



Norfolk County Tourism & Economic Development Advisory Board Terms of Reference

1. Nature of Advisory Board / Reporting and Functional Relationships

The Tourism & Economic Development Advisory Board (“Advisory Board”), also known as TEDAB, is a standing Advisory Committee of Norfolk County Council.

2. Mandate of Advisory Board

The mandate of the Advisory Board shall be to:

- a) Advise Council on matters pertaining to tourism and economic development issues in Norfolk County, in order to sustain and expand the vitality of the municipality’s economic base;
- b) Develop alliances and partnerships between individuals, businesses, organizations and government through financial and other means to advance the County’s strategic plan for tourism and economic development;
- c) Provide a forum for discussion and coordination of tourism and economic development initiatives and programs with other community groups and agencies; and,
- d) Act as the Planning Advisory Committee for Norfolk County, as outlined in Section 13.

3. Advisory Board Composition

- a) The Advisory Board will be comprised of no more than nine (9) volunteer members, all of whom will either be individuals who reside, work or own property in Norfolk County.
- b) Four (4) members will be appointed for a two (2) year term at a Council meeting held in January of every even numbered year.
- c) Five (5) members will be appointed for a two (2) year term at a Council meeting held in January of every odd numbered year.
- d) A Chair and Vice Chair will be selected by the Advisory Board at its first meeting of each calendar year.
- e) Council shall assign at least one (1) Council Liaison to the Advisory Board who shall serve in an ex-officio capacity.
- f) The Manager of Tourism & Economic Development or his/her designate will act as County Staff Liaison.

The Advisory Board may choose to establish Sub-Committees (see Section 12).

4. Roles and Responsibilities

- a) The Advisory Board, as a whole, shall:
 - i) Advise in the preparation and maintenance of a strategic plan for Norfolk County;
 - ii) Advise on industrial and commercial land policies, general zoning and land use policy, municipal infrastructure and marketing strategy, and other County policies and programs which may impact on the County's tourism and economic development efforts;
 - iii) Consult with stakeholders and community organizations and to actively encourage coordination and cooperation;
 - iv) Attend and assist with meetings of Sub-Committees and Focus Groups of the Advisory Board specializing in certain sectors and to report back on issues, news and recommendations from those committees;
 - v) Invite participation of the County's federal and provincial representatives on a regular basis to keep abreast of senior government policies and programs which affect tourism and economic development;
 - vi) Review and comment on the Capital and Operating Budgets of both the Tourism & Economic Division of the Development and Cultural Services Department, and that of the overall County;
 - vii) Assist staff with the organization of at least one major Tourism & Economic Development event per year to involve stakeholders from across Norfolk County and potential or existing customers and contacts from outside of Norfolk County.
- b) Individual members of the Advisory Board shall:
 - i) Attend meetings;
 - ii) Prepare for the meeting by reviewing material provided and/or consulting with stakeholders regarding issues;
 - iii) Participate in discussions and activities;
 - iv) Carry out tasks assigned to them;
 - v) Solicit suggestions and resources from the community and elsewhere; and
 - vi) Actively encourage financial partnerships with individuals, organizations, businesses and government, as part of Norfolk County's Tourism & Economic Development Strategy and Implementation Plan in an integrated and collective approach, with the assistance of County staff, through the Marketing Partner program and other methods;
 - vii) Attend deputations made by the Advisory Board to Council;

