolk is an attractive community that has been growing its tourism products and attracting artists of all types.

5.2 Weaknesses

The following section identifies certain weaknesses, or factors internal to Norfolk County that place it at potential disadvantage relative to other areas. They also represent barriers to growth and potential constraints on the municipality. It is critically important that action is taken to address these barriers and limitations.

Employment and Labour Market Challenges

Employment challenges such as larger employers downsizing or moving operations are making it harder to attract young families as employment options for the younger generation become limited. In addition, educational attainment has also been an issue for local businesses. Access to a skilled workforce is somewhat challenging and industries have begun to request increased training opportunities and programs. A significant gap in the working population between the ages of 25 and 50 in the area complicates matters, with neighbouring areas of Brantford, Haldimand, Tillsonburg and Hamilton drawing away skilled labour.

Poverty and Increased Demand on Social Services

As a result of decreased employment opportunities, a number of people across the county have reached critical poverty rates. Wait lists for people looking for low-income housing have remained high, and with a limited supply of affordable housing, Norfolk cannot meet demand in a timely manner. Those affected also include low and part-time income earners, or the working poor, often forced to relocate to larger areas, or rely on social services to survive. This places increasing demand and puts strain on limited resources. It was noted in the survey that delivery of daycare services was needed and should be pursued in partnership between Norfolk County, the non-profit and private sector to ensure quality childcare is available to address any family needs.

Seniors and Elderly Challenges

Seniors have a difficult time accessing the services they need. It was noted that there is a desire for increased senior services particularly those around adult mental health, psychiatry, geriatric health, and family doctors. Many seniors also require specialized treatments which are not always available in Norfolk. This has led to a transportation issue and having the right accommodations in place for the safe transportation of seniors and those with disabilities.

Lack of Industrial Diversity

It was noted that the industry base in Norfolk has weakened. The diversity of sectors available across the county does not attract the appropriate workforce that many want to attract. There is a need to continue seeking to re-develop the key economic drivers in the county and showcase the assets present to attract new industry opportunities.

Understanding our Unique Factor

Many noted that they do not believe the County has a firm grasp on a community vision for improved economic growth. People noted that there seems to be no keen understanding of what experiences people would like Norfolk to have and what type of industries should be attracted. The agricultural community's recent successes came in light of a key understanding of how the geography, workforce and available networks between organizations and businesses – this format needs to be replicated across the board to other industries. It is the uniqueness of the community that will create the draw – those unique factors need to be understood.

5.3 Opportunities

The following opportunities will influence the direction of the corporate strategic plan.

Nature's Playground / Rural Life

The slower pace and exceptional quality of life of Norfolk that is grounded in the cultural heritage, natural habitat, openness, clean environment and welcoming, friendly rural setting make the area an appealing place to live and raise a family. It presents a viable option for those who need the close proximity to larger urban centres without being too close, and provides a more balanced pace of life than the bigger cities. This offering of higher quality work/life balance, beautiful environment, family oriented, rural atmosphere with ample outdoor and healthy lifestyle amenities can be capitalized on to attract more young professionals, entrepreneurs, artists and early stage families.

Tourist Haven

There are a great number of natural assets that can be integrated into broader experience based destination packages or activities, from the climate in the area, beautiful vistas, waterfront and beaches, UNESCO World Biosphere and bird watching, to the accessibility between communities through trail networks, cycling tours, and the cultural experiences of locally grown foods, wineries and breweries, and unique festivals and events. It was identified that balance was needed in developing tourism amenities, to avoid a cottager's only environment and create a year-round multifaceted approach. Residents have seen Norfolk change over the last 10 years, and have shown more interest in promoting the outside appearance of what it has to offer.

The Rise of Creativity

Norfolk is starting to look outward more than it ever has before and is devising creative avenues for economic and community development. There is a strong sense that creative approaches are the key to the future and the changing economic and agricultural base has allowed Norfolk County to think outside the box and consider alternatives to the normal agricultural practices. Norfolk County's small businesses and farming operations are not only processing their products on site but also adding value to their agriculture in unique and trendy ways. Creative enterprises and industries such as appropriate scaled on the farm breweries, wineries and tea

rooms; new tourism opportunities such as eco-tourism adventures along the lakeshore; bicycle tours; and festivals and concerts in our downtowns and agricultural areas are all putting Norfolk County on the map. These are exciting opportunities at appropriate scale and sizes for Norfolk County.

Tourism Turning Visitors into Residents

Port Dover, Long Point, and Turkey Point experience significant inflows of visitors from larger urban centres. A trend has emerged where people arrive to vacation, and then return to live in the area. The visitor population is essential to sustaining the economic viability and tourism industries in these areas. Residents recognize that the County plays a significant and positive role in this movement, and works hard to market the county's tourism assets. There is a great desire to see the County take an even stronger leadership role in further developing holistic attraction and relocation campaigns, mobilizing and educating locals in customer service in order to fully capitalize on this opportunity.

Entrepreneurial Spirit

Norfolk has a healthy population of successful and innovative local entrepreneurs willing to take risks in their community. These are present in many sectors, and are evidenced by the local wineries and the development of different agricultural technologies. There is also a growing youth entrepreneurial spirit that is present in a variety of professional, technological, scientific and creative industries looking to build and grow the future in Norfolk. Combined with long term vision and a strong sense of community and volunteerism, this can be leveraged to support growth and redevelopment of the area, which in turn will attract more creative minds and youth.

Shift from Tobacco to Agricultural Diversity

Tobacco production has changed, and the impact of market decline has resulted in greater agricultural diversity within the local sector in order to survive. Norfolk now prides itself on this diversity, and is promoting its unique array of alternative crops (e.g., ginseng) and vegetables, fruits, and more under the moniker of "Ontario's Garden". Local processing, warehousing, packaging, and other value added business services to agricultural production at an appropriate scale and size present an opportunity to the Norfolk County area. Further, diversification at an appropriate scale and size of value added agricultural production presents increased cross-sectoral potential especially with an increased market demand for healthy living and a desire from the community to capitalize on culinary and agri-tourism.

Post-secondary and Industry Collaboration

There is a strong desire voiced by residents and the business community to increase collaboration between post-secondary institutes and industry to maintain and build on the momentum generated supporting innovation and growth in the agricultural sector. This includes business incubation and small business start-up supports and increased programming provided at Fanshawe College that is relevant and aligned with youth career aspirations and local industry. Frequently, attracting a university campus was mentioned, although it may be that increased levels of partnership and awareness are

required surrounding the University of Guelph Simcoe Campus and the Plant Agriculture programming available.

5.4 Threats

Norfolk County will need to address and manage the external threats identified below that may interfere with achieving the corporate vision and mission. The following section outlines key threats facing the Municipality that may negatively impact on its ability to effectively implement the corporate strategic plan.

Shorter Term Thinking

Participants voiced concerns regarding the proliferation of shorter term thinking and a perceived lack of municipal and county leadership. Respondents expressed concern over a lack of inclusivity around decision making, and the tendency for reactive decision making rather than proactive and strategic decision making.

Insufficient or Inadequate Funding

As with most municipalities, funding is of primary concern. Participants found taxes were high and there were no incentives for potential investors. Respondents voiced that priority matters were not necessarily receiving tax dollar allocation with restrictive policies influencing resource allocations.

Inadequate Services

A lack of investment in post-secondary education, lack of youth engagement strategies and programs, inadequate medical services, and the lack of public transit were noted by participants as barriers to achieving growth and prosperity in Norfolk.

Complex Development Process

Many people believe there is too much red tape surrounding future development and respondents voiced a lack of coordination between existing organizations and County departments. Further investigation into this area of concern identified that the development process is highly regulated by the Ontario Planning Act, Provincial Policy Statement and the Ontario Building Code; as well as the Norfolk County Official Plan and the Zoning By-law. Through the community consultation process, many participants felt as if they were not involved in the planning process or the implementation of initiatives. In order to assist in overcoming a lack of knowledge related to the development process, its complexities, and vehicles for amendment and change, community engagement and education may support a stronger understanding and increased involvement in community development.

Out-migration of Youth and Aging Population

An urgent concern in all engagement was the aging population, and an outmigration of youth to other areas or larger urban centre that offer more opportunity. This has a negative impact on the community as it erodes the potential labour pool, diminishes

future municipal revenue base and increases strain on supports and services for older populations to age in place.

Finding the Right Pace

Stakeholders noted that Norfolk needs to find the right pace of change and the right pace of growth, while respecting the realities of mid-size and smaller communities, and still being able to ensure the community is vibrant and keeping pace with the world around it. However, it was recognized that finding this balance is challenging, both at an individual, organizational, and municipal level.

6 Corporate Actions for 2015-2019

6.1 Goals and Objectives

The goals and objectives contained in the Corporate Strategic Plan build on the vision, mission, and principles established throughout the strategic planning process and reflect the community engagement and input identified within this document.

Each of the goals sets the direction for the County in its daily operations and is supported by a set of strategic objectives (captured in bullet points below each goal).

These objectives are areas where Norfolk County will focus its efforts over the next four years from 2015 to 2019. A number of specific actions will guide the Municipality in achieving its goals and objectives over the longer term.

The development and implementation of a corporate strategic plan will create significant benefits for Norfolk County. It identifies key steps that build on the input and insight received during the extensive background review and the community engagement process. The plan helps to improve coordination between departments and staff involved in the implementation effort. In addition, the plan contributes to consensus building within the community for the next five years.

Upon adoption of the Corporate Strategic Plan, municipal staff will begin the process of identifying tactics and initiating implementation. Departmental business plans, goals and initiatives will be strengthened and developed in alignment with the strategic plan.

Future budgets will take into account the new strategic plan and will incorporate short term actions as appropriate, and progress and performance results will be monitored regularly and reported to Council.

Through a commitment to achieve the outlined goals, Norfolk County will make visible progress in a number of areas that impact the long term sustainability of the County. These include:

GOAL #1: FINANCIAL SUSTAINABILITY AND FISCAL RESPONSIBILITY

Strategic Objectives:

- **Objective 1:** Develop strategy to bring municipal tax arrears in line with annual targets.
- **Objective 2:** Ensure that Norfolk County is achieving the Priority Themes established in the 2011 Economic Development Strategy by establishing annual targets that are aligned with Key Action Areas.
- **Objective 3:** Develop and implement a Reserve Fund Strategy and ensure the County is meeting strategic objectives through annual review periods.
- **Objective 4:** Adopt the province of Ontario's cost of development model for updating and reviewing County development charges, fees, and forecasting operating and capital requirements for future development.
- **Objective 5:** Improve audit and financial reporting through the implementation of Departmental Business Plans to increase accountability, alignment with the annual budget and the implementation of enhanced external auditing.
- **Objective 6:** Credit rating has been maintained or improved through the development of key performance indicators that are analysed and monitored annually.

GOAL #2: IMPROVED ESSENTIAL INFRASTRUCTURE

Strategic Objectives:

- **Objective 1:** Ensure that the Norfolk County Asset Management Plan is completed, and aligns with the adoption of Ontario's cost of development model (Objective 4 above) in order to inform Master Plans, the 10 Year Capital Plan, Reserve Fund Strategy, and the annual budgeting process.
- **Objective 2:** Ensure the effective completion of Master Plans for all capital and social infrastructure required to support the needs of Norfolk County and that they receive County Council approval.
- **Objective 3:** Institute an annual review process for the 10 Year Capital Plan that is tied to departmental business plans, and the annual budget and auditing process, that is prioritized, affordable, and defensible.

GOAL #3: RECRUITMENT AND SUCCESSION MANAGEMENT OF COUNTY STAFF

Strategic Objectives:

- **Objective 1:** Develop and implement a comprehensive succession planning strategy for key positions throughout the corporate leadership team and with long-term staff that have developed strong institutional knowledge and corporate memory.

- **Objective 2:** Conduct a comprehensive compensation review that includes an internal employee satisfaction survey and a comparative analysis of market trends in comparable communities to ensure competitive remuneration.
- **Objective 3:** Research best practices in municipal government to inform the development of a corporate knowledge transfer strategy (including phased-in retirement) for all leadership functions, to support building capacity and corporate memory.
- **Objective 4:** Establish and implement mechanisms for ongoing performance measurement and monitoring across all levels of the organization.
- **Objective 5:** Ensure that a Realignment Process is in place as a deliverable of the Business Plan Review (BPR), which includes redeployment of resources.
- **Objective 6:** Attract and retain youth as employees with the Corporation.

GOAL #4: CORPORATE COMMUNICATIONS STRATEGY

Strategic Objectives:

- **Objective 1:** Develop an internal and external communications strategy that provides direction for effective communication between County management and staff, residents, stakeholders and partners. This strategy should utilize a wide array of outreach tools including social media, e-newsletters and interactive web-based formats.
- **Objective 2:** Ensure that the necessary human and capital resources are allocated in the annual budget and roles and responsibilities are aligned with departmental business plans to ensure effective implementation of a communications strategy.
- **Objective 3:** Develop and implement a County wide policy to guide communications practices, and ensure that the Norfolk County brand and corporate messaging is regular and consistent across all levels of the organization, departments and initiatives.
- **Objective 4:** Create and deploy a Continuous Improvement Performance Management System that establishes an ongoing stream of feedback from the community, stakeholders, and staff.

7 Implementation Plan

To ensure that the Corporate Strategic Plan is a living document that directs decision making in Norfolk County, a detailed implementation plan is necessary. The intent of the implementation plan is to identify the timeline in which the actions will be initiated, the department lead and the potential partners who can contribute to the success of the goal. The implementation plan also considers performance measures that are necessary to achieve the goal. The performance measures attached to each goal in this implementation plan are intended to gauge the progress of each action.

Goal 1: Financial Sustainability and Fiscal Responsibility

Strategic Objectives	Priority	Lead	Partners	Timeline
1. Develop strategy to bring municipal tax arrears in line with annual targets.	Short-term	Financial Services		Q-2 2015
2. Ensure that Norfolk County is achieving the Priority Themes established in the 2011 Economic Development Strategy by establishing annual targets that are aligned with Key Action Areas.	Medium-term - Ongoing	Development and Cultural Services	Tourism and Economic Development	Q-4 2015
3. Develop and implement a Reserve Fund Strategy including a legacy funds investment policy, and ensure the County is meeting strategic objectives through annual review periods.	Short-term-Ongoing	Financial Services		Q-1 2015
4. Adopt the province of Ontario's cost of development model for updating and reviewing County development charges, fees, and forecasting operating and capital requirements for future development.	Medium-term	Financial Services	PW&ES DCS	Q-4 2015
5. Improve financial reporting through the Departmental Business Plans to increase accountability, alignment with the annual budget and the implementation.	Ongoing	County Manager	All Departments	2016 Budget Process
6. Credit rating has been maintained or improved through the development of key performance indicators that are analysed and monitored annually.	Ongoing	Financial Services		Annually (mid-year)

Goal 1 - Measuring Our Performance:

- Annual targets for tax arrears are established and being achieved
- Annual targets for economic development Key Action Areas are established and being achieved
- Reserve Fund Strategy and legacy fund investment policy established and annual review periods implemented
- Ontario's cost of development model adopted
- Department plans are created with budget reporting and audit measures and are updated annually
- Financial management key performance indicators are created and monitored annually

Goal 2: Improved Essential Infrastructure

Strategic Objectives	Priority	Lead	Partners	Timeline
1. Ensure that the Norfolk County Asset Management Plan is completed, and aligns with the adoption of Ontario's cost of development model (Objective 4 above) in order to inform Master Plans, the 10 Year Capital Plan, Reserve Fund Strategy, and the annual budgeting process.	Medium-term	Public Works & Environmental Services	FS HSS CS D	Q-2 2015
2. Ensure the timely completion and updating of Master Plans for all capital and social infrastructure required to support the needs of Norfolk County and that they receive County Council approval.	Medium-term	Senior Leadership Team	SLT	Semi-annual Review
3. Enhance an annual review process for the 10 Year Capital Plan that is tied to departmental business plans, Master Plans, and the annual budget and reporting process, that is prioritized, affordable, and defensible.	Short-term - Ongoing	County Manager	FS SLT	2016 Budget Process

Goal 2 - Measuring Our Performance:

- Asset Management Plan completed
- Master Plans completed and approved by Council
- 10 Year Capital Plan reviewed and updated annually

Goal 3: Recruitment and Succession Management of County Staff

Strategic Objectives	Priority	Lead	Partners	Timeline
1. Develop and implement a comprehensive succession planning strategy for key positions throughout senior management and with long-term staff that have developed strong institutional knowledge and corporate memory.	Medium-term - Ongoing	Employee & Business Services	HRSD SL	Q-4 2015
2. Conduct a comprehensive compensation review that includes an internal employee satisfaction survey and a comparative analysis of market trends in comparable communities to ensure competitive remuneration.	Medium-term- Ongoing	Employee & Business Services	GM-EBS	Based on Employee Group
3. Research best practices in municipal government to inform the development of a corporate knowledge transfer strategy (including phased-in retirement) for all leadership functions, to support building capacity and corporate memory.	Short-term- Ongoing	Employee & Business Services	HRSD	Q-4 2015

Goal 3: Recruitment and Succession Management of County Staff

Strategic Objectives	Priority	Lead	Partners	Timeline
4. Establish and implement mechanisms for ongoing performance measurement and monitoring across all levels of the organization.	Short-term - Ongoing	Senior Leadership Team	All Departments	Annually
5. Ensure that a Realignment Process is in place as a deliverable of the Business Plan Review (BPR), which includes redeployment of resources.	Short-term	Senior Leadership Team	All Departments	Ongoing
6. Ensure that measures are in place to attract and retain youth as employees in the Corporation of Norfolk County. This would include the development of an Internal Youth Attraction/Retention Strategy.	Medium-term – Ongoing	Senior Leadership Team	Ec. Dev. HRSD All Departments	Annually

Goal 3 - Measuring Our Performance:

- Succession Planning Strategy developed and implemented
- Municipal Compensation Review conducted and informing competitive remuneration packages
- Best practices for corporate knowledge transfer conducted and informing strategic development
- Performance Measurement and Monitoring System established and implemented across all levels
- Realignment Process established and implemented
- Develop Internal Youth Attraction/Retention Strategy and implement through Human Resources Department

Goal 4: Corporate Communications Strategy

Strategic Objectives	Priority	Lead	Partners	Timeline
1. Develop an internal and external Communications Strategy that provides direction for effective communication between County management and staff, residents, stakeholders and partners. This strategy should utilize a wide array of outreach tools including social media, e-newsletters and interactive web-based formats.	Short-term - Ongoing	Development & Cultural Services	HSS EBS CS D CM	Q-4 2015
2. Ensure that the necessary human and capital resources are allocated in the annual budget and roles and responsibilities are aligned with departmental business plans to ensure effective implementation.	Medium-term - Ongoing	County Manager	SLT	Annually

Goal 4: Corporate Communications Strategy

3. Develop and implement a County wide policy to guide communications practices, and ensure that the Norfolk County brand and corporate messaging is regular and consistent across all levels of the organization, departments and initiatives.	Short-term-Ongoing	County Manager	SLT	Q-4 2015
4. Create and deploy a Continuous Improvement Performance Management System that establishes an ongoing stream of feedback from the community, stakeholders, and staff.	Ongoing	SLT	CLT	Q-4 2015

Goal 4 - Measuring Our Performance:

- Communications Strategy developed
- Human and capital resources allocated to support Communications Strategy implementation
- County-wide communications practices policy implemented and training delivered
- Continuous Improvement Performance Management System developed and deployed

Monitoring the progress of each action will be the responsibility of the lead department identified in this implementation plan and will be reported out through two mechanisms:

1. An Annual Corporate Strategic Plan Report Card
2. A Community Corporate Strategic Plan Annual Report

Acronyms:

CM – County Manager

CLT – Corporate Leadership Team

CSD – Community Services Department

DCS – Development & Cultural Services Department

EBS – Employee & Business Services Department

FS – Financial Services Department

GM-EBS – General Manager, Employee & Business Services Department

HRSD – Human Resources & Staff Development Division

HSS – Health & Social Services Department

PW&ES – Public Works & Environmental Services Department

Q-1 – First Quarter

Q-2 – Second Quarter

Q-3 – Third Quarter

Q-4 – Fourth Quarter

SLT – Senior Leadership Team

7.1 Departmental Business Plan Report Cards

The development of Departmental Business Plan “Report Cards” will become an annual task for Norfolk County. It is recommended that these report cards be aligned with the development of the master Corporate Strategic Plan Annual Report. The Annual Report Cards will communicate the progress each department has made to County Council with respect to its alignment with the Corporate Strategic Plan and support the budgeting process.

It is recommended that Norfolk County examine existing measures to ensure that they contain the suggested content and structure outlined below:

1. Departmental mandate and core values
2. Key department priorities/main service areas
3. Alignment with the goals and objectives of the corporate strategic plan
4. A list of major initiatives for the report timeframe (e.g. 2 years)
5. A matrix outlining the progress or completion of particular initiatives/actions
6. Use of allocated resources in that year and resource requirements for major initiatives

These annual report cards will support the creation of a Corporate Strategic Plan Annual Report that outlines the achievements of Norfolk County throughout the year and will be broadly communicated to the community. This ensures that The Corporation of Norfolk County is fulfilling its commitment to be accountable, open, and transparent as it conducts its activities, accomplishments and use of resources.

7.2 Corporate Strategic Plan Annual Report

Good governance, transparency, and accountability to the community matters to the Corporation of Norfolk County, and these tenets are embodied in its guiding principles along with dedication and commitment.

A Corporate Strategic Plan Annual Report will be created that is supported by the Departmental Business Plan Report Cards in order to ensure that the goals and objectives outlined in this plan are measured and communicated to the community.

This provides an opportunity to identify potential changes required for priorities based on external circumstances and changing environments, as well as allowing for a platform to share progress on actions and initiatives, and celebrate the positive impacts of success.

It is encouraged that the community be engaged in this process annually through a Town Hall meeting where Council presents the Annual Report. An online presence is also appropriate.

The suggested content for the Corporate Strategic Plan Annual Report consists of the following sections:

1. Key areas of focus for Norfolk County.

2. Major community initiatives and events in the report year.
3. From vision to action: a matrix of accomplishments based on the goals and objectives in the corporate strategic plan.
4. Case studies of successful implementation (profiling major accomplishments based in, and celebrating Norfolk County; e.g., Mumford and Sons Gentlemen of the Road Stopover).
5. Maintaining momentum: initiatives and actions for the upcoming year.

The reporting-out process is a communications and performance measurement tool, or 'yard-stick' created to inform future decision making and allocation of resources for the County. It is also a valuable form of community engagement and tangible way of demonstrating citizen focused accountability, fiscal responsibility, and can help to inform the various planning documents.

Appendix: PART 2 – Technical Report

8 Current Policy Framework

A comprehensive review of available background plans and policies provide a strong understanding of the current programming and socio-economic activities in Norfolk County and its municipalities. This assessment will also inform a review of the strengths, weaknesses, opportunities and threats related to the County's ability to retain, expand and attract new residents and business investment. Understanding the current policy environment in Norfolk County is vital to establishing a base of knowledge on which to build the Corporate Strategic Plan.

8.1.1 Norfolk County Official Plan 2011

The Norfolk County Official Plan establishes a policy framework to guide the future development and sustainable growth of the County while protecting its diverse natural environment, cultural heritage and agricultural land resource base.

The plan has a number of purposes and key principles, including:

- The consolidation of the 5 township planning policies into one County-wide document.
- Establishes land use policies to guide and direct municipal decisions and growth management activities.
- Serves to recognize the needs to accommodate non-agricultural growth needs while emphasizing the importance of agriculture and the agricultural land base.
- Establishes policies to discourage incompatible land uses and undue expansion outside of urban boundaries.
- Emphasizes the prevention on non-agricultural uses outside of the urban boundaries and the importance of protecting the agricultural industry and community.
- Protecting the cultural, natural, and built heritage features, including the conservation and improvement of Downtown areas as socio-cultural centres.
- Incorporates economic development goals and objectives.
- Promotes public awareness of land use planning policies.