- viii) Refer media enquiries on Advisory Board issues to the County Staff Liaison; and
 - ix) Refrain from making any purchases or accepting any revenue on behalf of Norfolk County or the Advisory Board.
- c) The Chair shall:
- viii) Run meetings in an effective manner;
 - ix) Communicate on a regular basis with members, the Council Liaison, the County Staff Liaison, and, when appropriate and relevant, the Chairs of other Council committees and boards;
 - x) Notify the Vice Chair when his/her support is needed to fulfil the role of the Chair; and
 - xi) Lead any deputations prepared by the Advisory Board to Council;
- d) The Vice Chair shall take on the role and responsibilities of the Chair, when necessary.
- e) The Council Liaison(s) shall:
- i) Provide regular verbal reports to Council on the progress of the Advisory Board;
 - ii) Provide support to the Advisory Board and the County Staff Liaison when reports or presentations in regard to the Advisory Board come before Council.
- f) The County Staff Liaison shall:
- i) Prepare the appointments report for Council's consideration;
 - ii) Prepare and distribute agendas and schedule meetings in cooperation with the Chair;
 - iii) Record and distribute minutes to Advisory Board Members, Resource Members, and the County Clerk for acceptance at Council
 - iv) Provide other documents, where appropriate and relevant, prior to meeting via email or for pickup at the Tourism & Economic Development Department office.
 - v) Encourage participation by County staff in other departments of the County to the Advisory Board, when available and relevant.

5. Appointment Process / Criteria for Selection

- a) Vacancies for appointments shall be publicly advertised in the local newspapers and on the Norfolk County website in the month of September each year.
- b) By the end of October of each year, applicants shall be required to complete and submit to County staff an application form, available from County offices and the Norfolk County website. Once the applications have been reviewed by staff, a report recommending selected appointees will be prepared by the County Staff

Liaison and presented in November of each year for approval by Council. All applications received shall be forwarded to Council with the staff report.

- c) Criteria for selection shall include residents, workers or municipal tax payers in Norfolk County who have direct experience, knowledge and connections to County-wide stakeholders in one or more of the following sectors:
 - i) Agriculture / Agri-Business
 - ii) Education / Training
 - iii) Financial Services
 - iv) Health Care / Human Services
 - v) Hospitality/Tourism
 - vi) Industrial and/or Commercial Development
 - vii) Labour / Workforce Development
 - viii) Manufacturing
 - ix) Retail / Small Business
- d) Upon Council's approval of Advisory Board appointments, the Council Services Department will prepare the necessary appointment by-law.
- e) The Council Services Department, on behalf of Council, shall send out confirmation letters to new Advisory Board appointees and advise of their staff liaison and any other relevant contacts.

6. Resignation and Dismissal

- a) If any Advisory Board member is absent from three consecutive meetings, without justification, the Chair of the Advisory Board, in consultation with the staff liaison, will ask the member whether or not they wish to attend meetings and remain on the Advisory Board or resign.
- b) Advisory Board 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 County Staff Liaison may initiate the aforementioned appointment process to fill the vacancy.
- c) Council, at its discretion, can dismiss the Advisory Board in its entirety or any member thereof at any time.

7. Rules of Procedure / Order

- a) Quorum will be considered to be a majority of the total number of members on the Advisory Board.
- b) Advisory Board 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 Advisory Board members in a more informal atmosphere.

- c) In the event that a quorum is not present within fifteen (15) minutes after the appointed time of the meeting, the names of those present will be recorded and the meeting will commence in the absence of a quorum. Minutes will be taken and distributed as usual.
- d) In the absence of the Chair, the Vice-Chair shall conduct the meeting. If neither is present, the Board shall appoint an Acting Chair from amongst those members present.

8. Schedule / Location of Meetings

- a) The Advisory Board will establish a meeting schedule, setting out the time and place for meetings at the beginning of each year. All Advisory Board meetings will be held within Norfolk County.
- b) Meetings of the Board shall be either monthly or more frequently by special meeting from time to time as required.
- c) Adequate provision for accessibility shall be made by the Chair of the Advisory Board 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.