In August 2003, the County adopted “*Norfolk County in 2026 – A Scenario*”, which was the product and outcome of a comprehensive, grass roots multi-stakeholder and community wide consultation process and visioning exercise. Through common consensus, this vision document established a key and guiding principle for the community:

“Norfolk County strives to balance a commitment to the land and emerging opportunities for growth and development”.

This vision was further articulated in the Strategic Plan into **6 foundational themes**, which represent the strategic goals and objectives that form the basis for the County’s public policy frameworks.

Official Plan Strategic Goals and Objectives:

- A stronger and more diversified community
- Protecting and improving the natural environment
- Maintaining and enhancing the rural and small town character
- Maintain a high quality of life
- Upgrading and expanding critical infrastructure
- A well governed, well planned and sustainable County

It is recognized that in order to achieve these aims, there must be a careful and guided approach to ensuring the strength and continuance of a strong agricultural base, and balancing progressive economic development goals while preserving and enhancing the natural and cultural heritage of the County and maintaining its vibrant and healthy communities.

The Official Plan’s embodiment of the 6 themes are important to the Corporate Strategic Plan for Norfolk County and partner communities as they provide insight into the development priorities for the County, as well as the importance of the agricultural land bases, preserving natural and cultural heritage, and maintaining rural character and quality of life. Strategies and actions must consider the Official Plan policies, and should leverage and reflect the priorities outlined in the document.

8.1.2 Norfolk County Economic Development Strategy 2011

In 2011, Norfolk County Tourism & Economic Development Division undertook the process of establishing an economic development strategy in order to more effectively understand the local business community, its strengths, weaknesses, opportunities and threats, identify new growth areas in key target sectors, as well as provide a platform to align the economic goals and objectives of the County and its partner communities under a common vision. This was realized through a comprehensive, community engagement based SWOT analysis informed by individual interviews, six focus group sessions, numerous open houses, and online surveys involving approximately 200 participants.

Underpinning this effort was the clear recognition that success can only be achieved through the confirmation and creation of strong partnerships and complete community ownership of the process, its outcomes, and new directions going forward. Unification of the County, its residents, businesses, and community stakeholders is critical, and a holistic approach must be adopted to ensure that all individual communities and residents are an active part of shaping the future.

Through the Community Consultation **five specific priority themes** were identified with associated key action areas to be established as pillars of Norfolk County's Economic Development Strategy.

These are as follows:

Unify the County with a strong vision and direction

- Undertake a holistic Community Strategy
- Develop a long range Financial Plan (to fund priority actions)
- Comprehensive Youth Engagement Initiative
 - Including youth specific place brand appeal, Youth Committee, entrepreneurship program, and youth retention and attraction strategy
- Support the Workforce Planning Board of Grand Erie in addressing education, skills, and labour issues

Make Economic Development a County priority

- Establishing community champions to support implementation and drive change
- Ensure balanced support of existing and emerging industries
- Training and development of staff to foster increased collaboration, open for business attitudes, appreciation of the importance and value of economic development for the community, and excellence in service
- Encourage collaboration of local and regional economic development partners

Strengthen the County's networking capacity, increase collaboration and grow partnerships

- Three targeted and focused annual industry events or conferences
- Implement an annual Business Retention & Expansion visitation program
- Annual Economic Development Symposium and Entrepreneurship Forum

Provide support to the County's traditional industries

- Ensure the continued support of the Agricultural Sector:
 - Supporting the Agricultural Advisory Board and conduct an annual Agricultural Summit

- Includes partnering with industry associations (e.g., Ontario Fruit and Vegetable Growers Association), research and educational institutes to support growth and development of new products and markets
 - Ensuring key innovation and commercialization enablers and research institutes remain intact and operational to support growth and diversification
 - Support existing post-secondary programming and pursue new programs focused on utilizing local agricultural products
 - Develop marketing and outreach strategies to promote value-add/food processing opportunities, local foods, culinary and Agri-tourism
- Ensure the continued support of the Manufacturing Sector:
 - Ensure adequate shovel ready land supplies for development/expansion and an online inventory
 - Strengthen internal and external transportation infrastructure and linkages
 - Implement a structured, sector specific business visitation program
 - Develop a County-wide manufacturers database
 - Incorporate an investment inquiry response system to service prospects effectively

Nurture Norfolk County's emerging industries to strengthen and diversify the economy

- Facilitate increased activity in the Tourism Sector by supporting new developments, increasing tourism infrastructure and focusing greater effort on product development:
 - Develop and implement a long range, comprehensive Tourism Strategy, that incorporates agricultural initiatives
 - Target five industry events and take on a leadership role in the Southwestern Ontario Tourism Corporation
- Grow and Strengthen the County's Entrepreneurial base:
 - Increase collaboration with key public and private sector partners to plan a Norfolk County Small Business Forum
 - Review and revise the County's by-laws on Home Based Businesses to support small business
 - Develop and promote a Youth Entrepreneurship Program
 - Partner with local/regional support agencies to develop promote and operate a walk-in Entrepreneurship Centre to support existing efforts by the Norfolk District Business Development Centre (CFDC)

- Foster increased opportunities in the Arts, Heritage, and Culture Industry:
 - Create and Coordinate a Norfolk County Arts Council
 - Complete an Arts, Heritage & Cultural Strategy and Implementation Plan
 - Perform a Cultural Asset Mapping exercise to better understand Norfolk's strengths
 - Coordinate and align activities with Tourism and Agricultural initiatives
 - Update Norfolk's Community Improvement Plan (CIP) in the Official Plan Review to include opportunities and incentives that encourage a Creative Economy

- Encourage Green Energy Industry opportunities:
 - Support opportunities that capitalize on existing County strengths, such as "non-food" agricultural feed stocks, agricultural waste and by-products
 - Support a regional focus on green energy partnerships with SCOR and the Green Energy Hub
 - Implement recommendations from *Ontario's Green Energy Hub: Green Economy Background Research and Grand Erie Competitiveness Study*

8.1.3 Norfolk County Situational Analysis 2011

To evidence and supplement the Economic Development Strategy above, a comprehensive Situational Analysis of Norfolk County was also performed in 2011. In a comparative framework situating Norfolk County against Canada, Ontario and surrounding communities, the study covered four key areas of analysis, including demographic, labour force, economic base, employer structure, and also a broader macro level economic development trends analysis and an accompanying synopsis of the *Overview of Tourism in Norfolk County* report. Given the timing of the report, Census data ranged from 2001 to 2006, with estimation from Manifold Data Mining out to 2011; Canadian Business Patterns data from 2003 to 2008 and 2010; along with Labour Force data and analysis from OMFRA ranging from 2003 to 2007, and supplementary information from Norfolk County itself.

Key findings were as follows:

Demographics

- Minor net population increase from 2001 to 2011 with a an older population that the provincial average
- From 2000 to 2010 the largest income segment of population was \$60,000+, an increase, although lower than the provincial percentage

- Largest field of post-secondary education was architecture, engineering and related technologies (28%)
- 24.6% of residents have college, CEGEP, or other non-university certificate or diploma, compared to 13.3% with University degrees/certificates
- 49.3% of residents have High School certificates or lower, compared to 38.2% of Ontario
- Over 90% of residents only speak English, and less than 4% speak French (compared to 11% in Ontario)
- In 2011 residents of Norfolk County were less likely to have moved than in the province
- The average value of housing rose by 54% to \$264,000; still significantly lower than the Ontario and GTA average

Labour Force

- Participation and employment rates are lower than provincial indicators
- By occupation, higher concentrations (vs. Ontario) work in Trades, transport, and equipment operators; occupations unique to primary industries; and unique to processing, manufacturing and utilities
- By Industry, higher concentrations (vs. Ontario) in Agriculture, forestry, fishing, and hunting; Utilities; Manufacturing; and Construction
- 39.4% of Norfolk residents commuted outside of the County daily for work (Stat Can 2006)
- 32% of the employed labour force (or 10,000 workers) worked outside of Norfolk, especially in manufacturing and construction

Economic Base

- The Agricultural Sector is the only highly concentrated sector
- Highest concentrations by sub-sector include: Beverage and tobacco product manufacturing, Electrical equipment, appliance, and component manufacturing, Food manufacturing, Truck transportation, and Nursing and residential care facilities
- Highest concentrations by industry include: Farms, and Dairy product manufacturing
- Agriculture, forestry, fishing, and hunting was the only sector higher in employment concentration than surrounding competitor areas
- Norfolk had no unique concentration in sub-sector employment
- Norfolk had 1,525 farms on 115,031 hectares of agricultural land with predominantly hay & field, and vegetable crops

Employer Structure

- Top three sectors with highest concentrations of businesses are: Agriculture, forestry, fishing, and hunting; Construction; and Retail trade

- Strongest growth in number of businesses were in: Real estate and rental and leasing; Transportation and warehousing; and Construction
- Two sectors had higher per capita number of businesses (vs. Ontario): Agriculture, forestry, fishing, and hunting; and Mining and oil and gas extraction
- Local specialization in Norfolk was identified in the following: Agriculture, forestry, fishing, and hunting; Mining and oil and gas extraction; Retail trade; Transportation and warehousing; and Other services
- In 2008 the largest number of employers by sub-sector and industry was found in crop production and other crop farming industries
- By sub-sector, from 2003 to 2008, the largest increase in business counts were found in financial and management services; Ambulatory services; Truck transportation; Real Estate; and Professional, scientific and technical services
- By industry, from 2003 to 2008, the largest increase in business counts were found in Management of companies and enterprises; other financial investment activities; Lessors of real estate; Building finishing contractors; and Foundation, structure and building exterior contractors
- By 2010, Crop production, by sub-sector had significantly higher percentages of employees in Norfolk (vs. Ontario)
- By 2010, Crop production had the highest percentage of employers across all size categories

8.1.4 Norfolk County Trails Master Plan 2009

The purpose of The Norfolk County Trails Master Plan was to establish a framework of guiding principles and strategic directions for linking the various natural community recreational assets in Norfolk, such as parks, outdoor destinations, and trails. This was established based on the recognition of a growing interest by the resident and neighbouring populations in the utilization of trails and outdoor space for recreational, health and lifestyle purposes, as well as the potential contained for increased tourism and economic development opportunities.

The plan was developed between 2008 and 2009, and is the product of three consultation processes, two public meetings and a survey available online and through various community centres. It contains a detailed contextualization of the trails system that has developed over time in Norfolk County, its history and benefits, as well as identifying the various points of interest and prescriptive comment on future trail considerations. It also outlines how trail development will be approached, including identifying barriers and etiquette, as well as maintenance and management.

Most importantly, the Plan establishes a Vision, Mission and an Implementation Strategy designed to achieve the guiding principles, strategic directions and their recommendations over a 2, 5, and 7 year time frame. These are associated with a specific timeline in the capital budget and given a priority status (high, medium, low) with resource requirements.

FIGURE 5: GUIDING PRINCIPLES

Guiding Principles	Meaning
Building Healthy Communities	The County and its trail partners will develop a trail network that promotes a healthy lifestyle, social interaction and four-season activities for all generations.
Natural Heritage Values	The County and its trail partners will recognize the range of biodiversity of oak savanna, tall-prairie grasses, woodlots and wetlands and practice stewardship and sustainability when planning for and implementing trails
Partnerships	The County will develop multiple partnerships with trail groups, service clubs, adjacent counties and others to plan for and implement trails.
Connectivity	The County and its trail partners will make connecting trails between towns and villages within the County and to adjoining counties a priority.
Accessibility and Affordability	The County and its trail partners will endeavor to make trails reasonably accessible and affordable to all residents and visitors while recognizing the divergent uses and expectations.
Delivery System	The County will be the catalyst to facilitate trail development throughout the County.
Infrastructure	The County and its trail partners will develop strategies to acquire lands, raise funds, plan for, develop and maintain trails.
Safety and Security	The County and its trail partners will make safety a priority for all trails.
Marketing and Promotion	The County and its partners will keep residents informed of trail opportunities and market and promote the County's trails to visitors.

8.1.5 Norfolk County Corporate Strategic Plan 2008

In 2007, under the direction of the Mayor and Council, Norfolk County developed its first Corporate Strategic Plan. This was achieved by undertaking a public workshop in January 2007 which involved the General Managers of the County pulling together teams of Councilors and staff to participate in and assist the planning process. Ultimately, this process resulted in the establishment of **six key strategic issues**. These issues are foundational, and form the basis of the plan itself. They are accompanied by specific objectives and respective actions in order to operationalize the plan, and facilitate achievement of community goals.

The plan is structured around a 2008, 2009 – 2010, and 2011 Forward timeframes, and includes a section on successes achieved in the 2007-2008 period. As an added measure of accountability and organizational functionality, an action item Lead was identified that corresponded with a County department or agency. In March 2008, the plan was reviewed and revised, in order to reflect the current needs of the day, and was identified to exist as a living document, and to be reexamined annually to ensure its relevance and continuity.

FIGURE 6: STRATEGIC ISSUES AND CORRESPONDING GOALS

Strategic Issue	Goals
Community Infrastructure	<ul style="list-style-type: none"> ■ Assure determinants of health are addressed ■ Develop strategies to attract/retain youth to the community ■ Enhance community access to services
Economic Development	<ul style="list-style-type: none"> ■ Retain existing business and industry ■ Recruit appropriate business and industry ■ Diversify agricultural base
Community Values and Identity	<ul style="list-style-type: none"> ■ Retention/recruitment of volunteers ■ Support uniqueness of communities ■ Foster support for boards and community based projects
Corporate Infrastructure	<ul style="list-style-type: none"> ■ Increased wastewater infrastructure capacity ■ Increased water infrastructure capacity ■ Establish an infrastructure sustainability plan
Financial Sustainability	<ul style="list-style-type: none"> ■ Establish a corporate financial sustainability plan ■ Provide a timely and accurate financial reporting system ■ Provide a timely and accurate service delivery reporting system
Human Resources	<ul style="list-style-type: none"> ■ Retention and recruitment of staff ■ Review of corporate organizational structure

8.1.6 Norfolk County Council Strategic Plan 2009 – 2010

This document is the 2009-2010 edition of Norfolk County’s Corporate Strategic Plan. It reconfirms the policy’s nature as a living document by indicating that revisions will be made, including the inclusion of additional performance measurements and targets. It identifies that the strategic directions and goals of the plan are established by County Council and chart the direction of the community based on its needs and aspirations.

The Plan also outlines the long range aims of the four year term of office. These are based on the expressed Vision and Mission of County Council and are articulated into **seven strategic directions** and corresponding goals. It is also stated clearly that the plan provides the corporation with a blueprint for the allocation resources and serves to align Council’s strategic directions and goals with the work of staff through the use of departmental business plans. These, in turn, detail the annual activities and process by which execution will occur and are linked to the annual budget process.

FIGURE 7: STRATEGIC DIRECTIONS AND CORRESPONDING GOALS

Strategic Direction	Purpose	Goals
Ongoing Operations	To maintain current levels of service and continue to provide value to the residents of Norfolk County for the services being delivered	<ul style="list-style-type: none"> ■ Maintain current levels of service in operating departments ■ Continue to provide valued services to residents at an affordable cost ■ Consistently offer innovative, quality, and timely service that is valued by residents
Economic Prosperity	To deliver programs to retain, grow, and attract business and industry in all sectors of the economy	<ul style="list-style-type: none"> ■ Retain and grow existing business and industry ■ Support the diversification of the agri-business sector ■ Attract and facilitate new business and industry
Community Well-being	To ensure the County supports programs and services to meet the quality of life needs of the community	<ul style="list-style-type: none"> ■ Assure determinants of health are addressed ■ Enhance community access to services ■ Deliver strategies to retain and attract youth to the community ■ Promote a healthy and

Strategic Direction	Purpose	Goals
		sustainable environment
Community Values and Identity	To engage our diverse communities and volunteers	<ul style="list-style-type: none"> ■ Retain and recruit volunteers ■ Foster support for Boards and community based projects ■ Support the diversity of our community
Corporate Infrastructure	To meet the County's servicing needs to ensure long term sustainable growth	<ul style="list-style-type: none"> ■ Ensure sufficient infrastructure capacity for the community
Financial Sustainability	To ensure the County maintains a sound financial plan which can support a vibrant, growing community	<ul style="list-style-type: none"> ■ Establish a corporate financial sustainability plan ■ Ensure timely and accurate financial reporting ■ Ensure timely and accurate service delivery reporting
Corporate Governance	To foster an environment conducive to attracting and retaining County personnel and volunteers and ensuring that the governance model of Council, Boards and Committees is appropriate	<ul style="list-style-type: none"> ■ Foster a culture of continuous improvement ■ Ensure that corporate organizational structure aligns with strategic plan ■ Retain and recruit staff

8.1.7 Haldimand and Norfolk Healthy Communities Partnership; Draft Strategic Plan (2014)

The Healthy Communities Partnership Haldimand and Norfolk (HCP) was created in 2009 and operates under the guidance of the Haldimand Norfolk Health Unit. It is purposed on engaging a broad and diverse cross section of community stakeholders to identify the desired end results that create an improved quality of life in Norfolk and

Haldimand. The intention is to accomplish this through cross-County partnership by the establishment of a Coordinating Committee which will reduce duplication, maximize resources, and focus efforts in a structured manner that is measurable.

The HCP Terms of Reference outline the strategic direction, goal, and corresponding community result areas, as well as the frame of reference for the operating guidelines, the roles and responsibilities of the Members and Committees, and outlines the Coordinating Committee(s) Structure.

The Draft Healthy Communities Strategic Plan is a work in progress and serves to articulate the Mission, Values, and the **five key results areas** embodied in the Terms of Reference, and provides a framework for how the results will be achieved and measured by identifying indicators, outcomes, and timeframes for accomplishment.

Strategic Direction:

To drive community desire and action to make Haldimand and Norfolk the best places to live

Mission:

To bring together, and mobilize, people and organizations in Haldimand and Norfolk working toward healthy, vibrant, safe, strong and connected communities.

Values:

Develop meaningful partnerships and linkages to other networks to collaborate and coordinate actions in order to reduce duplication and maximize resources

Key Result Areas:

- Children and Youth are Strong and Connected
- Our Community is Safe
- Our Residents are Healthy
- Our Community is Vibrant
- People are Connected

Ultimately, the outcomes of the efforts of the Healthy Communities Partnership above are published in a full colour Healthy Communities Report Card. This publication clearly identifies the 5 key result areas with their corresponding indicators. It also incorporates a community education perspective that identifies for the reader why the issues are important, how they are measured and what the “story behind the data” means for an individual and the community.

8.1.8 Haldimand – Norfolk 10 Year Housing and Homelessness Plan, September 2013

Norfolk County is the Consolidated Municipal Services Manager (Service Manager) for Health and Social Services in the two-County area of Haldimand and Norfolk. The province of Ontario requires that all Service Managers produce a 10 year Housing and Homelessness Plan to address the changing needs for affordable housing and social assistance supports brought on by the effects of deindustrialisation, globalisation and negative economic impacts due to market downturns on the area's predominantly manufacturing, agricultural and service based workforce.

This plan provides:

- An assessment of current and future housing needs in Haldimand and Norfolk.
- 5 strategic directions and 32 priority actions based on quantitative and qualitative research, including extensive community consultation based on lived experience.
- Summary of gaps, needs, and priorities, and funding constraints.

With a Vision that will see the “*Residents of Haldimand and Norfolk will be able to live in safe, appropriate, accessible and affordable housing with support opportunities*”, the following five strategic directions were established:

- Ensure all residents of Haldimand and Norfolk Counties have access to suitable, safe and affordable housing opportunities.
- Keep people housed.
- Expand support opportunities to meet increasingly complex needs.
- Collaborate and coordinate responses to homelessness.
- Advocate to senior levels of government for adequate and sustained funding for services, supports and programming.

It is identified that careful thought was taken to recognize the unique needs and challenges that the two-County area represents. These include a variety of urban, rural, and suburban housing needs, and ever increasing economic disparity compounded by an aging populous, outmigration of youth, and increased demand for seniors and special needs services. Further, there is a significant geographic spread with several levels bureaucracy, both dependent and independent, facing increased budgetary and fiscal constraints which further exacerbate implementation.

Collaboration, consensus building and strong, balanced, community leadership will be required in order to marshal and motivate the necessary political, administrative, and community based resources in order to facilitate realization of the community building goals and objectives outlined in this report.

8.2 Existing Policy Framework Matrix

8.2.1 Identifying Common Threads

In reviewing these policies, it is evident that there are a significant number of similar directions, objectives, goals, guiding principles and key themes, identified and underpinning the various policies that echo the same issues.

Some of these have short and medium term timeframes set around them, and contain more operationalized frameworks, while others are more strategic in nature and outline overarching recommendations that are grounded in community issues.

In order to be able to pull the various plans together into a unified strategic plan, it is first important to identify the common threads between the existing policy frameworks and validate the Vision and Mission behind the corporate endeavour.



FIGURE 8: COMPARATIVE MATRIX OF NORFOLK COUNTY POLICIES

Common Themes	Norfolk Official Plan 2011	Economic Development Strategy 2011	County Trails Master Plan 2009	County Council Strategic Plan 2008	County Council Strategic Plan 2009-2010	Haldimand – Norfolk Healthy Communities Partnership Strategic Plan 2014	Haldimand – Norfolk 10 Year Housing and Homelessness Plan 2013
Economic Development and Prosperity a Priority	X	X		X	X		
Protect and Enhance the Natural Environment	X		X				
Increase Capital Infrastructure Capacity	X	X	X	X	X	X	X
Increase Social Infrastructure Capacity	X	X	X	X	X	X	X
Attract and Retain Youth in Community		X		X	X	X	
Maintaining and Enhancing Quality of Life	X	X	X	X	X	X	X
Increase Partnership and Connectivity	X	X	X	X	X	X	X
Community Health and Safety a Priority	X		X	X	X	X	X
Encourage Fiscal Sustainability	X	X		X	X		
Support Community Diversity	X	X	X	X	X	X	
Community Values and Cultural Identity	X	X	X	X	X	X	
Ensuring Services are Accessible			X		X	X	X
Building & Maintaining Healthy Communities	X		X	X	X	X	X

9 Community Profile

9.1 Our Current State

This section examines the following Norfolk County characteristics in comparison to the Province of Ontario

- Population growth
- Age structure
- Family Income
- Educational Attainment.

This profile includes Statistics Canada data from 2006 and 2011. It also includes demographic data and projections from the Norfolk County Official Plan 2011.

9.1.1 Population Growth

In 2011, Norfolk County had a total population of 63,175, which represents a minor increase of 1% from the last Census period of 2006 where the population was 62,563. This slower rate of growth is in contrast to the provincial average, which increased by 5.7% over the same period.

The majority of the provincial population growth, however, is concentrated in larger urban centres, which attract a disproportionate number of new immigrants. In fact, regardless of immigrant category (i.e. permanent resident, temporary foreign worker or foreign study), these people are strongly attracted to the Greater Toronto and Hamilton Areas to settle, including other larger urban areas such as London or St. Catharines.

In comparison, to its immediate neighbours, Norfolk's population is growing at a slightly faster rate than that of Haldimand County, which experienced a 0.7% decline in population between 2006 and 2011. That said, Norfolk is not keeping pace with other neighbouring census subdivisions such as Brant, Norwich and Bayham, all which experienced growth of 3.6, 2.3, and 3.9 percent respectively. Additionally, Tillsburg also experienced a 3.2% growth in the last census period.

Moving forward, Norfolk County's Official Plan estimates that the population in Norfolk will increase to 74,300 by 2026. This would constitute an increase of 17.6% over the 12-year time period at an average annual rate of increase at 1.4%. Given that Norfolk has only experienced a 1% increase over the last 5 years, which is relative to a 0.2% annual growth, it is not clear if this is a reasonable expectation for future growth given the current state.

FIGURE 9: COMPARATIVE POPULATION GROWTH, 2006-2011

Geography	2006	2011	2006 – 2011 % Change
Norfolk County	62,563	63,175	1.0
Haldimand County	45,212	44,876	- 0.7
Brant	34,415	35,638	3.6
Norwich	10,481	10,721	2.3
Bayham	6,727	6,989	3.9
Tillsonburg	14,822	15,301	3.2
Ontario	12, 851,821	12,160,282	5.7

Source: Statistics Canada; 2006 and 2011 Census and National Household Survey, Community Profiles. Adapted by Millier Dickinson Blais Inc.

FIGURE 10: 2011 CENSUS MAP OF NORFOLK COUNTY



Source: Statistics Canada; 2006 and 2011 Census and National Household Survey.

9.1.2 Population by Age Structure

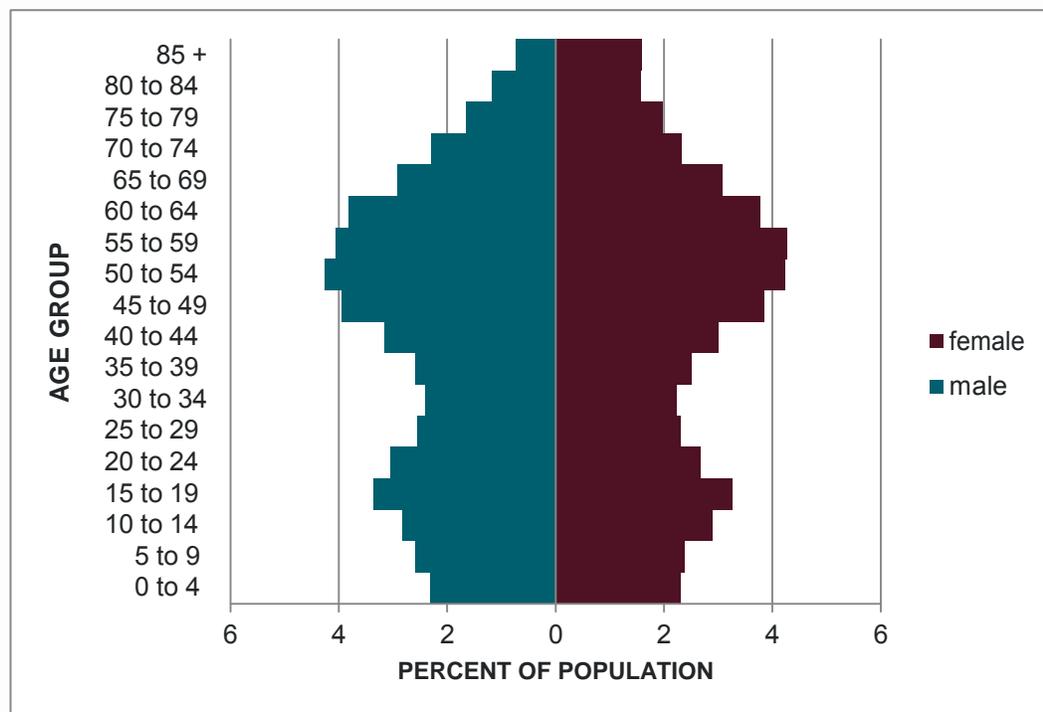
As of 2011, the median age of the population in Norfolk County was 46.1 years of age, in contrast to that of Canada and Ontario which were 40.6 and 40.4 years respectively.

Between 2006 and 2011, the median age in Norfolk also rose by just under 3 years, a fairly stark comparison to that of 1.1 years in Canada and 1.4 years of age in Ontario.³

Additionally, the age structure for Norfolk County has shifted slightly from 2006 as well. The largest segment of the population is found in the ranges of 50 – 54 years of age (5,370 or 8.5%), compared to that of 45 – 49 years of age (5,225 or 8.35%) in 2006.

Overall, the largest grouping by age is found in the range of 45 – 65 years of age, totalling 20,365 people, or 32% of the local population. The percentage of the population aged 65 and over in 2011 was 19.3%, in contrast to the National average of 14.8% and the Provincial average of 14.6%.

FIGURE 11: NORFOLK COUNTY POPULATION, 2011



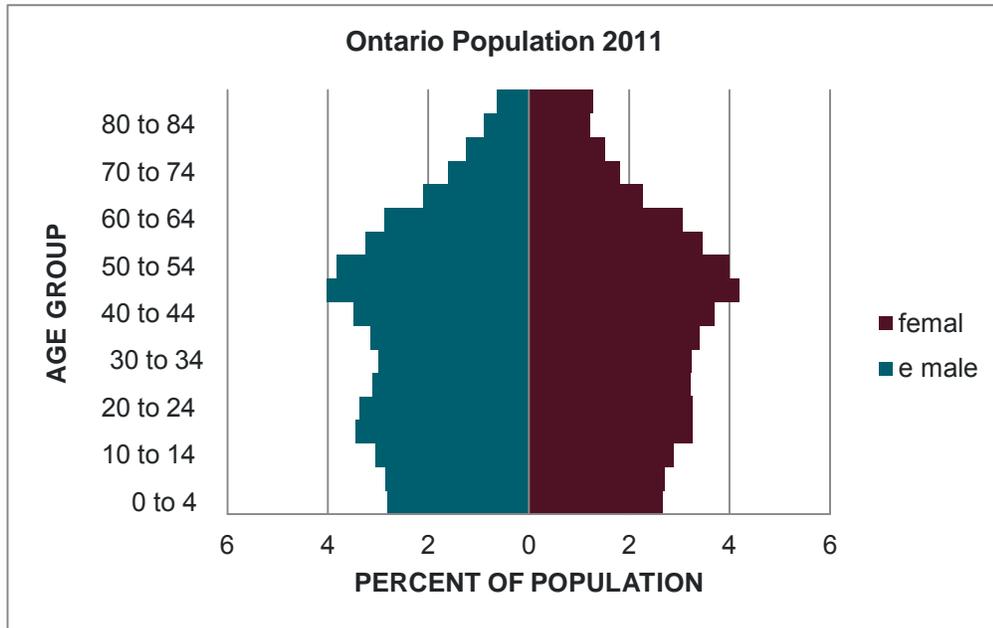
Source: Statistics Canada. 2011. National Household Survey. Community Profiles. Adapted by Millier Dickinson Blais Inc.

It is encouraging that this is followed by the second largest individual range of 15 – 19 years of age at 6.6% of the population. Combined with the range of 20 – 24 year olds, this grouping represents 7,795 people, or 12% of the population. However, as shown in the population pyramid in Figure 11, the most significant gap is found within the prime working years of 25 to 50 years of age. As people in Norfolk continue to age, it will be essential to increase and retain younger cohorts in the County in order to maintain a suitable working age population in order to support the local business base.

³ Statistics Canada. 2012. Focus on Geography Series, 2011 Census. Statistics Canada Catalogue no. 98-310-XWE2011004. Ottawa, Ontario. Analytical products, 2011 Census. Last updated October 24, 2012.

When cross referenced with the population of Ontario seen in Figure 12, although clear signs of aging exist, they are not as steep in the prime working years, and illustrate that Norfolk is aging at a more rapid rate. As the working age population continues to age, the growth in seniors will place continued pressures on the County, in terms of service delivery and access in allowing seniors to 'age in place'.

FIGURE 12: ONTARIO POPULATION, 2011



Source: Statistics Canada. 2011. National Household Survey. Community Profiles. Adapted by Millier Dickinson Blais Inc.

9.1.3 Household Income

Average income rates provide important information about the wealth generated or retained by the local population. High income rates suggest a high level of disposable income, which in turn reflect on the level of relative affluence in a population.

Figure 13 below provides information on median and average household income for Norfolk County, its neighbouring areas and the province of Ontario.

In 2010, Norfolk County's total household income was \$70,312, with a total average after-tax income of \$60,840. This is in contrast to the provincial average total household income before taxes of \$85,772, a difference of roughly 20%.

What is notable is that average household incomes in neighbouring Brant and South-west Oxford are significantly higher. When compared to the province in median after-tax income, the differences in Norfolk County are not as stark.

FIGURE 13: NORFOLK COUNTY AND SURROUNDING AREAS HOUSEHOLD INCOME, 2010

Household income in 2010 of private households NHS	Norfolk County	Brant	Haldimand County	Norwich	Bayham	South-west Oxford	Ontario
Total Households	25,045	12,930	16,825	3,600	2,290	2,590	4,886,655
Median household total income (\$)	57,659	74,955	68,510	68,178	58,543	73,996	66,358
Average household total income (\$)	70,312	94,540	79,352	76,885	66,666	92,489	85,772
Median after-tax household income (\$)	52,357	65,569	60,182	60,195	54,635	64,998	58,717
Average after-tax household income (\$)	60,840	78,659	68,083	66,915	59,292	76,203	71,523

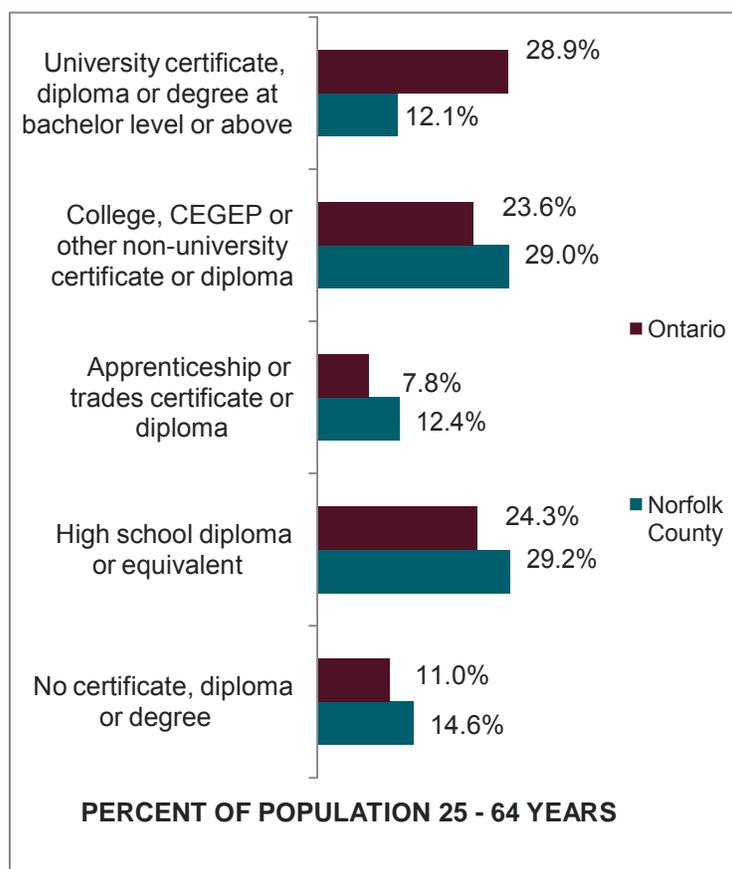
Source: Statistics Canada, National Household Survey 2011. Various tables

9.1.4 Education

Educational attainment is one of the most important socio-economic indicators to consider when evaluating a community's economic growth potential, as it speaks directly to its ability to staff new and existing businesses. Further, educational attainment is often seen as a contributing factor to the quality of the 'human capital' in an area and reflects the accumulation of skills and talents which contribute directly into the development and capacity of a skilled workforce.

As of 2011, the Norfolk County had a dramatically smaller proportion of its population with a university certificate; diploma or degree at or above a bachelor level (21.1%) when compared to the province (28.9%). However, the county had a higher level of the working population with a college, CEGEP or other non-

FIGURE 14: EDUCATIONAL ATTAINMENT, NORFOLK COUNTY, 2011



Source: Statistics Canada - 2011 National Household Survey. Catalogue

university certificate or diploma (29%) than Ontario (23.6%). It also had a greater proportion of population with no certificate, diploma or degree. Yet, Norfolk did rank higher than the provincial average, with 29% of its population having achieved a high school diploma or equivalent.

One note of particular importance is the significant difference that Norfolk has in its level of apprenticeship or trades certificate or diploma. The table above reflects a 12.4% level within the working population, which is 4.6% higher than the provincial average of 7.8% as a level of educational achievement.

9.1.5 Summary of Demographic Profile

The County has experienced a slow population increase over the previous five years. Slow population growth is expected to continue based on the rate of growth indicated in the Census. Although Norfolk's Official Plan is estimating a population increase of just over 17% by 2026, it is not clear if this is likely to occur.

The proportion of Norfolk County's population that is expected to grow is among those 65 years and older, as well as another shift in the demographic increase in the 55 – 64 years of age cohort as those in the cohort before age in tandem. Residents in neighbouring municipalities tend to be more affluent on average than Norfolk, with the exception of Bayham, which suggest a higher level of disposable income among residents outside of Norfolk.

Finally, the Norfolk County working age population is more inclined to have a college diploma or an apprenticeship or trade certificate.

9.2 Competitive Analysis

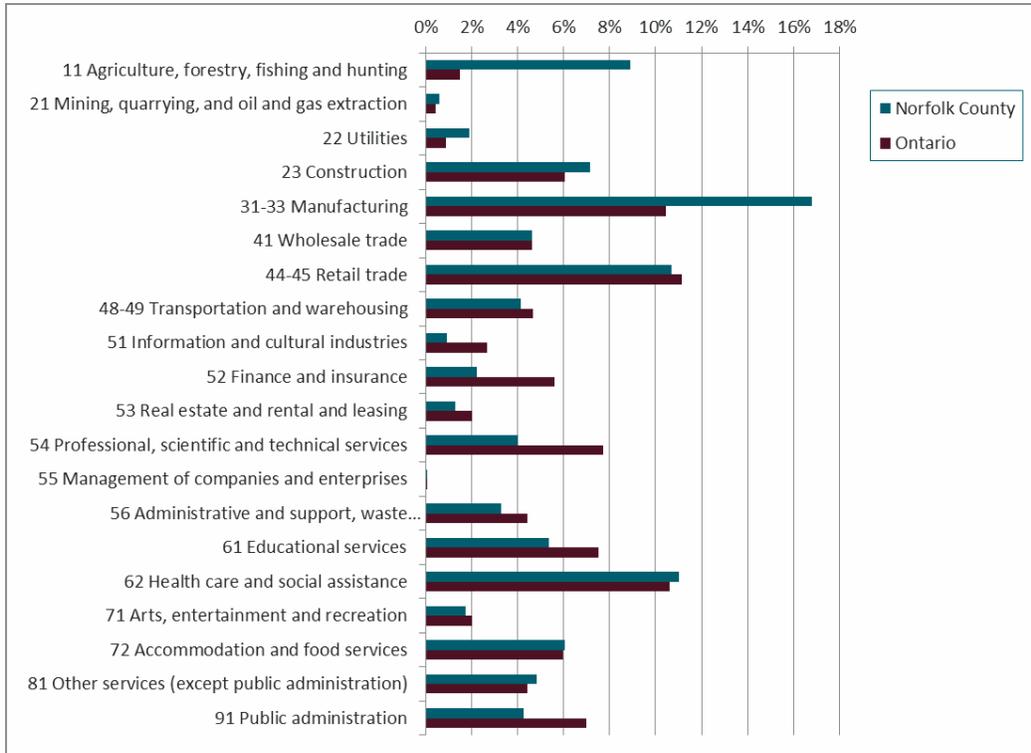
This section of the report examines the resident labour force and employment by industry, occupational classifications and commuting flows for the County.

9.2.1 Labour Force by Sector Category

With respect to labour force by sector, Norfolk County's labour force is in many ways reflective of Ontario. For example, Norfolk County has a proportionate share of its labour force involved with wholesale and retail trade, transportation and warehousing, health care and social assistance, accommodation and food services and other services which includes businesses like automotive repair and personal services.

On the other hand, as an agricultural based community, Norfolk County has a disproportionate share of its labour force in agriculture (8.9%), manufacturing (16.8%), and utilities (1.9%), and a slight elevation in construction (7.1%). Norfolk County also lags the province in finance and insurance (2.2%), and professional and scientific services (4.0%), educational services (5.4%), and public administration (4.3%).

CLASS OF WORKER BY SECTOR, NORFOLK COUNTY AND ONTARIO BY PERCENTAGE, 2011

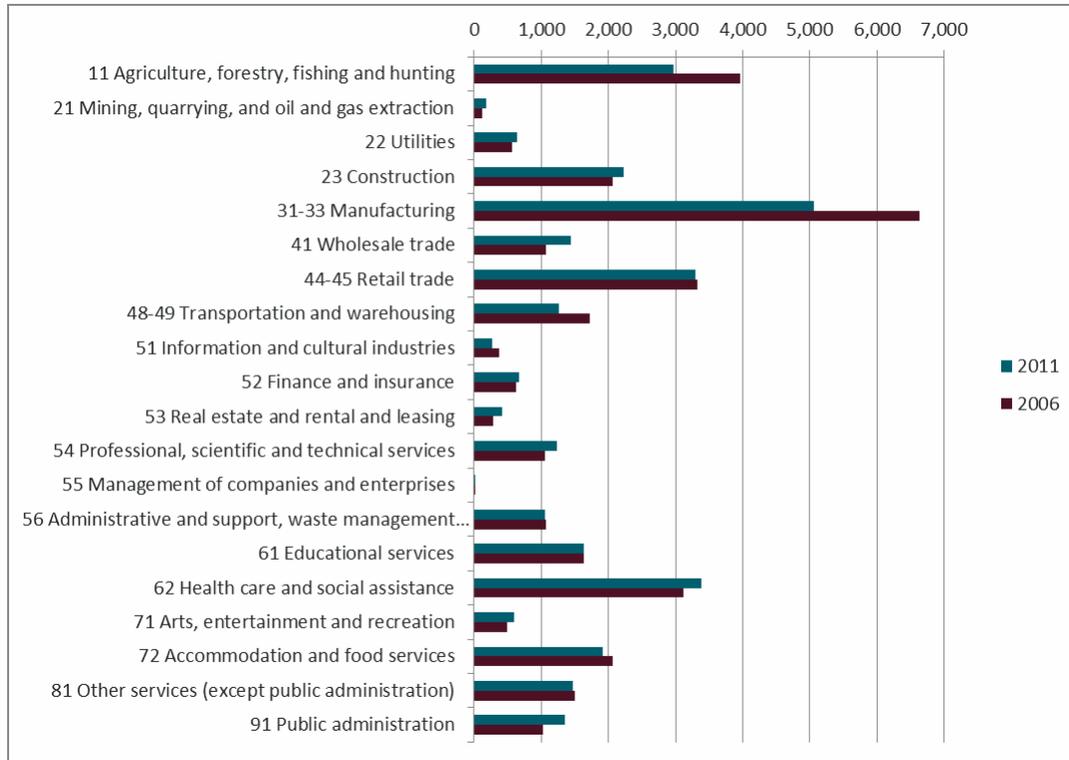


Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011052.

As shown below, Norfolk County’s labour force composition, as categorized by industry, has shifted in a number of areas from 2006 to 2011. The manufacturing sector has lost the greatest number of workers from 2006 (1,575), followed by agriculture, forestry, fishing and hunting (995). Over the same period, the transportation and warehousing industry has also shed workers.

In terms of sector employment growth, wholesale trade (370), health care (265) and public administration (320) has added the most labour since 2006. Of note is the level of moderate increases in the construction, real estate and professional, scientific and technical services industries, which rose by 150, 130, and 185 workers respectively over the same period. As these are often self-employed activities, this may be indicative of an emerging trend worth more investigation.

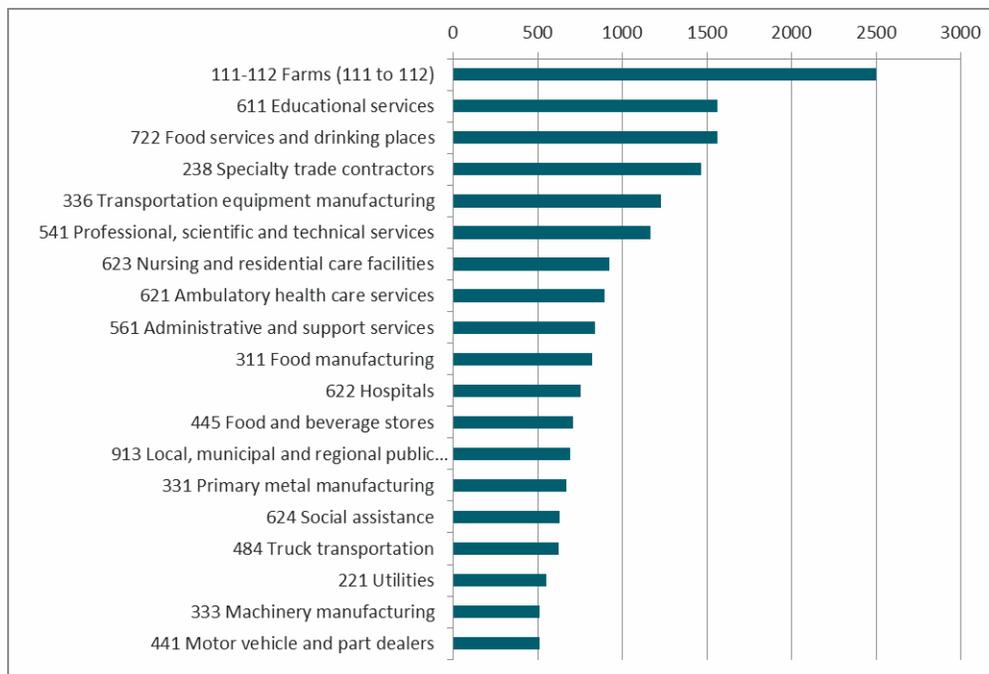
FIGURE 15: CLASS OF WORKER BY INDUSTRY, NORFOLK COUNTY TOTAL LABOUR FORCE AGE 15 AND OVER 2006, 2011



Source: Statistics Canada - 2011 National Household Survey, 2006 Census. Adapted by Millier Dickinson Blais

The table below shows the top 20 specific industrial sub-sectors in terms of total employment. As of 2011, farms, educational services, and food services and drinking places represented the top three subsectors in terms of employment. It is noteworthy that professional, scientific and technical services and specialty trade contractors are represented within the top 6 largest employment areas by subsector. This provides additional insight into a potential trend in micro businesses and self-employment. It is also worth noting that there is a relatively even distribution of subsector employment concerned with exporting goods and services, and that which is primarily focused on servicing the needs of local residents, businesses or visitors.

TOP 20 CLASS OF WORKER BY INDUSTRIAL SUBSECTOR IN NORFOLK COUNTY TOTAL EMPLOYED
LABOUR FORCE 2011



Source: Statistics Canada - 2011 National Household Survey. Adapted by Millier Dickinson Blais

9.2.2 Labour Force by Occupational Classification

Understanding a community's labour force by its occupational category is far more instructive than by industrial category. In the table below, as of 2011, the largest occupational category, as measured by employed workers over the age of 15, were trades, transport and equipment operators and related occupations, and was matched in equal measure by sales and service occupations with only a 0.3% difference between them.

These categories capture many of the occupations that are involved with agriculture, manufacturing and construction. The high concentration of sales and service occupations can also be seen as a logical correlation with the high level of employment in food service and drinking places identified above.

The second highest areas of occupation concentrations are in business, finance and administration, as well as management occupations. Worthy of noting is the concentration in occupations in social science, education, government service and religion at 9.7%, and processing, manufacturing and utilities (9%).