9. Access to Meetings / Closed Meetings / Pecuniary Interest

- a) Except as provided in this section, all meetings shall be open to the public and the media and Advisory Board Minutes shall be available upon request. The Chair may expel any person for improper conduct at a Meeting.
- b) A meeting may be closed to the public if the Clerk has been consulted prior to the meeting and the subject matter being considered is:
 - i) The security of the property of the Municipality;
 - ii) Personal matters about an identifiable individual, including Municipal employees;
 - iii) A proposed or pending acquisition of land for Municipal purposes;
 - iv) Labour relations or employee negotiations;
 - v) Litigation or potential litigation, affecting the Municipality; and/or
 - vi) The receiving of advice that is subject to solicitor-client privilege; including communications necessary for that purpose.
- c) Before holding a meeting or part of a meeting that is to be closed to the public, the Advisory Board shall state by Resolution:

- i) the fact that the Manager of Council Services has been consulted;
 - ii) the fact of the holding of the Closed Meeting; and
 - iii) the general nature of the matter to be considered at the Closed Meeting.
- d) All deliberations while in Closed Session shall remain confidential. Only the final results of deliberations may be made public when such disclosure is authorized by a majority vote of the Advisory Board.
- e) If an Advisory Board 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:
- i) shall, before any consideration of the matter, at the meeting verbally disclose the interest and its general nature;
 - ii) shall not, at any time, take part in the discussion of, or vote on, any question in respect to the matter; and
 - iii) shall leave the meeting and remain absent from it at any time during consideration of the matter.

10. Meeting Structure, Agenda and Minute Formats

- a) An orientation session will be held at the first meeting of the Advisory Board each year.
- b) Agendas and minutes for Advisory Board meetings may include any or all of the following components:
 - i) Date, time, location of meeting
 - ii) Members present (include office, i.e. Chair, Recording Secretary)
 - iii) Members absent/regrets
 - iv) Disclosure of Pecuniary Interest
 - v) Approval of previous minutes
 - vi) Presentations/Deputations
 - vii) General Business and Reports
 - viii) Correspondence
 - ix) Other Business
 - x) Planning Advisory Committee Business
 - xi) Closed Session
 - xii) Next meeting
 - xiii) Adjournment

- c) Minutes will 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.
- d) Minutes of the Advisory Board shall be forwarded to the Clerk in order to present them to Council as information on a timely basis. If warranted, staff will be required to prepare a Staff Report requiring review by Council.
- e) The minutes of meetings will be circulated to all Tourism & Economic Development staff, as well as “Resource Members” i.e. representatives of all appropriate ministries and other agencies of the provincial and federal governments, and other non-profit organizations, locally and regionally, as determined by the County Staff Liaison. Representatives of these Ministries and Agencies are openly invited to attend meetings.

11. Budget and Financial Reporting

- a) The spending authority for the Tourism & Economic Development Department is the Manager of Tourism & Economic Development, who reports to the General Manager of the Development and Cultural Services Division.
- b) The Advisory Board may make requests for budget allocations through the Council Liaison in advance of the County's annual budget process and with support, in the form of a motion, from the Tourism & Economic Development Advisory Board. All related revenue and expenditure transactions will follow Council approved policy. Requests must relate to specific activities approved in the Advisory Board's mandate and work plan. Requests shall be submitted by the appropriate department head for consideration in the County's budget review.
- c) Members of the Advisory Board are not remunerated. If approved by the Staff Liaison prior to the expenditure being incurred by a member, a member may submit a receipt for reimbursement of specific expenses related to Advisory Board activities.

12. Sub-Committees and Focus Groups

- a) Nature / Reporting and Functional Relationships
 - i) When appropriate and relevant, Sub-Committees may be formed by the Advisory Board. They will be provided with a specific mandate and a timeline for completion by the Advisory Board and shall follow the Terms of Reference set out below.
 - ii) When appropriate and relevant, Focus Groups may be formed by Tourism & Economic Development staff. These will be informal gatherings of participants of the County's Marketing Partner Program to solicit input on marketing tactics and other issues. The mandate and timeline of a Focus Group typically is encompassed within one meeting.
- b) Sub-Committee Composition