From 2006 to 2011, Norfolk County's employed labour force in management occupations have grown by over 56%, along with steep increases in occupations in social science, education, government service and religion of 48% and art, culture, recreation and sport by just over 35%. Such dramatic increases in these categories

could be linked to and reflective of the growth in public administration as well as professional, scientific and technical services by industry charted above. The increase in health occupations by 14% would also align with the growth in the health sector noted above.

Of those categories with the largest decline, occupations related to occupations unique to primary industry where the most stark at a loss of 55.6% in terms of both proportional decline and absolute numbers.

Whereas, the declines in sales and service occupations, and trades, transport and equipment operators. That said, with the exception of sales and service, the combination of the other two categories could be attributed to the decline in the tobacco industry and its impact on Norfolk's agricultural sector.

NORFOLK COUNTY EMPLOYED LABOUR FORCE BY OCCUPATIONAL CLASSIFICATION 2011, 2006

Occupational Category by Major Unit	2011	% of 2011 Total	2006	% of 2006 Total	% Change from 2006 to 2011
A Management occupations	3,540	11.4%	2,260	6.9%	56.6%
B Business, finance and administration occupations	3,890	12.5%	3,900	11.9%	-0.3%
C Natural and applied sciences and related occupations	1,130	3.6%	1,155	3.5%	-2.2%
D Health occupations	2,070	6.7%	1,815	5.5%	14.0%
E Occupations in social science, education, government service and religion	3,020	9.7%	2,040	6.2%	48.0%
F Occupations in art, culture, recreation and sport	655	2.1%	485	1.5%	35.1%
G Sales and service occupations	6,010	19.3%	6,650	20.3%	-9.6%
H Trades, transport and equipment operators and related occupations	6,100	19.6%	6,595	20.2%	-7.5%
I Occupations unique to primary industry	1,840	5.9%	4,140	12.7%	-55.6%
J Occupations unique to processing, manufacturing and utilities	2,800	9.0%	3,680	11.2%	-23.9%
Total	31055	100.0%	32720	100.0%	54.8%

Source: Statistics Canada - 2011 National Household Survey, 2006 Census. Adapted by Millier Dickinson Blais

NORFOLK COUNTY'S TOP 15 OCCUPATIONS, 2011

Occupational class by minor unit	2011
Industrial, electrical and construction trades	2230
Middle management occupations in trades, transportation, production and utilities	1705
Service support and other service occupations, n.e.c.	1515
Transport and heavy equipment operation and related maintenance occupations	1370
Maintenance and equipment operation trades	1170
Administrative and financial supervisors and administrative occupations	1090

Occupational class by minor unit	2011
Sales representatives and salespersons - wholesale and retail trade	1075
Workers in natural resources, agriculture and related production	1025
Professional occupations in education services	990
Service representatives and other customer and personal services occupations	990
Office support occupations	930
Middle management occupations in retail and wholesale trade and customer services	900
Sales support occupations	855
Service supervisors and specialized service occupations	785
Assemblers in manufacturing	750

Source: Statistics Canada - 2011 National Household Survey, 2006 Census. Adapted by Millier Dickinson Blais

The table above provides a snapshot of Norfolk County's largest occupational categories, in absolute terms. This snapshot reflects the County's strong agricultural and manufacturing sectors, with top occupations also related to educational services and wholesale trade.

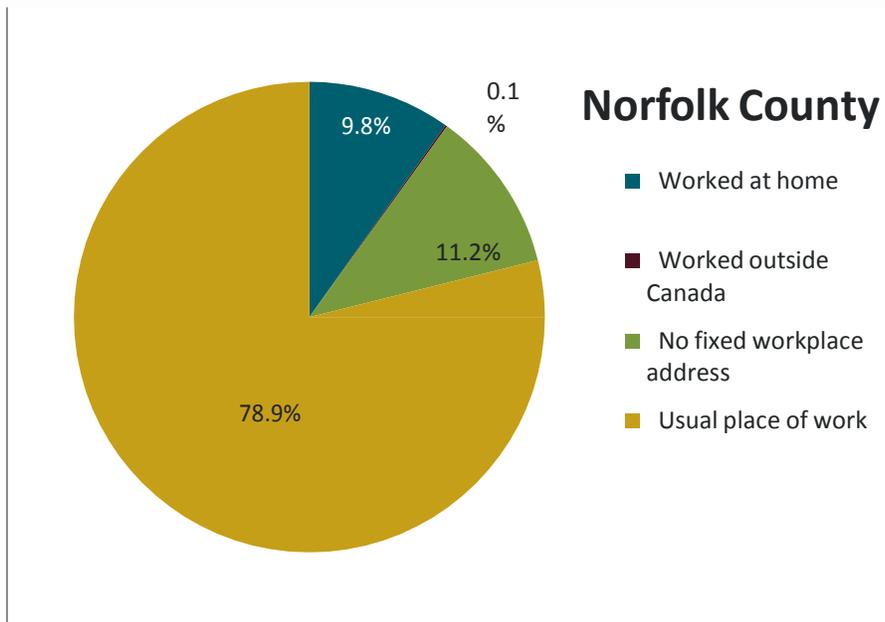
9.2.3 Labour Flow Characteristics

While the size and growth of the local labour force is an asset to the community, consideration must be given to the degree to which a community sees an outflow or inflow of its labour force. The degree of outflow may represent an opportunity to capture or retain employment in the community. It is also an indication of the strength of the community in generating local employment opportunities.

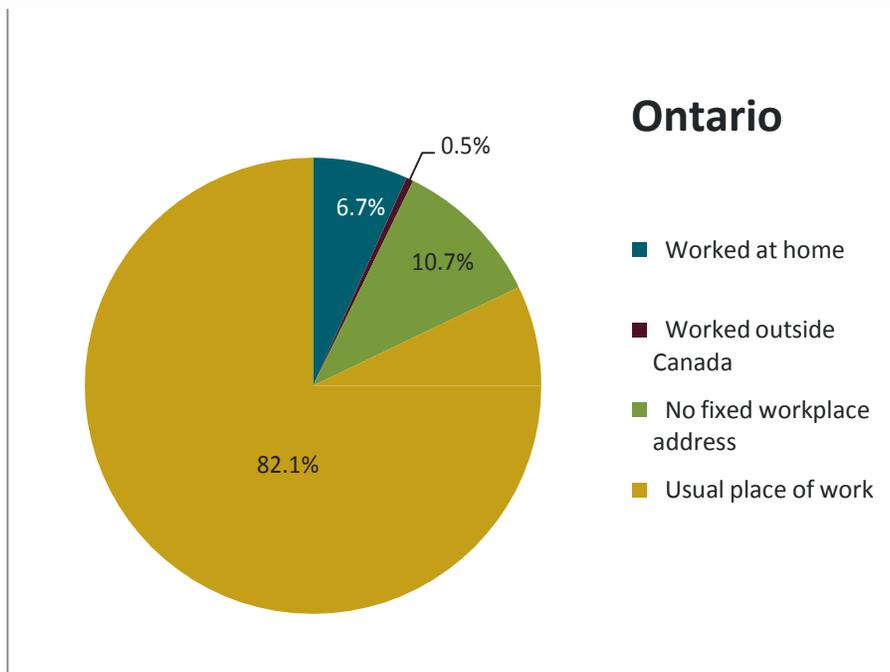
9.2.3.1 Place of Work Status

The tables below illustrate the proportion of workers within Norfolk County and Ontario, in 2011, by their place of work. The place of work of Norfolk County's labour force is generally reflective of Ontario, while there are some notable differences. The county has a larger proportion of its labour force that works at home when compared to Ontario. This may be a result of the county's high rates of self-employed farmers along with home based businesses involved in professional, scientific, and technical services. Furthermore, the county has a slightly larger proportion of its labour force that has no fixed place of work. This may be attributed to the county's large share of construction workers and specialty trades contractors.

PLACE OF WORK STATUS IN NORFOLK COUNTY, 2011



PLACE OF WORK STATUS IN ONTARIO, 2011



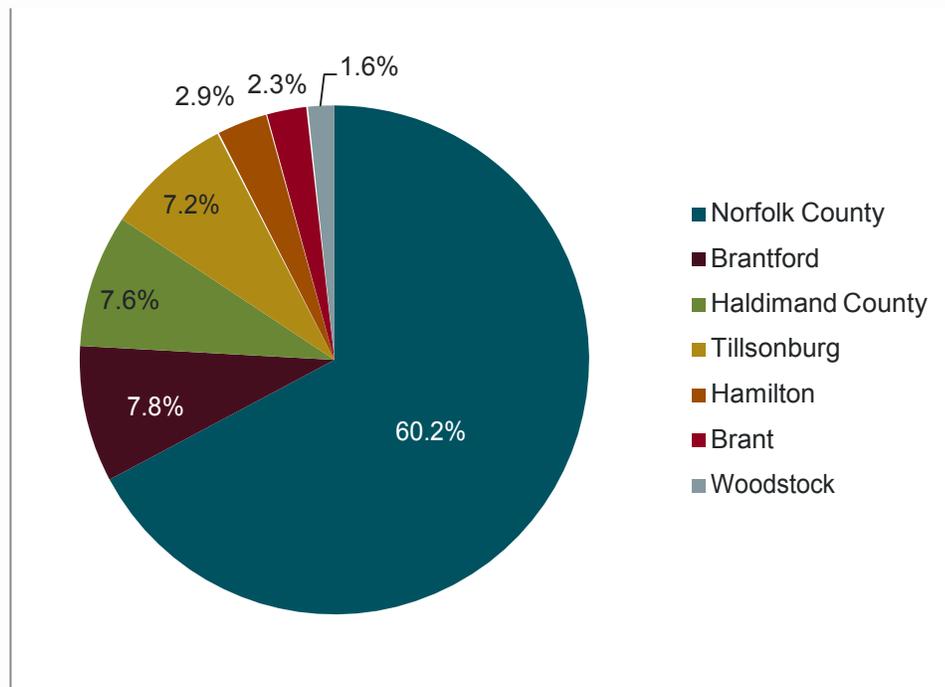
Source: Statistics Canada - 2011 National Household Survey. Adapted by Millier Dickinson Blais

9.2.3.2 Commuting Patterns

The following two figures provide insight into the commuting patterns of those workers that live in Norfolk County and for those workers that live outside of Norfolk County but work within the county. The first table shows the top seven locations where county residents commute for work. The gross majority of residents, just over 60%, commute to somewhere within the county for work; whereas nearly 40% of commuters travel outside of Norfolk to work. Roughly 22% of residents travel to Haldimand, Brantford, or Tillsonburg to work, while just fewer than 3% travel to Hamilton and 2 percent travel to Brant.

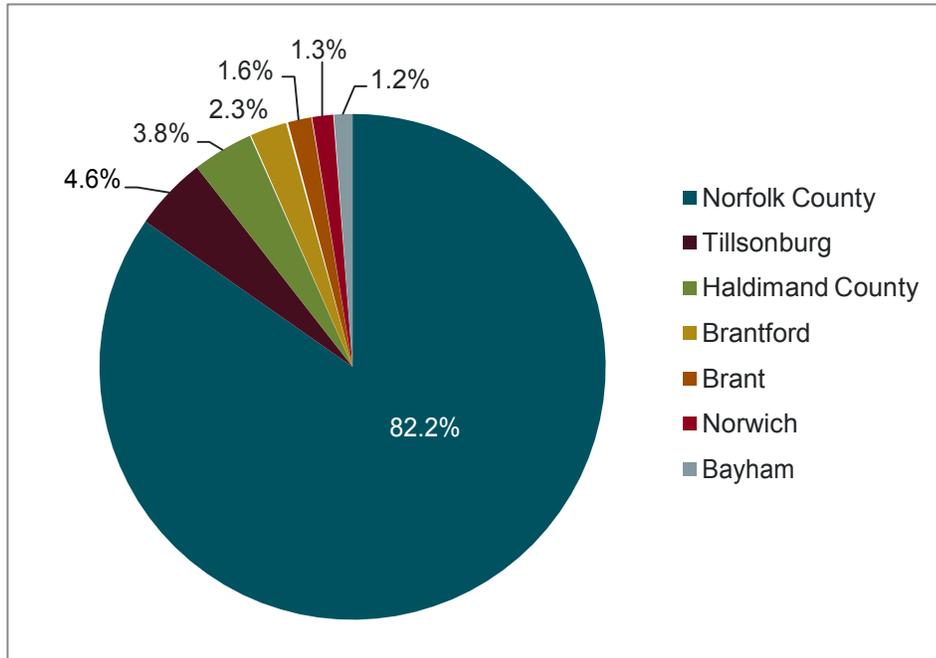
The second table illustrates where the county's commuting labour force is coming from. Just over 80% of the county's labour force emanates from within the county, which means that approximately 20% of the county's labour force is drawn from other municipalities. Tillsonburg contributes 4.6% of the labour force while Haldimand County contributes nearly 4%.

TOP 7 LOCATIONS RESIDENTS OF NORFOLK COUNTY COMMUTE TO FOR THEIR USUAL PLACE OF WORK, 2011



Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011032.

TOP 7 LOCATIONS WORKERS FROM NORFOLK COUNTY COMMUTE FROM FOR THEIR USUAL PLACE OF WORK, 2011



Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011032.

9.2.4 Business Patterns Assessment

Statistics Canada’s Canadian Business Patterns Data provides a record of business establishments by industry and size. This data is collected from the Canada Revenue Agency (CRA). The business data collected for Norfolk County includes all local businesses that meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of \$30,000 in annual sales revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

The Canadian Business Patterns Data records business counts by “Total”, “Indeterminate” and “Subtotal” categories. The establishments in the “Indeterminate” category include the self-employed (i.e. those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners).

It should be noted that the Canadian Business Patterns Data uses the CRA as a primary resource in establishment counts; therefore, businesses without a business number or indicating annual sales less than \$30,000 are not included. The population

of these small, unincorporated businesses is thought to be in the range of 600,000 in all of Canada.

9.2.4.1 Key Business Characteristics

A detailed review of the business patterns data for the period between 2008 and 2013 for Norfolk County provides an understanding of the growth or decline of businesses over the five-year period and the key characteristics that define the county's business community. When combined with the broader labour force analysis, the business patterns information assists in understanding the key industry opportunities for Norfolk County.

Understanding the trends in business growth in the community provides valuable insight into the shape that future growth and investment in the county might take. It also provides an indication of where the priorities of the county should lie, especially with regards to program development and delivery, and strategic planning.

In terms of concentration, the following sectors identified in the table below exhibit the highest proportion of business establishments in Norfolk County as of December 2013:

- Agriculture, Forestry, Fishing and Hunting (1268 businesses, 27.5% of total)
- Construction (485 businesses, 10.5% of total)
- Retail Trade (421 businesses, 9.1% of total)
- Real Estate Rental and Leasing (392 businesses, 8.5% of total)

Notably, when the indeterminate category (self-employed) is removed, the four sectors with the highest business establishment proportions remain consistent with only Real Estate Rental and Leasing falling off the list, replaced by Other Services (except Public Administration) businesses:

- Agriculture, Forestry, Fishing and Hunting (509 businesses, 24.3% of total)
- Retail Trade (254 businesses, 12.1 % of total)
- Construction (251 businesses, 12% of total)
- Other Services (except Public Administration) (195 businesses, 9.3% of total)

NORFOLK COUNTY BUSINESSES BY LOCATION AND SIZE, DECEMBER 2013

Industry (NAICS)	December 2013								
	Total	Indeterminate	Subtotal	1- 4	5- 9	10-19	20-49	50-99	100+
Total Economic Snapshot	4617	2525	2092	1058	440	332	193	39	20
11 Agriculture, Forestry, Fishing and Hunting	1268	759	509	209	112	111	59	9	8
21 Mining, Quarrying, and Oil and Gas Extraction	13	9	4	3	0	1	0	0	0
22 Utilities	9	5	4	2	0	1	1	0	0
23 Construction	485	234	251	172	55	17	6	0	1
31-33 Manufacturing	165	78	87	24	28	10	13	6	3
41 Wholesale Trade	157	67	90	39	27	13	8	2	1
44-45 Retail Trade	421	167	254	116	56	45	26	7	2
48-49 Transportation and Warehousing	263	176	87	59	14	7	4	1	1
51 Information and Cultural Industries	32	16	16	6	0	7	3	0	0
52 Finance and Insurance	171	99	72	36	8	8	19	1	0
53 Real Estate and Rental and Leasing	392	318	74	50	14	8	2	0	0
54 Professional, Scientific and Technical Services	251	162	89	59	12	12	6	0	0
55 Management of Companies and Enterprises	91	78	13	11	0	1	0	0	1
56 Administrative and Support, Waste Management and Remediation Services	120	60	60	36	9	12	2	1	0
61 Educational Services	18	9	9	5	2	2	0	0	0
62 Health Care and Social Assistance	188	62	126	58	29	20	8	6	3
71 Arts, Entertainment and Recreation	75	34	41	15	8	9	8	1	0
72 Accommodation and Food Services	142	32	110	28	25	26	26	5	0
81 Other Services (except Public Administration)	355	160	195	130	41	22	2	0	0
91 Public Administration	1	0	1	0	0	0	0	0	0
Total Economy	4617	2525	2092	1058	440	332	193	39	20

Source: Canadian Business Patterns December 2013

Overall, business establishments in Norfolk County are overwhelmingly characterized by small companies and enterprises that employ less than 10 people.

In 2013, excluding the businesses consisting of the self-employed – which themselves are small enterprises – there were 1,058 businesses, or 50.6% of the subtotal, that employ 1-4 people. An additional 440 businesses, or 21% of the subtotal, employ 5-9 people.

Taken in combination, these represent 71.6% of all employers in Norfolk County.

The five industries with the highest number of establishments employing fewer than 10 people were:

- Agriculture, Forestry, Fishing and Hunting (321 businesses)
- Construction (227 businesses)
- Retail Trade (172 businesses)
- Other Services (except Public Administration) (171 businesses)
- Health Care and Social Assistance (87 businesses)

It is also important to note the relatively lower numbers of medium and large firms in the county's economy. This is of interest because small, medium and large firms are generally believed to provide different economic functions within an economic region.

Small firms are generally seen as the major source of new products and ideas, while large firms typically develop as products become more homogenous and firms begin to exploit economies of scale. The lack of mid-size and large business in Norfolk County is somewhat concerning as these firms are typically more export oriented and generate higher operating surpluses.

Further, the majority of firms with 20-49 employees are those which typically provide goods and services to meet the needs of the local community. That said, there are still 59 businesses in the agricultural sector which fall within this category and could be understood to be export oriented.

It is also valuable to examine the growth in businesses by industry, so as to better understand areas of emerging opportunity and importance within Norfolk County's economy. The following figure provides an indication of the growth in business establishments by two digit NAICS codes from 2008 to 2013.

The sectors that have experienced the highest rate of growth (exclusive of the self-employed, and those industries with 25 or fewer establishments) include:

- Real Estate Rental and Leasing (80.5%)
- Construction (14.1%)
- Arts, Entertainment and Recreation (7.9%)
- Health Care and Social Assistance (7.7%)

What is also important to note, is that Agriculture, Forestry, Finishing and Hunting experienced a 2.6% growth in number of employers and a 20.4% growth of business counts overall (which include the self-employed).

As identified in the *2011 Norfolk County Economic Development Strategy*, in order to rebound from the negative impact to its agricultural economy caused by the decrease in demand for tobacco products, the local industry responded by diversifying into alternate crops such as ginseng, and asparagus and rebranded itself as Ontario's Garden.⁴

This slight growth could be a positive sign that the industry is in fact stabilizing, if not rebounding. A deeper analysis of the composition of this category could reveal greater detail in to what specific industries and subsectors are driving this change.

⁴ Norfolk County Economic Development Strategy, 2011; McSweeney & Associates Economic Development, November 10, 2011

NUMBER OF BUSINESS ESTABLISHMENTS BY SECTOR, NORFOLK COUNTY 2008 AND 2013

Industry (NAICS)	December 2013			December 2008			2008 - 2013	
	Total	Indeterminate	Subtotal	Total	Indeterminate	Subtotal	% Change Total	% Change Subtotal
11 Agriculture, Forestry, Fishing and Hunting	1268	759	509	1053	557	496	20.4%	2.6%
21 Mining, Quarrying, and Oil and Gas Extraction	13	9	4	16	10	6	-18.8%	-33.3%
22 Utilities	9	5	4	8	3	5	12.5%	-20.0%
23 Construction	485	234	251	449	229	220	8.0%	14.1%
31-33 Manufacturing	165	78	87	157	56	101	5.1%	-13.9%
41 Wholesale Trade	157	67	90	160	72	88	-1.9%	2.3%
44-45 Retail Trade	421	167	254	442	175	267	-4.8%	-4.9%
48-49 Transportation and Warehousing	263	176	87	270	177	93	-2.6%	-6.5%
51 Information and Cultural Industries	32	16	16	20	7	13	60.0%	23.1%
52 Finance and Insurance	171	99	72	158	90	68	8.2%	5.9%
53 Real Estate and Rental and Leasing	392	318	74	246	205	41	59.3%	80.5%
54 Professional, Scientific and Technical Services	251	162	89	233	147	86	7.7%	3.5%
55 Management of Companies and Enterprises	91	78	13	129	114	15	-29.5%	-13.3%
56 Administrative and Support, Waste Management and Remediation Services	120	60	60	122	63	59	-1.6%	1.7%
61 Educational Services	18	9	9	30	18	12	-40.0%	-25.0%
62 Health Care and Social Assistance	188	62	126	147	30	117	27.9%	7.7%
71 Arts, Entertainment and Recreation	75	34	41	60	22	38	25.0%	7.9%
72 Accommodation and Food Services	142	32	110	155	46	109	-8.4%	0.9%
81 Other Services (except Public Administration)	355	160	195	323	127	196	9.9%	-0.5%
91 Public Administration	1	0	1	2	0	2	-50.0%	-50.0%
Total Economy	4617	2525	2092	4180	2148	2032	10.5%	3.0%

Source: Canadian Business Patterns December 2013, December 2008

10 Community Engagement

10.1 Community Conversations

10.1.1 The Community's Vision and Priorities

The community was engaged in a number of ways in order to garner the most representative perspectives and reflections possible. These included an online survey (336 responses), 15 resident/stakeholder interviews by phone, and two locally facilitated group conversations:

- 2 Community Sessions (Simcoe and Langton)

The community was asked to provide input to a series of questions, such as:

- What makes Norfolk County a unique place to live, work or invest?
- What are Norfolk County's greatest strengths?
- What is your vision for Norfolk County?
- In order to achieve this vision, what are the top three priorities Norfolk County needs to focus on?

- What are the greatest challenges standing in the way of achieving these priorities?
- What do you think the County's role is in advancing this vision?

Based on the results gathered and analysed, residents envisioned a community that provides up to date infrastructure for education, entertainment, employment, and recreation.

They envision a safe community to raise and support children, with access to jobs, cultural resources, and community services in a beautiful and natural setting.

When asked to give their top three ideas as to how Norfolk County can make this vision a reality, **five key community priorities** emerged that were highlighted as critical to success:

- Economic Competitiveness
- Improved Access and Business Supports
- Improved Community Services
- Youth Retention
- Championing Culture

10.1.2 The Voice of Youth in Norfolk

In order to understand the needs and values of the younger people in the community, and gain valuable insight into what programs, services, amenities and opportunities they value, 3 Youth Consultations were held on April 3rd, May 8th, and May 15th 2014, at various locations across Norfolk County to ensure adequate accessibility.

Well over 30 youth participated in various forms, with ages ranging from 12 to 18 years, as well as young professionals under 30.

The following are the most valued elements and commonly cited strengths Norfolk County has to offer:

- Beautiful Natural Environment and Biosphere
- Trail Systems, Parks and Outdoor Recreation
- Arts, Culture and Heritage
- Festivals and Community Events
- Growing Multiculturalism
- Local Food, Farms, Market, and Wineries
- Variety of Sports Teams
- Volunteer Opportunities
- Improving Retail and Good Restaurants
- Friendly, Small Town, and Rural but Close to Urban Centres

More detailed analysis of these findings is provided in The Community's Voice section in Part 1 of this report. The actual findings and thematic analytics are contained below in Section 10.5 Youth Consultations .

10.2 Online Survey Results

10.2.1 Introduction

The following section of the report summarizes the results of a community survey that was distributed online and throughout the municipality. The purpose of the survey was to get extensive input on a wide range of community issues from the public. Local and digital media was used to inform the community of the survey. Notice of the survey was also posted in public places such as libraries and community centres.

10.2.2 Data Analysis and Methodology

The survey had the participation of 336 community members in Norfolk County. Participants to the survey were able to answer questions online or fill out a physical copy of the survey from February 2014 to March 2014.

The survey was structured to identify issues in key areas such as:

- Quality of Local Community
- Direction of Norfolk County
- Great Place to Live Factors
- Future Service Delivery
- Resident Profile

The below section summarizes the responses to 17 detailed question within these key areas that participants were asked to answer. The survey tool was designed in conjunction with the Staff Working Group. Combinations of qualitative and quantitative questions were included in the survey in order to capture a wide range of responses. Microsoft Excel and Survey Monkey were used to collect and analyze the survey data.

10.2.3 Survey Findings

10.2.3.1 Quality of Place

This section sheds light on participants' perceptions of Norfolk County as a place to live or work. This discussion presents an assortment of qualitative information. The information provided is not intended to be statistically representative, yet the depth and quality of these responses are instructive for the continued improvement of Norfolk County.

10.2.3.2 Quality of Norfolk County

Participants were asked what characteristics make Norfolk County a unique place to work and live. Below are the most frequently mentioned characteristics.

- Small town charm

10.2.3.3 Vision for Norfolk County

When asked, for their vision for Norfolk County, participants were mainly concerned with the economy and community services. The most commonly repeated themes were:

- Respondents envisioned a community that develops local business, fuels job creation, and provides opportunities for young people.
- Participants wanted to see ongoing support of the cultural arts in the County, and marketing of the area as a creative community to boost its tourism sector.
- A healthy community with adequate educational, medical and community services.
- Participants mentioned that the maintenance and protection of natural features in Norfolk County was a priority in their vision.
- Safe communities, supporting health and wellness.

Ultimately, participants envision a community that provides up to date infrastructure for education, entertainment, employment, and recreation. They envision a safe community to raise and support children, with access to jobs, cultural resources, and community services in a beautiful and natural setting.

When asked to give their top three ideas as to how the County can make this vision happen, the most commonly cited ideas were:

- **Economic Competitiveness.** Respondents stressed that business incentives, in order to attract development, were necessary to provide job opportunities to residents, especially youths. The promotion of agricultural diversification, new green initiatives, and support of agricultural business was recommended. Additionally, marketing wine tours and the natural environment to larger hotel chains who may be interested in coming to Simcoe was suggested to entice investment.
- **Improved Access.** Improved infrastructure, better access from industrial parks to highways, as well as lower hydro rates, business taxes, and gas rates were suggested to further attract investment and development. Improved internet access in rural areas was of primary concern.
- **Championing Culture.** Respondents suggested developing a cultural plan that would capitalize on Norfolk County's current cultural assets and further strengthen the County's cultural resources.
- **Improved Community Services.** Many respondents voiced concerns regarding health care. A significant number of people feel as if there was a lack of doctors, psychiatrists, psychologists, and nurse practitioners. Respondents suggested an initiative to attract and retain these medical practitioners. Additionally, more social programs supported by fundraising and volunteering initiatives were suggested, as well as better educational services, and promotion of post-secondary education.

- **Youth retention.** A primary concern for participants was the lack of retention strategies to keep youth in Norfolk County, many stressed investment in youth training, and youth retention strategies. One respondent suggested creating a database to stay in touch with the youth during post-secondary years.

10.2.3.4 Barriers to Achieving the Vision

As a follow-up, respondents were asked what could stop the vision from happening. The most commonly cited barriers were as follows:

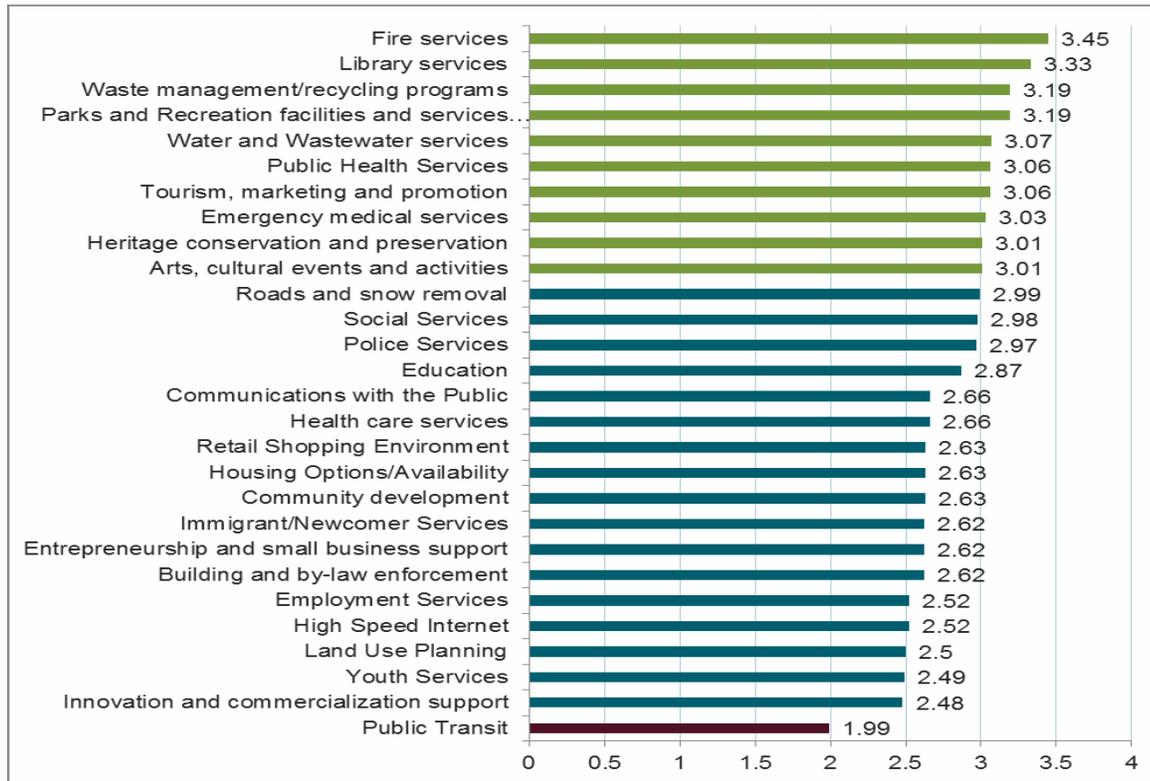
- **Economy.** The lack of industry in Norfolk County was of primary concern to participants. Respondents noted that a weak economic strategy makes it difficult to entice investment and to retain youths and highly-education professionals.
- **Development.** Many believe that there is too much red tape surrounding future development. The development process can appear to be restrictive and there are a number of perceived building and by-law issues by the community. A myriad of unattractive spaces and a lack of incentive for growth in the area seem to be of primary concern. Additionally, respondents voiced a lack of coordinated vision between existing organizations and county departments. The community felt as if they were not involved in the planning process or the implementation of initiatives.
- **Short Term Thinking and Lack of Vision.** Participants voiced concerns regarding the proliferation of short term thinking and lack of municipal and county leadership. Respondents felt there was a lack of inclusivity around decision making, and there was a tendency for reactive decision making rather than proactive and strategic decision making.
- **Funding.** As with most municipalities, funding is of primary concern. Participants found taxes were high and there were no incentives for potential investors. Respondents voiced that there was a misallocation of tax dollars and restrictive policies leading to misplaced resources.
- **Inadequate Services.** A lack of investment in post-secondary education, lack of youth engagement strategies and programs, inadequate medical services, and the lack of public transit were noted by participants.

10.2.3.5 Quality of Service in Norfolk County

Survey participants were asked to rank the quality of services provided by the County on a scale of 1 to 4. Of the 28 services respondents could choose from, 10 services received a score greater than three. Among these services, the highest scoring were “fire services” (3.45) and “library services” (3.33). The next highest ranking services were “waste management/recycling programs” (3.19) and “parks and recreation

facilities and services” (3.19). Participants were least satisfied with “public transit” (1.99) as it was the only service to receive a score lower than 2.

FIGURE 17: QUALITY OF SERVICE IN NORFOLK COUNTY



As a follow-up, respondents that had given ratings of 1 “not at all satisfied” or 2 were asked for the reasons for their score.

The overriding themes dealt with **competiveness, community services, and development.**

The lack of economic competiveness, as mentioned above, seemed to be a significant barrier for progress in Norfolk County. Participants believed that issues surrounding competiveness were a result of inadequate servicing, infrastructure, and support for entrepreneurs and small businesses. Respondents were unhappy with public transit; however, some participants understood that there was not a large enough demand to warrant increased servicing.

Participants who provided additional feedback were unsatisfied with youth and social services. Also noted was a deficiency in newcomer services. Participants voiced that there were not enough employment agencies in place and law enforcement was viewed as unnecessarily costly.

Participants were unsatisfied with the viability of downtown and its main streets. Respondents voiced concern regarding road blocks to land use planning, a number of building issues and by-law restrictions.

Additionally, the lack of professional vision, and inequalities that lead to a lack of cohesion among members of the community were expressed by participants.

Participants that had given ratings of 4 “very satisfied” or 3 were asked for the reasons they had given their rating. The common themes were focused on **arts and culture, and community services**, where the majority of respondents had described the following attributes as excellent.

- Arts, cultural events and activities
- Heritage and parks
- Upgrading of infrastructure (given budget constraints)
- Services (snow removal, waste management)
- Library services
- Expansion of Delhi Community Health Centre
- Professionalism and competence of staff
- Local high schools

Many respondents note that for the majority of the aforementioned attributes there was significant room for improvement, but the town was making good progress given the amount of resources at their disposal.

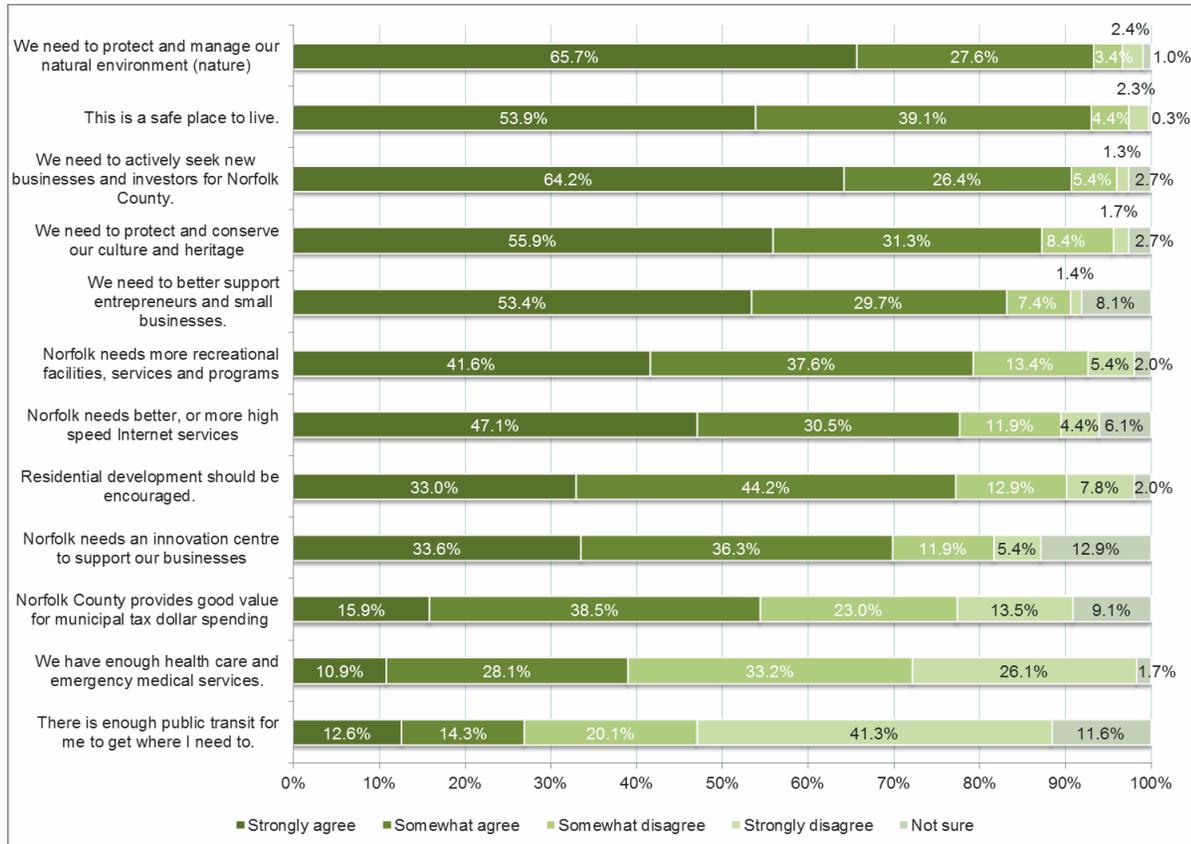
10.2.3.6 Direction of Norfolk County

The following subsection presents responses to questions regarding the direction participants would like to see Norfolk County grow. Respondents were asked questions pertaining to community services, business services, and future infrastructure needs.

Participants were asked if they agreed or disagreed with various statements about Norfolk County. For the statements that received a strongly and somewhat agreed response, 10 out of the 12 statements obtains a response rate greater than 50%. This suggests that local residents are satisfied with most of the services that the County offers. The highest ranking statements were “we need to protect and manage our natural environment” (93.3%), “this is a safe place to live” (93.0%) and “we need to actively seek new businesses and investors for Norfolk County” (90.6%).

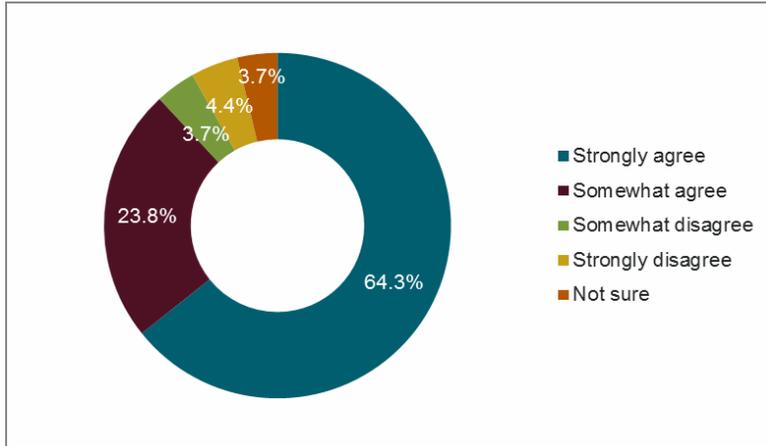
Among the statements that participants strongly and somewhat disagreed with the most, “there is enough public transit for me to get where I need to” (61.4%) and “we have enough health care and emergency medical services” (59.3%) were the only statements to receive a response rate greater than 50%.

FIGURE 18: DO YOU AGREE/DISAGREE WITH THE FOLLOWING STATEMENTS ABOUT NORFOLK COUNTY?



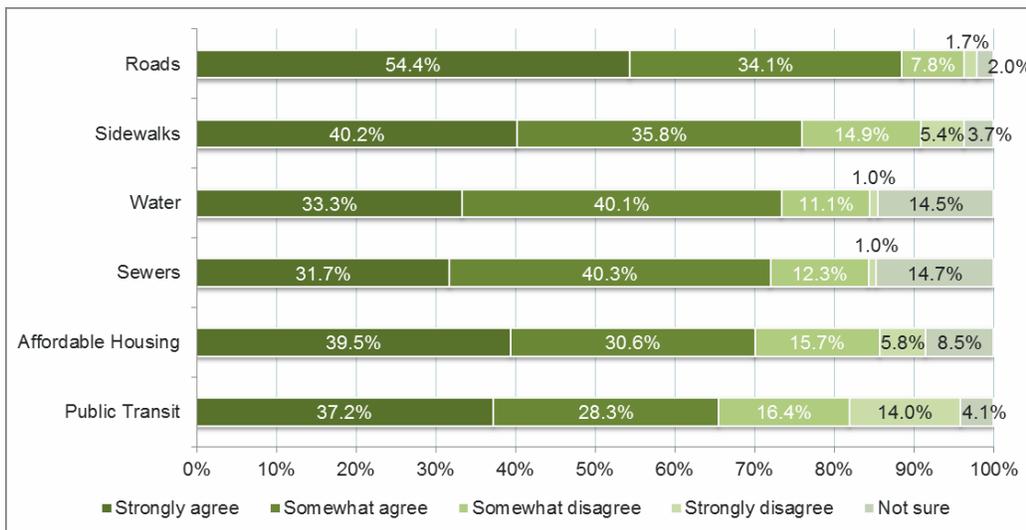
Participants were also asked if they agreed/disagreed that they needed government services that could be accessed and used by all residents. Out of the 294 responses, the large majority of respondents (88.1%) strongly and somewhat agreed.

FIGURE 19: DO YOU AGREE THAT WE NEED GOVERNMENT SERVICES THAT CAN BE ACCESSED AND USED BY ALL RESIDENTS?



Finally participants were asked if they agreed/disagreed with the need for investment in various physical infrastructures projects. When looking at projects that received a strongly and somewhat agreed response, all the projects obtained response rate greater than 50%. These results suggest that there is support for investment in each of the listed infrastructure project. The highest ranking projects to receive a strongly and somewhat agreed response were “roads” (88.5%) and “sidewalks” (76.0%). However, the highest ranking projects to receive a strongly and somewhat disagreed response were “public transit” (30.4%) and “affordable housing” (21.4%). It should be noted that in the “Quality of Place” subsection, “there is enough public transit for me to get where I need to” was one of the two statements receive a strongly and somewhat disagreed response rate greater than 50%.

FIGURE 20: INVESTMENT IN PHYSICAL INFRASTRUCTURE IN NORFOLK COUNTY

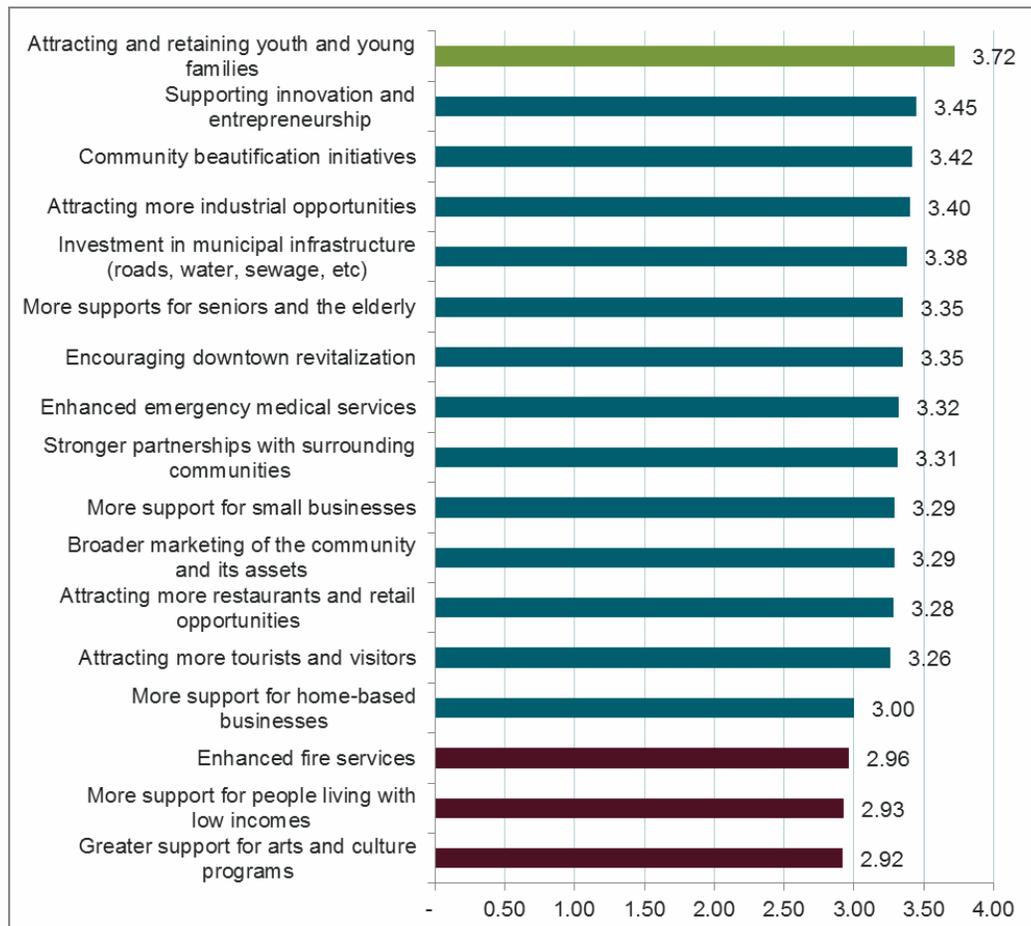


10.2.4 Making Norfolk a Great Place to Live

Respondents were asked to rank the importance of 17 factors that would impact the quality of life in Norfolk County from a scale of 1-4. The responses to this question indicate that the most important factor was “attracting and retaining youth and young families” (3.72), as this was the only factor to obtain a score greater than 3.5. The next highest ranking factors were “supporting innovation and entrepreneurship” (3.45) and “community beautification initiatives” (3.42). Participants indicated that the least important factors were “enhanced fire services” (2.96), “more support for people living with low income” (2.93) and “greater support for arts and culture programs” (2.92), as they were the only factors to receive a score lower than three.

It should be noted that in the “Quality of Place” subsection, “youth services” was one of the lowest ranking services based on quality. This result suggest that there would be strong support in improving “youth services” due to the perceived low quality of this service and the high importance residents placed in “attracting and retaining youth and young families”.