- i) Except where set out under separate policy by Council as per Section 12 (a) II; a Sub-Committee will have a minimum of five (5) members. A Sub-Committee that meets for three (3) consecutive meetings with less than minimum attendance will be reviewed by the Advisory Board for possible intervention or termination.
 - ii) The mandate, timeline, membership and Chair of each Sub-Committee will be reviewed by the Advisory Board meeting at its first meeting of every calendar year.
 - iii) Members of Sub-Committees shall serve without remuneration.
 - iv) The Advisory Board shall appoint one of its members as Chair of the Sub-Committee;
 - v) A staff member of the Tourism and Economic Development Department shall also attend the meetings in a resource capacity.
 - vi) At its first meeting each year, a Vice-Chair will be selected by the members of the Sub-Committee.
 - vii) Any Sub-Committee member who is absent from three consecutive meetings without leave of absence or without reason satisfactory to the Sub-Committee, shall forthwith cease to be a member. The Advisory Board will review the vacancy at its next meeting.
 - viii) Focus Groups are composed of any number of participants in the Marketing Partner Program, as determined and notified by County staff. When relevant and appropriate, non-participants in the program may be invited to attend.
- c) Sub-Committee Roles and Responsibilities
- i) Sub-Committee Members shall:
 - (1) Notify the County Staff Liaison in advance of their intent to be absent from a meeting;
 - (2) Prepare for the meeting by reviewing material provided and/or consulting with stakeholders regarding issues;
 - (3) Assist in considering the goal or task assigned to them by the Advisory Board;
 - (4) Consult with stakeholders and community organizations and to actively encourage coordination and cooperation with the Board and County staff; and
 - (5) Actively encourage financial partnerships with individuals, organizations, businesses and government, as part of Norfolk County's Tourism & Economic Development Strategy and Implementation Plan in an integrated and collective approach, with the assistance of County staff, through the Marketing Partner program and other methods.
 - ii) The Sub-Committee Chair shall:

- (1) Run meetings in an effective manner, and communicate on a regular basis with members and the County Staff Liaison. The Chair will also notify the Vice Chair when his/her support is needed to fulfil the role of the Chair;
 - (2) Work with the Staff Liaison to ensure appropriate membership representation on the Sub-Committee; and
 - (3) Report membership on the Sub-Committee at the beginning of each year to the Advisory Board.
- iii) The Staff Member assigned to the Sub-Committee shall:
- (1) Schedule meetings, prepare agendas and distribute agendas to the Sub-Committee Members and Advisory Board members;
 - (2) Act as recording secretary for each scheduled meeting for the purpose of recording the minutes, which will consist of only recording attendance, recording specific tasks assigned to individuals, and recording any resolutions;
 - (3) Distribute the minutes of the Sub-Committee to the Sub-Committee Members, the Advisory Board members, and the Staff Liaison for the Advisory Board within five (5) working days following the meeting.
- e) Sub-Committee Appointments
- i) The Advisory Board shall appoint a minimum number of five (5) members, including the Chair (who must be a member of the Advisory Board);
 - ii) Any Sub-Committee Member who is absent from three consecutive meetings without leave of absence or without reason satisfactory to the sub-committee, shall forthwith cease to be a member. The Advisory Board will review the vacancy at its next meeting.
 - iii) Names of active Members, Chair, Vice Chair, and Staff Liaison will be reported to the Advisory Board at the beginning of each year.

13. Planning Advisory Committee (“PAC”)

- a) “Planning Advisory Committee” hereinafter called “PAC” refers to the members of the Tourism and Economic Development Advisory Board and consists of a minimum of one (1) appointed volunteer public representatives who is a resident of Norfolk County and who is neither a member of a municipal council nor an employee of the municipality pursuant to the provisions of the Planning Act, R.S.O., as amended C.P. 13 (Sec. 8(1)).
- b) “Planning Advisory Committee Meeting” hereinafter called “meeting(s)”; refers to the proceeding of the Planning Advisory Committee as a whole. PAC shall be updated once a month at their meeting on Policy Planning projects and additional presentations or meetings scheduled upon PAC request.

- c) Role of Planning Advisory Committee Members: During the meeting, Community Planning staff will present policy project information to PAC members for their information and comment/direction. PAC comments will formulate a recommendation to Norfolk County Council.