FIGURE 21: FACTORS THAT MAKE NORFOLK COUNTY A GREAT PLACE TO LIVE



10.2.5 Future Service Delivery

To ensure that that public finances were being invested in an efficient manner, participants were asked to identify the most appropriate service delivery method for 19 services. According to the below figure, participants supported the idea of seven services being delivered by the County as they received a response greater than 50%. The seven services and their respective response rates were as follows:

- Building, property standards, planning and by-law enforcements (58.8%)
- Community land use planning/zoning (58.4%)
- Clerk – marriage licenses, birth registrations, lottery licensing (57.6%)
- Cemeteries (55.8%)
- Parks and recreation (53.5%)
- Library services (52.6%)
- Fire services (51.8%)

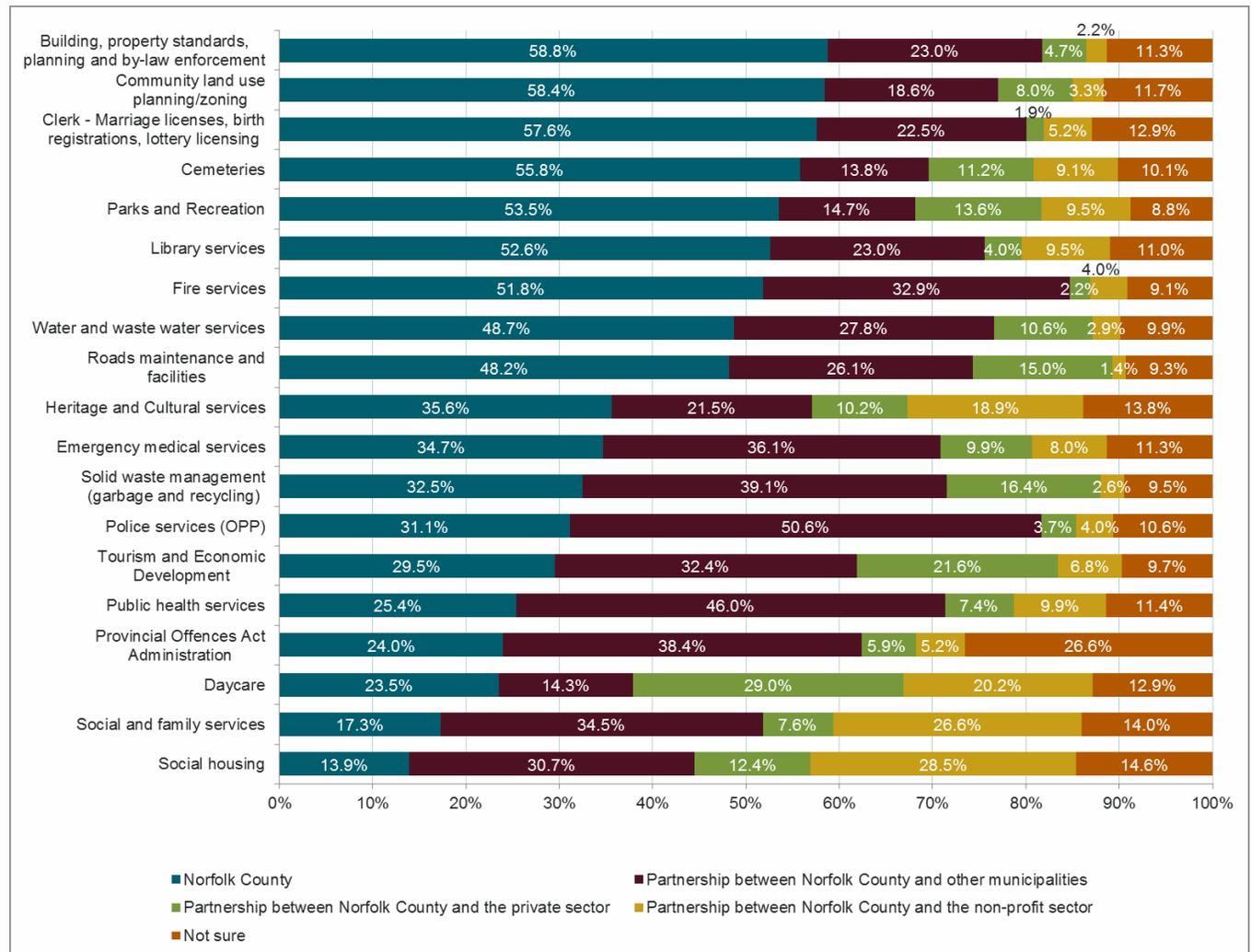
Looking at services that should be delivered in partnership between Norfolk County and other municipalities, only “police services” (50.6%) received a response greater than 50%. However, when compared with other service delivery sources, the following services received the highest proportion of responses:

- Emergency medical services (36.1%)
- Solid waste management (39.1%)
- Tourism and economic development (32.4%)
- Public health services (46.0%)
- Provincial Offences Act administration (38.4%)
- Social and family services (34.5%)
- Social housing (30.7%)

Among service that could be delivered in partnership between Norfolk County and the private sector “daycare” (29.0%) received the highest proportion of responses. However, there was significant support for this service to be delivered by the County (23.5%) and in partnership between Norfolk County and the non-profit sector (20.2%).

These results suggest that there is a mix of support on how this service should be delivered. It should be noted for services that could be delivered in partnership between Norfolk County and the non-profit sector, none of the services received the highest portion of responses.

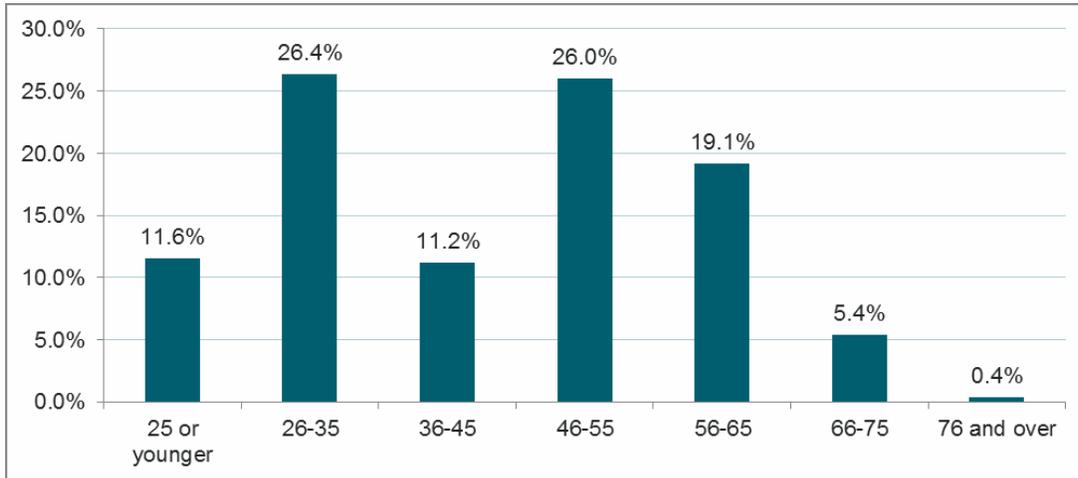
FIGURE 22: APPROPRIATE SOURCE FOR SERVICE DELIVERY



10.2.6 Resident Profile

This subsection presents answers to questions asked in the “Resident Profile” portion of the survey. The survey results captured a broad cross section of age groups in Norfolk County. Of the 277 responses, the highest ranking age group was 26-35 at 26.4% while the next highest age group was 46-55 at 26.0%.

FIGURE 23: AGE RANGE OF SURVEY PARTICIPANTS



Participants were asked to identify where they live and work. The majority of respondents (63.2%) indicated that they live and work in Norfolk County. The next highest response was that 23.5% of participants live in the County. It should be noted that only 1.1% of respondents indicated that they work outside the County.

FIGURE 24: WORK AND RESIDENCE STATUS

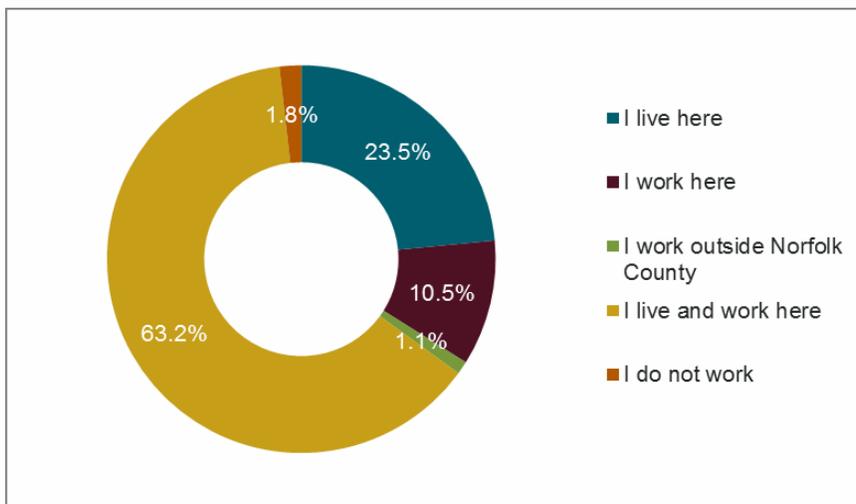
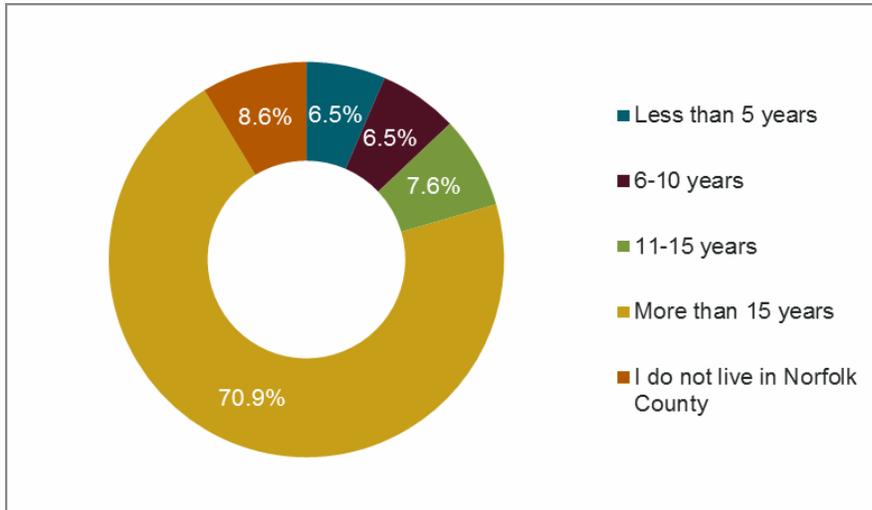


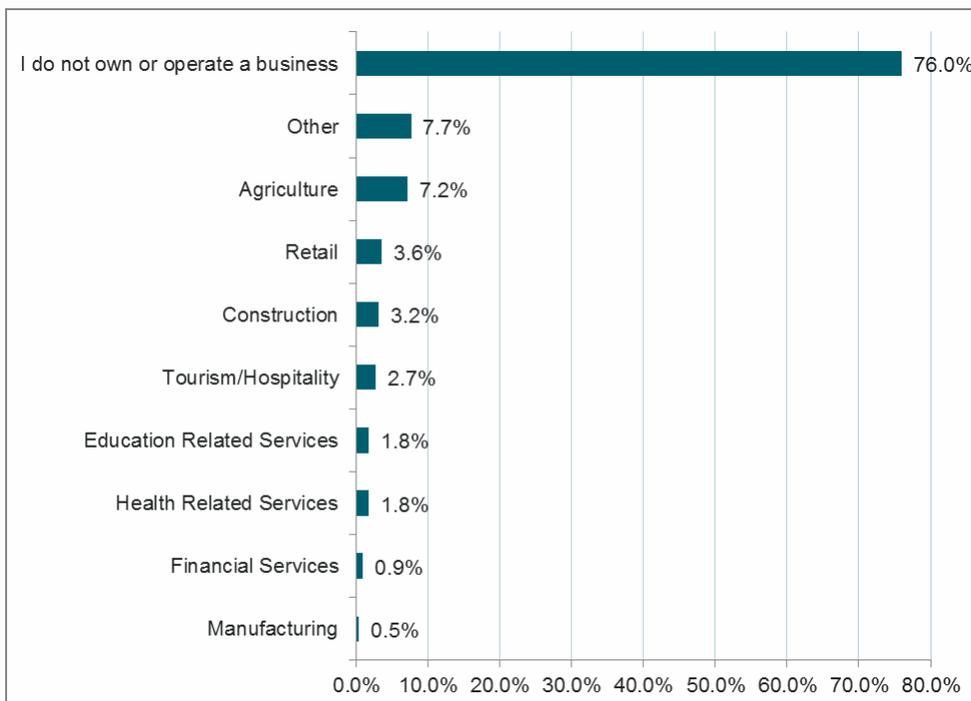
Figure 25 illustrates how long participants have lived in Norfolk County. Out of the 278 participants that answered this question, 197 or 70.9% reported that they lived in the municipality for more than 15 years. The second highest response was “I do not live in Norfolk County” at 24 or 8.6%.

FIGURE 25: HOW LONG HAVE YOU LIVED IN NORFOLK COUNTY



Participants were asked to identify if they were a business owner and the type of business they own and operate. For this question respondents were able to select multiple answers, which led to a response rate greater than 100%. Of the 211 responses, the majority of respondents (76.0%) indicated that they did not own or operate a business. The next highest ranking responses were “other” at 7.7 % and agriculture at 7.2%. Among those that answered “other”, respondents gave a variety of answers such as wholesale, marketing and construction.

FIGURE 26: TYPE OF BUSINESS



10.2.7 Summary of Key Findings

The following bulleted points serve to highlight the most central of the resident survey findings:

- The most frequently mentioned characteristics that make Norfolk County unique were: **small town charm, local cultural sector, locally grown foods and community atmosphere**
- When participants were asked to identify the three words that best described Norfolk County, the most common themes were: **friendly small town atmosphere, beautiful rural setting, agricultural diversity and cultural activities**
- When asked, for their vision for Norfolk County, participants were mainly concerned with the economy and community services. Participants envision a community that provides up to date infrastructure for education, health, entertainment, employment, and recreation.
- Participants indicated that their top idea in achieving their vision for Norfolk County were economic competitiveness, improving access, championing culture and improved community services.
- Respondents were asked what could stop the vision from happening. The most commonly cited barriers were the economy, restrictive development policies, short term thinking and a lack of vision
- When asked to rank the quality of numerous services in Norfolk County, participants were most satisfied with “fire services” (3.45) and “library services” (3.33 and least satisfied with “public transit” (1.99)
- Participants were asked if they agreed or disagreed with various statements about Norfolk County. The highest ranking statements to receive a strongly and somewhat agreed response were “we need to protect and manage our natural environment” (93.3%), “this is a safe place to live” (93.0%) and “we need to actively seek new businesses and investors for Norfolk County” (90.6%). Among statements to receive a strongly and somewhat disagreed response, the highest ranking statements were “there is enough public transit for me to get where I need to” (61.4%) and “we have enough health care and emergency medical services” (59.3%)
- The large majority of respondents (88.1%) strongly and somewhat agreed that they needed government services that could be accessed and used by all residents
- Participants were asked if they agreed/disagreed with the need for investment in various physical infrastructure projects. When looking at projects that received a strongly and somewhat agreed response, all the projects obtained response rate greater than 50%.
- Respondents were asked to rank the importance of 17 factors that would impact the quality of life in Norfolk County. The most important factors were “attracting and retaining youth and young families” (3.72), “supporting

innovation and entrepreneurship” (3.45) and “community beautification initiatives” (3.42). Participants indicated that the least important factors were “enhanced fire services” (2.96), “more support for people living with low income” (2.93) and “greater support for arts and culture programs” (2.92)

- Participants were asked to identify the most appropriate service delivery method for 19 services. Among the services that could be delivered Norfolk County, the majority of participants identified seven services. The majority of respondents also indicated that they favoured “police services” being delivered in partnership between Norfolk County and other municipalities.
- The age group participants belong to varied. The highest ranking age group was 26-35 at 26.4% while the next highest age group was 46-55 at 26.0%.
- When asked if they live and work in Norfolk County, the majority of respondents (63.2%) indicated that they live and work in the County. The next highest response was that 23.5% of participants live in the County
- 70.9% reported that they lived in the municipality for more than 15 years. The second highest response was “I do not live in Norfolk County” at 8.6%.
- Participants were asked to identify if they were a business owner and the type of business they own and operate. The majority of respondents (76.0%) indicated that they did not own or operate a business. The next highest ranking responses were “other” at 7.7 % and agriculture at 7.2%. Among those that answered “other”, respondents gave a variety of answers such as wholesale, marketing and construction

10.3 Interview Summary

What do you think are the county's greatest assets (strengths)?

Quality of Life is Exceptional – Norfolk is a small community with a diverse experience. There are activities and programs available for all ages along with a safe and quiet living experience. Norfolk is also strategically located where its residents and businesses can access urban markets quickly and improve Norfolk’s capability to cater to several rural/urban living crowds.

Community Involvement is Norfolk – Norfolk residents are known to be willing to come together and work for a common cause. With a diverse population - businesses, rural community members, farmers, etc. - Norfolk is able to overcome several community based issues. They have been known to band and deliver recreational activities and programs across the county, supporting initiatives across all disciplines. Examples include the County Fair which captures local achievements and celebrates them throughout the county.

Strong Administrative Leadership – Even with limited resources and at times limited providers of services the County has always illustrated a healthy sense of pride to portray a positive demonstration at implementing changes quickly and effectively. They engage well with community members and businesses and are open to assisting community initiatives.

Agricultural Diversity – Norfolk is one of the bigger producers of fruit and vegetables in Ontario. The county's agricultural community has become innovative stewards in transforming their agricultural products into a diverse crop of goods and services – such as Agri-tourism promotion. Many see Norfolk's agricultural sector as a key economic driver in promoting and improving the county's economic outlook.

A Wealth of Experiences – Norfolk has several options for tourism-based options. Ranging from Agri-tourism, bird watching (sanctuaries), to eco-adventures, Norfolk is an attractive region that has been growing its tourism products and attracting artists of all sorts.

In your opinion, what are Norfolk County's greatest challenges?

Employment – Employment challenges noted by the stakeholders include large employers downsizing and/or moving operations making it harder to attract young families as employment options for the younger generation become limited. In addition to lack of employment opportunities, education has also been a large factor for businesses. Skilled workforce is hard to come by in Norfolk and industries across the board have begun to request increased training opportunities and programs.

Poverty – As a result of decreased employment opportunities, several people across the county have reached critical poverty rates. Wait lists for people looking for low-income housing have doubled and with a limited supply of affordable housing, Norfolk does not bode well for a quick turnaround.

Senior Challenges – Seniors have a difficult time accessing the services they need. It was noted that there is a desire for increased senior services particularly those around adult mental health, psychiatry, geriatric health, and day to day family doctors. Many seniors also require specialized treatments which are not always available in Norfolk. This has led to a transportation issue and having the right accommodations in place for the safe transportation of seniors and those with disabilities.

Industry Diversity – It was noted that the industry base in Norfolk is depressing. The diversity of sectors available across the county does not attract the appropriate workforce that many want to attract. There is a need to continuing seeking to re-develop the key economic drivers in the county and showcase the assets we have to attract new industry opportunities.

Understanding our Unique Factor – Many noted that they do not believe the County has a firm grasp at a community vision for improved economic growth. People noted that there seems to be no keen understanding of what experiences people would like

Norfolk to have and what type of industries we should be attracting. The agricultural community's recent successes came in light of a key understanding of how the geography, workforce and available networks between organizations and businesses – this format needs to be replicated across the board to other industries. It is the uniqueness of the community that will create the draw – those unique factors need to be understood.

Finding the Right Pace –Stakeholders noted that Norfolk needs to find the right pace of change, and the right pace of growth, and right pace of respecting the realities of mid-size and smaller communities, while still be able to ensure the community is vibrant and keeping pace with the world around it. They noted that finding that balance is a big of a struggle, individually and organizational level, but also at a municipal level.

What three words would you use to describe Norfolk County?

The following words have been used to describe Norfolk County:

- Agriculture
- Beautiful
- Cautiously Progressive
- Collaboration
- Community presence
- Conservative
- Creativity
- Diversity
- Home
- Innovative
- Quality
- Rural
- Tourism
- Welcoming

What makes the County a unique place to:

Live

Four distinct themes can be observed from the stakeholder responses:

Agricultural Diversity

- Agricultural diversity. Fruits, vegetables, vineyards.
- Diversity. There is a huge natural, agricultural, industry bases. A lot of draws for very diverse interests.
- Enormous amounts of biodiversity, leads to enormous amount of field crops that can be grown on the land.

Everything we need is found in the county. Really amazing food; attractions that are fun; best quality wine; I like the transition from tobacco, the variety and choices

- Know that seasonal agricultural workers add to the uniqueness of Norfolk County.

Nature's Playground / Rural Life

- Being close to the lake.
- Environment and natural habitat, and openness of it all, water quality and air quality. It's very friendly.
- Great pace of life
- Has a lot of history in terms of long standing citizens.
- Slower pace of life than the bigger cities. Valuable in that regard.
- Style of life. Close to Great Lakes, great beaches, nature's playground.
- The natural scenery and resources; country living without being too remote, but still with beautiful scenery and lots of things to do

Tourist Haven

- Great number of assets that can be integrated, right from the climate in the area through to being accessible between communities, having things like trail networks, and again the strength is to have diversity of economic and cultural diversity; need to avoid making this place for mainly cottage development
- Have a lot of destinations that have tourism potential and draw.
- how could you go wrong, the air, the nature, the trails, the conservation area, wineries
- Lots to do, especially outdoors and explore
- Water-Front, The Sand Beaches, A Variety Of Things To Do

Sense of Community

- Friendly and welcoming people
- Good family place
- Strong sense of community.

Work

Six distinct themes can be observed from the stakeholder responses:

Work in my Backyard

- It is very easy to get around and get where you need to.
- Nearness. If working in County, nearby to go to work. Nearby to recreate in lakes or forest, or recreational resources. Everything you want to make a high quality life is nearby.
- Very good road network to get around quickly

Opportunities Available

- Fair amount of opportunity to find work or start work. Lots of different populations in the county (age groups, types of people).
- No limits on where to put your passions.
- There are some really interesting opportunities here; not everything is laid out and is the way it is, there is room for growth, it is a blank slate waiting to be written on.
- There is a lot of opportunity that has not been explored yet; lots of room for growth in the small business sector.

Rural Challenges

- Not that many jobs in industry dominant sectors.
- Rural, so sometimes difficult to get the services people need to them.

Agricultural Dominance and Dependence

- As far as agriculture goes, lots of jobs available.
- Great wine industry which is essential to community and cultural growth. Fosters a great link between agriculture tourism, cultural events, life-style and art, and we are uniquely positioned for that. It is much more attractive for people that live here and visit.
- Influx of seasonal agricultural workers during planting, growing, harvesting season. Makes providing services and supporting community prosperity very unique. From perspective of people that live in the county on a regular basis, as well as those that come in and work temporarily. Adds to the uniqueness of working in the county.
- It's a diverse agricultural community, wineries springing up, and moving away from tobacco.

Collaboration

- People know each other in the community. When you are a business or service provider, people know you. Working in a collaborative way, that is good for the community as a whole. The smaller the community, the more significant collaboration is.
- Strong work ethic in community. Sense of community, big heart's and work hard. Take pride in community work. People are willing to work together. Shared initiatives to respond to social needs.
- Support and loyalty received from customers is very high. More rewarding in a service industry.

Supportive Government

- County is very receptive to input from practitioners. Become a big part of the collaboration.
- Lot of support from local municipal government for business.

Invest

Six distinct themes can be observed from the stakeholder responses:

Marketing and Branding

- Being a rural area that attracts people to the area, as well as lakeside communities, would attract people to bring a business.
- Marketing material for County is exceptional. But it doesn't represent the diversity of the community. Doesn't represent the contribution that seasonal workers have made to the prosperity of the county.
- Opportunity to establish your own brand in the County. There are communities to the north that are very much branch communities. Norfolk is not a branch to someone else.

Our Strength Lies in Agriculture

- Area is being identified as a possible wine producing area (new winery opened up, Burning Kiln)
- Certain types of farming would attract people too.
- Industrially, maybe from the agricultural sector, and the agricultural sector directly
- Potential to grow, the food industry wine etc., lots of factories associated with agriculture; lots of room for volunteering. I'm retired now and could be out every day doing different things if I wanted to.
- The innovative nature of the area, the spin-off from agriculture industry is great.

Volunteerism

- A worthwhile community to invest time in. Diverse group of people can choose to participate with, and each gives back something significant in her life. Very open that way.
- All kinds of volunteer opportunities in any field you would care to get into.
- Could be financial; volunteer (time), etc.; as related to growing tourism, there's wineries popping up all over the place; our county has been really good at getting the 'right' word out. Everyone is working together to make it more of a tourist destination area, so those are all kinds of things I would invest in
- Volunteer investment and community engagement. People will only do so if they feel welcomed by the community. If they feel there is a place for them. If people feel they are not recognized or welcomed, then their level of participation will be impacted.

- Volunteerism is critical in Norfolk because the county is small. Groups have fun, are dynamic, and are well rounded. Comprised of a diverse group of people. No shortage of volunteers in county.

Intentional and Thoughtful Investments

- Financial investments need to be a very easily defined ROI.
- From that “undiscovered gem” idea, there is room there for growth. Good investment into places to stay and things to do.
- Investment in business is great because of loyalty and openness of county to embrace new services.
- There needs to be intentional efforts made between sectors, and investing in communities. Collaboration between businesses, educational institutions, across other sectors. Clear collaboration must be there before people would want to invest.
- We have people that are thinking forward and are positive. Our community recognizes that our growth and prosperity requires investment and efforts and a positive attitude; I see investment because we already have the basic infrastructure and assets in place, some will require conversions and adaptation, but a number of our towns being more culturally valuable both locally and for tourists. These great crossovers that can happen among the communities. A phenomenal road network which is left-over from the tobacco days, but from a cycling or touring standpoint, it’s really rich virtually paved everywhere. The water is a real strength and we haven’t developed that as much as we could. Even residential construction has room for investment. Commercial development.

Entrepreneurial Spirit

- Savvy people around. Good local entrepreneurs. Winery, different agricultural technologies.
- If you are a long term visionary, if we do it pragmatically, everything will pay off. Now, it’s the perfect place to invest. It’s all about entrepreneurship. Creative minds need to come to the area and invest in a bigger future. All that secondary income will flow in.

What is the most significant way you have noticed the County change over the past 10 years (or less if they have not been there that long)?

Respondents provided the following key themes:

The Rise of Creativity

- County is starting to look outward a bit more than ever did before and try to develop some new creative avenues of economic development.

- Creativity will drive us. There is nothing to hold us back anymore. Opportunity to not be invested in any one way of thinking. We can allow ourselves to do things completely differently than everyone else.
- The decline of the tobacco business has fundamentally changed who they are, and changed the tax base for municipality. The change was seen as a fundamental opportunity that set the county free and allowed for the free flow of creativity. Creative enterprises and industries such as Brewery growing own hops, wineries springing up, eco-tourism, agri tourism, bicycling tours all becoming widely available as activities to do. These are exciting options that aren't necessarily happening in other places.

Retail Expansion

- Retail expansion has been the most noticeable change (especially in Simcoe). Wal-Mart, LCBO, Canadian Tire all opening in new spots across the county.
- These big box stores opened up, where there were none before. Gutting the downtown core.

Tourism turning Visitors into Residents

- Port Dover, sees a huge influx of people from larger centres. They first came to vacation there, and now are there to live. That population is critical to sustain Port Dover's economic viability and tourism industry.
- Encouragement from the community for the County to take charge of the discussion to get more tourists here and to educate locals into customer service and development, and ultimately convince people to stay. The County has been a huge and positive part of this movement. They worked well to market the county's tourism market.

Shift from Tobacco to Agricultural Diversity

- Tobacco production has changed. Way more agricultural diversity.
- Used to be heavily influenced by the tobacco industry, but tourism has popped up more and also the other agro-tourism, eco-tourism, wineries etc.
- We've seen it change from a region to not a region, then to a county, but over the last 10 years Norfolk has shown more interest in promoting the outside appearance of what it has to offer. We now pride ourselves on agricultural diversity and promote our vegetables, fruits, wines; no more tobacco. Organic stuff is very popular. We are a bread-basket community.

What key programs, services, and infrastructure should the county add, or change to meet the needs of the county?

Improve Active Transportation Infrastructure

- Much more infrastructure for active transportation. Really big problem with accessibility (old buildings not friendly to people that have disabilities). Lots of older people or ones with mobility issues have problems getting in and out of buildings.
- More public transit. We have a little bus that no one really knows about and they don't really get the word out, adding stops and additional routes will help it get more use. We need better transit into and out-of town for people that don't have cars in the area.
- Long range plan needed on upgrading the roads.

Who would partner?

- Local Businesses
- Social Services
- Economic Development

Modern Recreational and Cultural Enhancements

- Infrastructure-wise, we need a new modernized recreational and cultural enhancement. Many of our operations are scattered and as a result are inefficient, and not meeting the growing needs of community citizens. Example, lots of families driving kids to Branford because they have facilities there that we don't have here. Because we don't have the facilities we don't have the programs. And now we have families constantly driving all over the place to bring kids everywhere. So as a consequence, lots of younger families are disconnected from community spirit that otherwise could exist.
- Lack of recreational activities. Aren't being offered at a convenient time. Need a new recreation facility, and improve access to recreational activities would be good.
- Lack of recreation programs for kids (other than in Simcoe). Not a lot for them to do in smaller communities.

Who would partner?

- Neighbouring Municipalities
- Social Clubs
- Local Businesses

Low Income Services

- Affordable housing, homeless shelter, food security (ensuring people have access to healthy food). Gleaning operation being talked about (using food from farmer's that would otherwise go to waste).
- Places that provide free food programs to low-income people are difficult to access for those with disabilities.
- Housing wait lists are 2-3 years for low-income – needs to change.
- Need more counseling and support groups for people that are grieving.

Who would partner?

- Different health care agencies (Adult Mental Health, Alzheimer's Society), hospitals and doctors.
- Housing Corporations

Senior Services

- Transportation is an issue for the disabled and for seniors. Ride Norfolk is great but doesn't help those that can't get to the bus stops.
- Need some kind of hospice program or place people can go for end of life care. Currently have to go to a place in Brantford.
- Having to go out of town for medical procedures.

Who would partner?

- An agency like Senior Support Services.
- Different health care agencies (Adult Mental Health, Alzheimer's Society), hospitals and doctors.

Employment Programs

- Push employment. Create employment opportunities, especially for young people.
- Need to look more at developing the industrial base. Need the jobs to keep the young people there.

Who would partner?

- Economic Development
- Neighbouring Municipalities
- Local Businesses

Seasonal Worker Programs

- Has to be effort to bring learning and respect, and an understanding of cultural awareness forward from perspective of seasonal agric. workers

and local residents. That division is not enhancing productivity, the workforce, or anything.

- 4,500 seasonal agricultural workers are in the county's backyard, need a better way to bring the needs of that workforce, and needs of community residents together in a positive way.
- Need a better understanding on both sides. How to use diversity to the advantage of the community these workers are in.

Who would partner?

- The Immigration Partnership
- The Agricultural Workers Alliance

With many communities facing declining population or slow growth, which in turn may affect the tax base, how might the County ensure services, programs, and infrastructure needs continue to be met?

Respondents say:

- They need to attract more people to live here. There are not enough jobs for younger people. So they need to attract younger people to the community, but there aren't enough jobs, so we need more entrepreneurs to the County.
- I believe that NFC hasn't raised taxes in several years, but I do believe that if the County shared a beautiful vision with the people for "this is what we want to do" and being clear and sticking to it, I do believe the people would support it. We're often told how much something costs, but not enough looking at the return. Tell us what the return on investment.
- It's really important to have systems to determine and evaluate what the needs are; make sure there's not a lot of tax money going into places that are not the county's role. Get a better scope on what it should or not be involved in.
- Cultural and recreational infrastructure needs to be improved to encourage broader participation but also in a way that meets operational efficiencies. Room for consolidation in facilities management, such as in ice arenas. Need a greater ability to attract people to programs and also enjoy operational efficiency.
- More retirees moving into the region, especially in Port Dover. Promoting the community as a great place to retire.
- Encourage young people to move here.

- Having more jobs and creating a younger base of citizens.
- Need to look at the attraction, retention, and settlement of new folks to the community. Unless have more babies, one way to grow population base is through immigration. Even articulating that publicly would be an important step for the County.
- Immigrants need to feel welcomed. Feel like they belong. Recognize diversity and engage residents of the county in as many ways as possible.
- Continually to develop tourism is very important to keep people coming back to the county.

Understanding that a Community Vision is about what you want your community to be in the future, what is it that you see for Norfolk County looking ahead 20 years?

Norfolk in 20 years will look like:

- Smartest thing they've done is come up with moniker, "Ontario's Garden". Think through all the meanings and permutations of that statement. It will lead county to the Promised Land. Tourist's eat food; commiserate with wildlife in the garden. That is the future... "Come look, come taste, and come buy".
- Like to see it develop a bit more industry.
- More programs geared towards seniors and disabled adults
 - Increasing medical type services.
 - Medical services have to be improved. Improved access. Critical. Population in county is older than other places in Ontario.
- Attracting young people is important.
- Business expansion ease. Tax reprieve for new business coming into Norfolk. Need to draw in more and larger businesses for the county.
- Highway improvements.
- Vibrant, dynamic, prosperous, and welcoming communities to everyone.

- To be the kind of place that people want to raise their children. Strong natural and agricultural base. Connect with the earth and nature. Gardening, walking through the crown forest.
- I still want it to be safe, with good health and recreation facilities. There needs to be senior-directed recreation activities. Look toward building wellness centres that house services and activities. Another thing is that the facilities that exist and will exist can work on more extended hours, with broader range of uses for different parts of society. I would go to the community centre if it was open earlier in the day, but it's only open later and on weekends. I would hope that some of the produce that can't all be used by farmers is given to people who are struggling financially. We need to be mindful of the cost of everything. Tax payers are stretched to the limit.
- Focussed on an active, healthy community lifestyle.
- My hope would be that we would be a strong vibrant community and lots of opportunities for tourism through the agriculture sector and be engaged in that, and find all those value ads; we need to bring fresh dollars from outside to spend. They need to streamline and listen to folks that want to invest and grow their business.
- Being a very prosperous place. A larger demographic in retirement, so it will affect residential stuff and services. I see agriculture continuing to thrive that we make a lot of perishable products. A very vibrant sector. Port Dover will still be a big area for elderly to go and retire.
- Small-town life with big-town experience.
- It would have a stronger tourism industry. Our natural resources are great. I wouldn't want it to be seen as an over-developed area, but somewhere that has grown in tourism and agriculture, and with the baby-boomers and such. I think this could be a real tourist destination.
- Vibrant downtown, easier for people to get around, open to entertainment, so we attract people to the area

How might you/your organization support achieving this vision?

Organizations would support these visions by:

- Participating in local initiatives.
- Working with community leaders and elected officials at looking at ways that diversity can be promoted, and in really tangible ways with limited resources, can encourage communities to be respectful and welcoming.

- Open conversation and pooling resources.

How do you see the County advancing this vision?

The County would support these visions through:

- Understanding who we are and put the pieces in place to work from a position of strength. Would involve taking resources from something that's not helping them much today to doing practical things, like putting up washrooms. Understand there is more than Simcoe to the county.
- Putting more dollars into economic development efforts.
- Keep an open mind and make Norfolk a different place to live and invest and retire.
- Has to be a willingness to listen to residents, to evaluate the ability of the county and its residents to move towards a vision that is more inclusive. Has to be the will of community leaders and elected officials to take some calculated risks sometimes to create change that may not always feel comfortable for everybody.
- Prioritizing needs over wants. Need to be clearly differentiated and defined. County could be clearer on saying that. Dollars can come from stakeholders more, versus tax dollars.
- Well, long-range planning. Can't do it over-night; need to include volunteer groups in the planning process, and the execution process.
- County needs to play a leadership role, and listen carefully, but strategically look at where the best investments are and strengthen them.

What do you want your community to be known for?

- Resilience
- Diversity
- Closeness and tightness
- A lot of good festivals
- The jewel of southwestern Ontario
- Being the place to bring your family for the weekend
- A quality place to live and visit.
- A place where groups can come and run their programs on their own.
- Open door County:
 - Invite groups to come in and not have the control of how groups are using facilities, etc. As long as it meets the needs of people in the smaller community.
- Diverse and relevant services.
- proud of its abundance and diversity

- A clean, caring, vibrant community and a really cool place to hang out
- Balance: it's got it all, arts culture, service, mother, and nature.
- An interesting place to come and visit and stay.

10.4 Staff Sessions

Mission Statement and Vision

Mission Statement

- Ensure that statement reflects continuous, evolving needs and services of community
- Maximize the use of taxpayers' funds to provide quality services to community
- Ensure that the idea of delivering services is not narrowly defined, and that services actually meets the needs of the community
- Create a culture that supports a quality of life
- Plan for the future
- Provide superior customer service and find cost efficient delivery methods
- Provide service that meets the needs of everyone by working collaboratively within county
- Sustainability
- Protection/management of resources

Vision

- High quality of life, responsive to current community needs, proactive plan for challenges in the future
- Norfolk is a vibrant, accessible, dynamic, inclusive, thriving, sustainable, and welcoming

What are people saying about how things are going in your community?

The following four themes could be observed from stakeholder's responses:

Municipal Service - Participants felt that the County provided a good amount of services although some respondents felt that the municipality was not always responsive enough. The county had good roads compared to other nearby communities, however, there were complaints regarding public transit and affordable housing. There were also complaints on costs; taxes were high compared to nearby areas, there was an unequal distribution of services, and water price were high. There was a lot of red tape and bureaucracy especially in the licensing, building and planning departments. There was also a lack of accessibility for some services in certain areas of the county. It was stated that the individual community identities contributed to disputes over different service levels.

Economic Environment – Participants stressed that there was a lack of jobs that paid an adequate wage. Youth are leaving the area to look for jobs as there is a lack of jobs and services in the area. The tourism sector is doing well in the summer but there is a need for winter amenities and activities. Businesses also faced challenges due to technology limitations such as limited cellular and high speed internet coverage

Community - Participants enjoyed the quality of life, the friendly people, and low cost of living in the County. However there is a lack of affordable housing for residents from all economic backgrounds. There were mixed opinions regarding the attraction of retirees from the GTA as some people did not want the community to change.

Natural resources - Participants enjoyed the nature, local foods and access to the lake. The development of the trail system has also been a positive change.

Are there new goals to establish?

The following five themes could be observed from stakeholder's responses:

Population Growth and Retention

- Attracting and retaining youth through increased job opportunities, and developing youth engagement strategies to address their issues
- Meeting the needs of the aging population by providing the services that they require
- Attracting and retaining 30-40 year old age group by improving the quality of place, affordability and environment

Municipal Service

- Increase collaboration between departments, and figure out a way to streamline customer service and reduce red tape
- Increase the visibility of services that are provided by educating the public on municipal services, and informing them of the costs associated with each service

Planning and Development

- Succession planning and infrastructure planning
- Less sprawl, become a more intensified community
- Develop strategies to increase affordable housing

Community

- Work together as a County as a whole instead of having each ward fighting another for services and resources

Promote and Educate

- Promote and educate people on the quality of life that exists in the County

What is the wish list to Council? Identify 3 top priorities?

The following four themes could be observed from stakeholder's responses:

Infrastructure and services

- Address infrastructure deficit with proper funding
- Improve infrastructure related to technology such as high speed internet. Keep up with technology advancements in order to stay competitive.
- Create a broader definition of what the word infrastructure means
- Better integration of services across departments
- Stop doing the minimum and become a leader
- Improve availability of affordable housing
- Work together as a county as whole and stop being so ward focused
- Revitalize the downtown and create an urban, walkable and livable community

Human Resources

- Increase the number of full time employees, and increase salary levels and incentives to retain staff, especially in middle management. More staff and resources will improve service and increase access.
- Create succession plan and coordinated customer service strategy
- Conduct external review of staffing from third party

Population

- Improve availability of senior housing in order to meet needs of ageing population
- Educate youth to the careers that are available in Norfolk in effort to retain youth

Business

- Increase the amount of business incentives and improve the awareness of incentives available for redevelopment

10.5 Youth Consultations

Three youth consultations were held on April 3rd, May 8th, and May 15th 2014, at various locations across Norfolk County to ensure adequate accessibility.

Maximizing the opportunity that the strategic planning process has provided, Norfolk County staff and volunteers actively coordinated and facilitated two additional youth consultations to supplement the consultations performed by Millier Dickinson Blais.

Well over 30 youth participated in various forms, with ages ranging from 12 to 18 years, as well as young professionals under 30.

10.5.1 May 8, 2014: Consultation Facilitated by MDB Inc.

It should be noted that this section contains feedback from youth directly during the community session, and email feedback from one young professional/entrepreneur participant unable to attend the public engagement.

Make a list of all the good things that your community has to offer. Think about the types of things you believe are important and help make Norfolk County a great place to live and work.

- Affordable living
- Green space
- Welcoming
- Growing retail sector
- Accessible, easy commuting
- Landscape/recreation (lake, nature, trails, ponds)
- Hopes of positive things
- The Market
- Career opportunities for new graduates – local specializations
- Room for development
- Increasing broadband network
- Multicultural and heritage
- Summer jobs are available
- A community love of arts and culture
- A vision for youth that is currently being developed
- UNESCO Biosphere
- Localization – communities not as segregated as when growing up
- Agriculture
- Landscape
- Food and Wine
- Arts – especially the theatre
- Small business

- Beaches
- Tourism
- Community Events
- Annaleise Carr
- Close knit – you know everyone
- Slower pace – no rush hour!
- Beaches
- Boating
- Everything about the lake fishing, swimming etc.
- Biking
- Great restaurants
- Beautiful nature flora and fauna.
- Cottages
- Friendly professionals
- Affordable housing
- Leaders in business and mentors
- Short drive for everything
- Close to the city
- Wineries and beer outlets
- Local food

In your opinion, what must Norfolk County do to keep/attract youth and young professionals to the County? (What kinds of services, supports, facilities, jobs, etc. need to be here?)

- Post-Secondary resources/course/programs
- Downtown revitalization/new direction
- Skilled work
- Make it easier to build
- Less red tape
- Youth in government/interaction
- Improve Wi-Fi and broadband networks
- Work spaces/infrastructure
 - Studies
 - Offices
 - Creative spaces
 - Utilizing existing money and resources to support these
 - Old money supporting young ideas
- Entertainment options aimed at youth
- Youth/elder collaboration (Bedroom vs innovation)
- Use NOTL as an example of best practice to build on

- Invest in businesses that can become cultural focal points
- Succession planning for farm businesses
- Expand Fanshawe College
- Supports for young entrepreneurs
- Business attraction and growth strategy
- Accommodations
- Affordable housing
- Invest in business infrastructure (specifically in the downtown cores)
- Focus on year round opportunities
- Have a better understanding of the academic fields that young people are in/studying (career aspirations)
- Need to focus on other industries besides professional services, teaching, and agriculture
- Educating the younger 'youth' on career pathways available in Norfolk (coops, internships, etc.)
- Cell coverage is a basic and major problem. We need consistent service badly; it is a mandatory requirement for youth when making decisions on where to live. Young people won't move to a house without cell signal, I wouldn't. Half our county has no signal at all so you can rule out half of our area as a spot for young professionals to live.
- An organized young professional group that meets regularly. Should be sponsored by county or business leaders.
- A subsidized business and young professional incubator; office space that's in a cool facility and affordable for young entrepreneurs.
- A group of mentors in a variety of industries who work together and provide advice to youth.
- I think we focus on agriculture, arts, tourism, entrepreneurs/business start-ups, specialized independent professionals and tech. More jobs/professions in the future will be self-directed and worked on from home based businesses or community style offices. Contractors, independent owners, specialized professionals and tech professionals who can work from anywhere should be attracted to our area for the reasons listed in question 1.

What do you want Norfolk County to look like 10 years from now? (Has it grown? Why kinds of businesses are here? Are there lots of youth or have most left the area? Are the facilities – arenas, etc.? Are people able to get jobs?)

- Tourist Destination for Arts and Culture (music, theatre, food/drink, venues, arts)
- Maintained connection to local history and heritage
- Vibrant downtowns, pedestrian friendly – park and walk/shop
- Farmer's Markets in smaller areas (better hours (weekends) and more locations)
- Growing school enrollment

- Active – recreation – healthy
- Cohesion between the towns
- More industry – jobs and factories
- Live/work artists spaces (will attract more artists and creative industry/entrepreneurs)
- Discover our unique identity
- High skilled (degree) jobs and IT Jobs
- Build and revitalize the area = increased employment and population
- Create a recognizable place brand
- Busy downtown (revitalize in to a cultural area)
 - Visually appealing storefronts (expand façade improvement program)
 - Create cool spaces to spend time in (coffee shops, internet café etc.)
 - Open past 6 PM!
 - Unlimited parking
- Municipality that feeds leads to local businesses
- More trails and outdoor opportunities
- By-law on storefronts
- Infrastructure improvements for old buildings
 - YTP
 - Partner with artists (Jeremy Friburger)
- Job creation and increasing the Arts
- Marketing/Public Relations
- Food Industry
- More wine industry jobs
- Sustain agricultural industry
- How can we attract Doctors
- Schools in communities (Dover)
 - High Schools (really good ones)
- Improved recreational facilities
- Young people want to live here. When I say young I mean over 25 and under 35. Most young people under 25 want to go to the action in the city or elsewhere, then they grow up a bit and appreciate our area more and either want to come home (if they're from here) or they move here because of work or a partner.
- People settle on work to live here. I'd say 80% of the people I know settle on their job just so they can live here. That means 4/5 people are working in something just so they can be here or are commuting far; 45 minutes plus per day to find better work. There are local jobs but mostly underpaid or under-stimulating. 1/5 are the exception and love what they do, live and work here.

- We have an incredible opportunity because of lifestyle; our culture/cool community and affordable cost of living in a rural area. I really think in 20 years most of the youth workforce will have the choice to live and work wherever they want because their profession will not be location dependent. I see downtowns needing to find a balance between cool community style working facilities and retail. Retail will only be driven by our ability to create a cool and affordable place for people to work, which they choose over working from home due to a vibe and inspiration from others. I think retail will also cater to this community and will add to the culture ie local vendors/entrepreneurs serving local fare. If we keep going after traditional opportunities we will slowly decline. There will always be people wanting to and finding success in traditional opportunities i.e. factory work, skilled trades, but these opportunities have a symbiotic life with the success of the community as a whole and will fade due to youth going to other places that have captured the culture of the future workforce.
- I also think the culture will be created or directed by young people creating opportunities in agriculture and tourism. I think the culture will thus also be driven by lifestyle and this will be improved by youth creating professions that service to lifestyle whether that's food, fare or activity based.
- An idea that would be a home run to engage youth would be to purchase property in Dover that looks at the lake. The closer to the waterfront the better, subsidize this facility and make it an exclusive incubator for opportunities specific to youth. This could include all youth opportunities. More so than ever we need to give youth what they want to get what we want. Youth want to be inspired. They want to be impactful in life and business, they want to be successful but they must be engaged and the opportunity must cater to their passions. Lifestyle is paramount. This facility would cover the most important prerequisite of youth engagement; lifestyle.

How might youth contribute to the growth and success of Norfolk County?

- Young professionals have kids
- Volunteer on Boards and at events
- Networking sessions for Youth , or Young Professionals
- Entrepreneurship
 - Hire younger people
 - Offer internships
- Buying local property
- Support local businesses and events
- Revitalizing infrastructure
- Bring energy and new ideas/suggestions to the community
- Attend Council meetings (show interest)
- Patronize other local businesses

- We are the next generation of the County
- Entrepreneurs
- Skilled work
- Money, taxes, leadership
- Global perspective/awareness/experience
- Enthusiasm for progress
- Youth attracting youth – creating a culture
- New ideas for old money
- Engage in government
- Create a use for skills/start a job
- Be eager to support local/ buy local
- Be vocal. Be loud. Be heard.
- By giving youth what they want (a cool starting place to create opportunity) our community will get what we want population growth, more job opportunities, literacy and education improvements and a healthy happy community.

10.5.2 May 15, 2014: Consultation Facilitated by Staff

Make a list of all the good things that your community has to offer. Think about the types of things you believe are important and help make Norfolk County a great place to live and work.

- Tim Horton's
- Good theatre programs
- Pumpkin Fest
- Nice beaches
- Good restaurants
- Town Hall concerts
- Ritzy Cakes
- Lots of parks
- Nice Shops
- Clean ponds
- Lots of wild life
- Events that include the whole community (pumpkin fest, fair)
- Outdoor development (rail trail, Turkey point trails)
- Lots of schools
- Growing multiculturalism
- Clubs/teams
- Retirement communities
- Fresh produce
- Arts and culture (galleries, etc.)
- Good variety of sports

- Agricultural success
- Museums
- Under a good school board
- Lots of summer camps
- Appeals to many cultures and religions
- Supportive of local talent and events

In your opinion, what must Norfolk County do to keep/attract youth and young professionals to the County? (What kinds of services, supports, facilities, jobs, etc. need to be here?)

- Better community centres
- Better, lower real estate prices
- Better, cheaper bussing
- Better security (put solar lights along the trail so people don't vandalize as much)
- More outdoor artwork
- Closer, bigger businesses
- Automotive store
- Starbucks
- Paved trails
- More police patrol
- Create bike lanes (they encourage activity, proven to increase business to shops by up to 50%, increase in activity leads to overall better health and less strain on the hospitals, better for the environment, trips less than 5km by bike rather than car can save 15% fuel consumption and \$600/year, keeps e-bikes and scooters off the roads so therefore safer for them)
- Create a high quality business centre
- More job opportunities for youth
- Hotels
- Sports Centre
- More community events
- Improve the trails
- School improvements
- Better bus transportation
- Varied full time job opportunities (specifically in arts)
- More health coverage
- Adult/young adult leagues
- More support/activities for elderly

What do you want Norfolk County to look like 20 years from now? (Has it grown? Why kinds of businesses are here? Are there lots of youth or

have most left the area? Are the facilities – arenas, etc.? Are people able to get jobs?)

- More businesses
- Skate park
- Bigger farming operations
- Promotions to donate to charities
- Information centres
- Rebuild schools
- Costco
- More attractions (festivals, parades)
- Better roads
- More and better health care centres
- Sewage plant
- Better technology (interactive signs)
- More well-known to other communities
- 400 series highway nearby
- As progressive as Vancouver
- At least 2 hospitals
- Well connected to Brantford
- Good mall
- Keep small nature of the communities in the county
- More things for youth to do in the summer
- More support for farmers
- Job opportunities with arts

How might youth contribute to the growth and success of Norfolk County?

- Volunteering
- Helping with community cleanups
- Performing in shows
- Increase drug awareness
- Babysit so adults attend events in the community
- Promote healthy activity
- Create groups to voice opinions
- Take action rather than talking about what you want done
- Youth sports
- After school programs
- Community events
- Leadership groups
- More school involvement with the community

- Norfolk youth business ambassador
- More interest we show the better and stronger our communities will be
- Participate in more fundraisers
- Keeping our community clean (parks, trails, beaches, etc.)
- Be welcoming to other people (different religions, cultures, etc.), act as ambassadors
- Respecting our community

10.5.3 April 3, 2014: Consultation Facilitated by Staff

Activity #1

Youth participants were given 18 strips of paper, each containing one factor or component of a community (attached at end of document).

Participants were asked to think about what they value most in a community, and what things they would consider most important when considering moving to, or staying in, a certain community. They individually arranged the strips in order from most important to least important.

Each person's list was recorded and a score was assigned to their answers, with 18 points given for their top priority, 17 points for their second highest priority, etc.

Combining the scores from all participants' lists resulted in the following list of the group's collective priorities:

Community Component	Rank	Score
Safety	1	141
Education	2	134
Services	3	123
Jobs	4	117
Housing	5	99
Government	6	97
Infrastructure	7	90
Healthy Living	8	87
Recreation	9	82
Built Environment	10	79
Nature	11	73

Community Component	Rank	Score
Technology	12	70
Sense of Community	13	69
Community Design	14	66
Entertainment	15	54
Transportation	16	53
Arts & Culture	17	46
Shopping	18	39

Activity #2

Youth participants were divided into groups of three and cycled through three different stations. At each station the participants were asked a question and given four minutes to share as much as they wanted in response to the questions. Facilitators recorded their responses (see below).

When you think about your town and other parts of Norfolk County, what are some of the good things that your community has to offer?

- Country roads are well maintained
- Sports and recreation and their facilities
 - E.g. junior football in Dover – could be better if there was football for all ages
 - Minor sports opportunities
 - A lot of sports team*
- Trails*
- Nice to have places to walk, wooded areas, trails within town (feel removed):
 - E.g. Lynn Valley Trail
- Good access to public parks
- Museum and dam in Delhi
- Different types of entertainment
- Lots of opportunities for arts and music
 - E.g. Norfolk has talent, art show going house to house
- Small town festivals:

- E.g. Friendship Festival, Pumpkin Fest
- Ride Norfolk
- There is a lot of parking and the spaces are a generous size in Simcoe
- Sidewalks are nice – like that they are located around the schools
- Like the retail development in the last five years
 - Thrift stores
- Lots of volunteer opportunities in Simcoe

Are there any things you don't like about your town and other parts of Norfolk County? What are they?

- A lot of garbage/litter around – need more effort to clean up*
- Accessibility for rural areas is not good*
 - E.g. Gap between Waterford and Simcoe (where everything is located)
 - No way to get to Simcoe
- All of the money for Norfolk is put into Simcoe only:
 - Felt smaller areas were neglected
 - E.g. scenery in Delhi is not nice
 - Should make things more equal across urban centres
- Not a lot of activities for teens (grades 7 and up) – there are a lot of activities for younger children:
 - Dances are sometimes offered but they are “lame” and “weird”
- Not a huge variety of competitive sports
- There is no place where kids can hang out and talk, enjoy music or other interests
- Side roads are not maintained – problem for driving and getting around
- Leaving construction for long periods of time unattended and incomplete
- Schools need updates:
 - E.g. the exterior building and parking at Simcoe Composite School – there is a lot of parking for teachers and staff but not for students; side road parking is too far away from the school if you are running late
- Quance Dam in Delhi needs to be better maintained
- No employment opportunities for youth**
 - Have to go to Brantford for employment
 - Takes a long time to get any type of job

- Need to expand the job market – in general for youth and adults
- Don't feel safe on Friday nights
 - Need stricter rules
 - There are people all over the streets

If you were elected the Mayor of Norfolk County for one day, what are some of the first things you would do to make Norfolk County a better place to grow up as a child or teenagers?

- Have open jobs for youth*
- Update the skate park
- More activities*
 - Open a sports centre e.g. Sky Zone
- More resources for athletics
 - E.g. tracks
- More access to tennis and basketball courts – make sure they are maintained and repaired
- Physical activities to keep kids active and healthy
- Affordable food and sport options for the underprivileged
- Make children's programs affordable
- Focus on small towns
 - E.g. parks and children's areas
- Bike lanes
- Make sure all schools are treated equally with respect to tracks, after school activities, art and math clubs etc.
- Parks at high schools
- Change school times
- Free after school tutors
- Assist students financially
- Public transit
- More healthy restaurant options
- World Wi-Fi – more options
- Preserve history sites
- Make the Waterford museum more interactive

* indicates that the topic was brought up at two out of three of the sessions

** indicates that the topic/theme was raised at all three sessions

Activity #3

As a group, participants discussed the following scenarios/questions, and facilitators recorded their responses:

Fast forward a few years from right now, when you're all finished schooling and you are trying to decide what you want to do next and where you want to live. What would have to change about Norfolk County to make it a place where you would be excited to work and live?

- More job opportunities
 - Specific fields mentioned: science, research stations, more trades opportunities and internships
- Job opportunities and commitment to “streetscaping” – considering landscape design in public spaces
 - E.g. improvements to sidewalks, community gardens, improving trails
- Public transportation available
- More activities and entertainment:
 - Only one movie theatre right now – and it isn't that great
 - Groups and social clubs to come together
 - One public space that youth could rent out
 - Public space to hang out – right now there aren't many spaces to gather
- With no jobs available* it doesn't make sense that we keep building expensive housing
 - Need affordable housing
 - Affordable housing is not in town which makes it even more difficult for the person because they are distanced from important services

By a show of hands how many of you plan to stay or return to Norfolk County to live?

- 2-3 out of 9 participants responded that they plan to stay for the following reasons:
 - This is their hometown
 - They like the small town feel

- Don't like big cities
 - E.g. don't like box stores and high buildings
- The remaining participants responded that they would leave Norfolk County for the following reasons:
 - Experiencing something new
 - Finding jobs*
 - Especially trades
 - Rural internet is not good
 - Not enough shopping and retail
 - Norfolk County does not host a variety of diverse or cultural events

If you were given the opportunity to be involved in the community or decision-making would you want to be? Do you feel like your suggestions are taken seriously?

- Don't feel like we have a say
- Many people have the perception that we are little children
- If there was a community clean-up for example, one participant felt that they would want to get involved but predicted that 8/10 people his/her age would not
- "We are the future of Norfolk" – they should be listening to us

Any final thoughts/suggestions?

- Believe that we need to concentrate on decreasing tobacco use; "1/5 people I know smoke or chew tobacco and I'm only in grade 9"
- Improve healthy lifestyles in general
- When you finish school there is a gap for being healthy and active; when you are in school you can use the school facilities and participate in school activities, when you are out of school or a young adult you need low-cost or no-cost options to engage in physical activity and be healthy

* indicates that the topic/theme was raised more than once during discussion

10.6 Council and Senior Staff Sessions

10.6.1 Facilitated Strategic Planning Session

Attached are meeting proceedings from the strategic planning session held in Norfolk County on April 22, 2014.

The purpose of these sessions was to share the highlights of stakeholder consultations, preliminary research and other input and then develop the key items in the strategic plans.

These insights are the opinions and perceptions of the participants and have not been verified for their factuality.

Editor’s Notes:

- 3. The symbol // or ... indicates that two similar ideas have been merged together.
- 4. This document contains the meeting proceedings and is not intended as a “Final Report”

10.6.2 Vision

In order to establish a Vision for the County and the Corporate Strategic Plan, Council was asked to identify what success would look like to them in Norfolk County in the year 2020.

The group brainstormed ideas and then each person selected his or her top three ideas. The group then reviewed the top 20 ideas (those that received greater than 4 votes).

These ideas were discussed by the group, similar concepts were merged and then the group selected the items that were identified as “make or break” aspects of the Vision, and the most critical to address in the next 2-3 years.

The product of this activity was a vision for Norfolk County and the key elements that would indicate success in the desired future state.

Number of Votes	Ideas (Ballot Items)
4	1. Norfolk County has a high quality of life within a sustainable environment that is vibrant, fiscally responsive, adaptable and welcoming
4	2. Our collaborative efforts will enhance the pride and quality of life for all of those who live, work and play in Norfolk County. Through progressive leadership and dedication, we will meet the needs of our community while planning for the future.
4	3. The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity and confidence and collaboration to achieve results and adapt to changes we encounter.
2	4. Our efforts will enhance the quality of life for all of those who live, work and play in our community. Through the cooperation and dedication of staff and council (leadership) we will respond to the needs of our community and plan for challenges of the future

2	5. Our efforts will enhance the quality of life for all of those who live, work and play in our community. Through cooperation and dedication, we will respond to the needs of our community and plan for challenges of the future
2	6. Our efforts will enhance the quality of life for all of those who live, work and play in our community. Through cooperation and dedication, we will respond to the needs of our community and plan for challenges of the future
2	7. Norfolk County will enhance the quality of life for those who live, work and play here. This will be accomplished within a sustainable environment that is vibrant, fiscally responsive, adaptable and welcoming.
2	8. Our efforts will enhance the quality of life for those that live, work and play in our diverse, progressive community. Through co-operation and dedication, we will respond to needs and plan for challenges of the future.
1	9. Our efforts will enhance the quality of life for all of those who live, work and play in our community. Through cooperation and dedication, we will respond to the needs of our community and plan for challenges of the future
1	10. NC reflects a high quality of life within a welcoming environment that is vibrant , fiscally responsible and adaptable to meet the future challenges

Vision Options (Created by Staff):

(1) Norfolk County has a high quality of life within a sustainable environment that is vibrant, fiscally responsive, adaptable and welcoming.

(2) Our collaborative efforts enhance the pride and quality of life for all of those who live, work and play in Norfolk County. Through progressive leadership and dedication, we meet the needs of our community while planning for the future.

(3) The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity and confidence and collaboration to achieve results and adapt to changes we encounter.

STAFF VOTE:

- 1. 5
- 2. 10
- 3. 12

Facilitated Community Consultations Norfolk County April 22, 2014

During the various Community Consultations residents were asked to vote on their preferred Vision for Norfolk as identified by staff above.

VISION OPTIONS PROVIDED TO COMMUNITY

(1) Norfolk County has a high quality of life within a sustainable environment that is vibrant, fiscally responsive, adaptable and welcoming.

(2) Our collaborative efforts enhance the pride and quality of life for all of those who live, work and play in Norfolk County. Through progressive leadership and dedication, we meet the needs of our community while planning for the future.

(3) The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity and confidence and collaboration to achieve results and adapt to changes we encounter.

RESIDENT VOTE

Below is an aggregation of the votes across all sessions (including youth), followed by additional comments and considerations.

1. 5
2. 1
3. 12

13 Remaining Responses:

1 = none of them

2 = split between 1 and/or 3

10 had new ideas/concepts

Common Themes:

The visions were seen as too vague and non-committal

Many felt Agriculture should be featured prominently in the vision

Many thought attracting industry and supporting business growth should be in the vision

The vision statements were seen as generic and not reflecting unique aspects of Norfolk

Increased employment/job creation

10.6.3 Mission

A Mission describes the overall core purpose of the organization. It captures the reason why Norfolk County exists, and guides the actions of the Corporation.

To arrive at a consensus for the mission statement for this session, the group voted on the most appropriate statements which accurately depicted the most important issues for the municipality.

Mission (Discussion and Refinement)

Existing: Working together with our community to provide quality services

Staff Developed Options:

(2/1) *** Working together with our community to provide quality services

(2/2) People and local government working together to build a vibrant community

(2/3) Working together to provide quality public services for a vibrant community

10.6.4 Guiding Principles

Guiding principles are fundamental laws that will direct behaviour in everything that an organization does. By definition, they are important and enduring beliefs or ideals shared by the members of a culture about what is good or desirable and what is not.

Through this process, Council was asked to answer the following question:

- What are the most important principles and values we need to adhere to in everything we do?

Rank	Principle (with merged comments)
1	Accountability and taking ownership: good governance matters... We are responsible for our tasks, our decisions ... We are willing to stand up for what we decide .. We report back ..follow up
2	Dedication & commitment: people go the extra mile, engaged, willingness to be helpful ..helpful and responsiveness ...value public service and the people we serve
3	Value for \$... Triple "E" - Efficient, Effective and Economical. Continuous improvement. Apply best practices to all services. Resourcefulness of tax dollar
4	Mutual respect: Be fair and treat all opinions with respect. Live by the Golden Rule ..willingness to work with clients and treat diplomatically
5	Collaboration: team approach to resolving issues ... No silos.. Partnerships, linkages.. Work seamlessly within and outside the organization
6	Strong communications: listening fully and carefully ..Good communication between individuals, staff, departments
7	Flexibility and adaptability: we anticipate and adjust to the needs .. Open minded in team environment... Open minded with our clients. Consider all residents "situation" when making decisions. No hammer mentality.
8	Informed decision-making
9	Express leadership: we demonstrate leadership and are a leader in Ontario

Vote Distribution

Rank	1	2	3	4	5	6	7	8	9
1	6	0	2	1	3	2	0	0	0
2	1	7	1	2	1	1	0	1	0
3	2	4	1	3	2	2	0	0	0
4	5	2	0	0	1	5	0	1	0
5	0	0	3	4	3	1	2	1	0
6	0	0	5	3	2	0	1	1	2
7	0	1	2	0	0	0	4	3	4
8	0	0	0	1	2	2	4	2	3
9	0	0	0	0	0	1	3	5	5

10.6.5 Priorities

Based on the discussion there was a process of determining actionable priorities that the group felt were necessary to discuss. Considering the community input to date, the group members were asked what they saw as the key priorities that Council must address over the next four years.

The group brainstormed ideas in small teams. Then each team selected its top 3 ideas to share with the plenary. Finally, individuals were asked to identify "if we could only address three of the priorities in the next two years, what would they be"?

Number of Votes	Priorities
13	1. Financial sustainability. Fiscal responsibility.
8	2. Hard services i.e. roads and infrastructure
7	3. Recruitment, Succession management. Monitoring staff compliment. Corporate realignment.
6	4. Communications for corporation, community engagement, -> need a common message, brand and feedback
3	5. Support creation of jobs with a "livable" wage
3	6. Quality of life/health improvement
2	7. Streamlined regulatory processes and an enabling regulatory framework

Ideas that did not make the 1st screening:

Team 1	Team 2	Team 3	Team 4	Team 5	Team 6	Team 7
(2/1) increase affordable, clean, quality housing	(3/1) increase assessment base	(4/1) develop policies to support eco-tourism,	(5/1) infrastructure investments - public infrastructure (not just sewer and roads but recreation, corporation, etc.)	(6/1) Corporate right-sized and increase in doing things right the first time	(7/1) provide leadership and direction considering priorities, market needs and money	(8/1) communication at all levels
(2/2) secure source of potable water for the entire County	(3/2) increase infrastructure/improve to facilitate growth	(4/2) provide opportunities for active, healthy, quality lifestyles	(5/2) customer service improvement s/enhancements	(6/2) Growth that translates into incremental revenue and containing costs	(7/2) Net gain economic development considering negative impacts and accommodating them	(8/2) care for the vulnerable residents
(2/3) reduce level of poverty	(3/3) retention on youth		(5/3) invest in more efficient and effective processes	(6/3) Programs and services that meet public needs and respond or shift in response to change	(7/3) addressing declining areas of community	(8/3) business development
(2/4) keep tax levels affordable	(3/4) increase the agricultural/industrial diversity of the County					(8/4) fair taxation

10.6.6 Objectives

Based on the outcomes of the prioritizing activity above, the group was asked to develop objectives that would be required in order to move towards achieving the Top Four priorities identified. This also allows for quantification of actions and the ability to measure progress.

Priority	Objectives
Financial sustainability. Fiscal responsibility.	<ol style="list-style-type: none"> 1. Tax arrears situation is under control 2. We are meeting the aims of our investment strategy 3. Reserve funds strategy in place and we are meeting objectives 4. Legacy funds investment policy and strategy 5. Province's cost of development model has been adapted 6. Improved audit and financial reporting

	7. Credit rating has been maintained or improved
Essential infrastructure i.e. hard services, roads	<ol style="list-style-type: none"> 1. Asset management plan completed 2. Master plans completed and Council approved 3. Ten year capital plan annually updated and improved (prioritized, defensible, affordable)
Recruitment, Succession management	<ol style="list-style-type: none"> 1. Succession plan in place for all leadership positions 2. Total compensation packages are competitive with comparable communities 3. Knowledge transfer strategy for all leadership functions (including phased-in retirement etc.) 4. Realignment process in place as a result of BPR (includes redeployment, etc.)
Communications for corporation, community engagement, -> need a common message, brand and feedback	<ol style="list-style-type: none"> 1. Communications strategy in place 2. Structure and resources are allocated to do this 3. Regular, consistent message coming out from the County

10.6.7 Online Survey for County Council

During the strategic planning session held in Norfolk County on April 22, 2014, County Council had to leave the session prematurely due to a significant community event. As such, the Vision, Mission, Guiding Principles, and Priorities (which formed the basis for the Corporate Goals) that were developed in cooperation with, and completed by staff, were shared a final time with Council through an online survey in order to gather their feedback and complete their participation.

The following are the results from this exercise:

Vision for the community:

What will the County look like when its vision is achieved?

EXISTING VISION: Our efforts enhance the quality of life for all of those who live, work and play in our community. Through the cooperation and dedication of staff and council we respond to the current needs of our community and plan for challenges of the future

Answer Options	Response Percent	Response Count
----------------	------------------	----------------

The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity and confidence and collaboration to achieve results and adapt to changes we encounter.	60.0%	3
Our collaborative efforts enhance the pride and quality of life for all of those who live, work and play in Norfolk County. Through progressive leadership and dedication, we meet the needs of our community while planning for the future.	20.0%	1
Norfolk County has a high quality of life within a sustainable environment that is vibrant, fiscally responsive, adaptable and welcoming.	20.0%	1
<i>answered question</i>		5
<i>skipped question</i>		2

Mission Statement:

County Mission: captures the reason that the Municipality exists, and guides the actions of the Municipality. Please select the one statement that best articulates why the municipality exists.

EXISTING MISSION: Working together with our community to provide quality services

Answer Options	Response Percent	Response Count
People and local government working together to build a vibrant community	20.0%	1
Working together to provide quality public services for a vibrant community	0.0%	0
I prefer the existing mission as stated above	80.0%	4

<i>answered question</i>	5
<i>skipped question</i>	2

Guiding Principles:

Norfolk County's Corporate Strategic Plan is premised on conducting municipal business based on the following Guiding Principles that reflect our values and guide our decisions:

1. **Be Accountable:** Council and staff will conduct themselves with integrity and accountability, being responsible to commitments made and responsive to community concerns. and taking ownership
2. **Dedication & Commitment:** Every effort will be made to ensure that the needs of our residents and businesses will be at the centre driving us actions to ensure we are helpful and responsive
3. **Value for Money:** reflected through decisions that are effective, efficient and economical, ensuring the resource fullness of the tax dollar
4. **Mutual Respect:** Council and Staff will operate in an environment that is fair and respectful of all.
5. **Collaboration:** Council and Staff will utilize a collaborative approach that maximizes knowledge and resources, and demonstrates a seamless approach to act within and outside the organization

Answer Options	Response Percent	Response Count
I agree with these statements as guiding principles	100.0%	4
I wish to offer the following statement(s) for Council consideration	0.0%	0
Other (please specify)		0
<i>answered question</i>		4
<i>skipped question</i>		3

Priorities:

The following are identified as priorities for action over the next 4 years. Please confirm agreement.

1. Financial Sustainability/Responsibility
2. Improve Essential Infrastructure
3. Recruitment, Succession Management
4. Corporate Communications Strategy

Answer Options	Response Percent	Response Count
I agree with these priorities.	75.0%	3
I wish to add the following priorities for Council consideration (a maximum of 5 priorities can be stated)	25.0%	1
Other (please specify)		1
<i>answered question</i>		4
<i>skipped question</i>		3

Other = "Number 2 should include: Improve essential infrastructure while respecting the environment".



Working together with our community

Choose Meeting Type. Agenda
The Corporation of Norfolk County

Choose Meeting Date.
Time
Meeting Location

1. **Ceremonial Activities**
2. **Disclosure of Pecuniary Interest**
3. **Approval of Agenda/Changes to the Agenda**
4. **Presentations/Deputations**
5. **Approval of Previous Meeting Minutes**
6. **Communications**
7. **Reports/New Business**
8. **Other Business**
9. **Adjournment**
10. **Next Meeting**

Contact Information

(Name of Contact)

(Email of Contact)





Working together with our community

Choose Meeting Type. Minutes
The Corporation of Norfolk County

Choose Meeting Date.
Time
Meeting Location

Present: All Committee Members who are present

Absent with Regrets: Any Committee Members who are unable to attend

Also Present: Any staff, Council Members, etc. that attend

Ceremonial Activities (Item 1)

Disclosure of Pecuniary Interest (Item 2)

Approval of Agenda/Changes to the Agenda

1. (Mover/Seconder)

THAT the Agenda be approved as presented.

Carried.

OR

THAT the Agenda be amended as followed:

Presentations/Deputations (Item 4)

Approval of Previous Meeting Minutes (Item 5)

Communications (Item 6)

Reports/New Business (Item 7)

Other Business (Item 8)

Adjournment (Item 9)

Next Meeting (Item 10)

Contact Information

(Name of Contact)

(Email of Contact)

