

THE CORPORATION OF NORFOLK COUNTY
Council-in-Committee Meeting
REVISED AGENDA

November 15, 2023

1:00 p.m.

Council Chambers

Live Stream: www.norfolkcounty.ca/watch-norfolk-county-meetings

	Pages
1. Disclosure of Pecuniary Interest	
2. Approval of Agenda/Changes to the Agenda	
3. Early Closed Session	
*3.1 CAO Verbal Update - Potential Litigation Pursuant to section 239(2)(e) of the <i>Municipal Act, 2001</i> , as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board.	
4. Consent	
4.1 Special Event 2023 - 48 - Simcoe Christmas Panorama - Temporary Road Closure and Parking Bylaw - CS-23-161	5
4.2 Special Event 2023-47 - Port Dover ChristmasFest Parade 2023 - Temporary Road Closure - CS-23-152	12
4.3 Special Event 2023-50 - Langton Santa Claus Parade - Temporary Road Closure - CS-23-165	15
4.4 Special Event 2023-52 - Port Rowan Christmas Tree Lighting - Temporary Road Closure - CS-23-167	19
4.5 Memo to Council- Emergency Management Program Committee Terms of Reference - CAO-23-116	22
4.6 Memo to Council- Emergency Response Plan By-law - CAO-23-115	28

4.7	Special Event 2023-53 - Delhi BIA Christmas Parade - Temporary Road Closure CS-23-170	69
4.8	Delegated Signing Authority – GRCA Memorandum of Understanding Agreement, CAO-23-120	72
*4.9	Elliott-Kitchen Drain - Report for Consideration - EIS-23-075	94
*4.10	Provincial Offenses Act Fines Collections - CS-23-168	113
*4.11	Request for Conveyance of Bruce Street, Plan 19B, Waterford, CS-23-162	118
*4.12	Bonnieheath Plt - Remediation Progress Update - CS-23-155	132
5.	Deputations	
5.1	Barry LaPlante of Simcoe Lions Club Re: Upgrades to Wellington Park	139
5.2	Shivani Chotalia Re: NRStor Battery Project	143
6.	Presentations	
7.	Communications	
7.1	Letter from the Ministry of Agriculture, Food and Rural Affairs	156
7.2	Letter from Ministry of Finance	158
7.3	Letter from Ministry of Indigenous Affairs	159
7.4	MMAH Letter re: Responding to the Housing Affordability Task Force's Recommendations	160
7.5	MMAH Letter re: Municipal Housing Pledges and Targets	170
7.6	Letter from the Ministry of Colleges and Universities	175
7.7	Letter from Minister Paul Calandra re: Strong Mayor Powers and Eligibility for Building Faster Fund	176
7.8	Norfolk County 2024 SWIFT Director Selection Letter	178
8.	Staff Reports/Discussion Items	
8.1	Health and Social Services Division	
8.2	Community Development Division	
8.2.1	Grow Norfolk Study Volume 5 and 6 LEAR and Preferred Directions and Recommendations - CD-23-098	192
8.2.2	Economic Development Strategy, CD-23-089	360

*8.2.3	Proposed Energy Storage Project – Letter of Support, CD-23-100	475
8.3	Environmental and Infrastructure Services Division	
8.4	Operations Division	
*8.4.1	Seasonal Paid Parking – Two-Year Pilot Project Summary, OPS-23-029	480
8.5	Corporate Services Division	
8.5.1	Summary of Bid Awards for the Period Ending October 24, 2023, CS-23-149	495
8.5.2	2024 Insurance Program Renewal, CS-23-156	504
*8.5.3	Drain Maintenance Payment Plan – 827 Windham Rd 5, CS-23-163	513
*8.5.4	Physician Recruitment Update - CS-23-166	519
8.6	Office of the Chief Administrative Officer	
8.6.1	Demers Ambulance Budget Schedule, CAO-23-123	522
8.6.2	Port Dover Beach – 2023 Summer Season Recap and 2024 Items for Consideration, CAO-23-117	527
9.	Motions	
10.	Notice of Motions	
11.	Other Business	
12.	Announcements	
13.	Closed Session	
13.1	Provincial Offenses Program Update Pursuant to section 239(2)(b) of the <i>Municipal Act, 2001</i> , as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees; and 239(2)(k) as the subject matter pertains to a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.	
*13.2	Insurance Coverage Update Pursuant to section 239(2)(a) of the <i>Municipal Act, 2001</i> , as amended, as the subject matter pertains to the security of the property of the municipality or local boards.	

- *13.3 Port Dover Water and Wastewater Verbal Update
Pursuant to section 239(2)(e) of the *Municipal Act, 2001*, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board.
- *13.4 Proposed Property Acquisition - Ward 4
Pursuant to section 239(2)(c) of the *Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board.
- *13.5 Library Board Appointment
Pursuant to section 239(2)(b) of the *Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees.
- *13.6 Verbal Update - Potential Litigation
Pursuant to section 239(2)(b) of the *Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees; and 239(2)(e) as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board.
- *13.7 Active Development Charge Background Study
Pursuant to section 239(2)(e) of the *Municipal Act, 2001*, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board.

14. Adjournment



Information Memo

To: Council-In-Committee Meeting
Date: November 15, 2023
Division: Corporate Services
Department: Accessibility and Special Projects
Ward: All Wards
Subject: Information Memo – Special Event 2023-48 - Simcoe Christmas Panorama - Temporary Road Closure & Parking Bylaw

Recommendation(s):

THAT the Information Memo regarding Special Event 2023-48 – Simcoe Christmas Panorama Temporary Road Closure & Parking Bylaw be received as information.

Background

The purpose of this memo is to inform Council of the delegated road closure activity for the Simcoe Christmas Panorama from December 2nd until January 1st, 2024.

Discussion:

By-Law 2023-XX is being presented to Council on November 21, 2023 in order for the temporary changes to the parking by-law to be enforceable during the Simcoe Christmas Panorama event.

Attached is a map outlining the road closure and parking provisions, and a draft by-law for Council's consideration. Please contact the writer if you require further information.

Financial Services Comments:

Any costs associated with the December 2nd – January 1st temporary road closures and temporary changes to the parking by-law as identified above will be accommodated within current operating base budgets.

Attachment(s):

- Simcoe Christmas Panorama Temporary Road Closure and Parking Map 2023
- Simcoe Christmas Panorama Temporary Road Closure and Parking Draft By-Law 2023

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority to "Celebrate and Connect all of our Communities".

Explanation:

Special Events support Council's Strategic Priority to "Celebrate and connect all of our communities" by bringing communities together through celebrations of our unique cultures, geographies and identities.

Conclusion:

Norfolk County recognizes the importance of special events in our community. The goal of Policy No. CS-45, Outdoor Special Event Policy, is to "encourage County wide festivals and events that draw people together, helping to promote community spirit".

The outdoor special event application for the Simcoe Christmas Panorama has been circulated to the appropriate departments for review and comments.

Planning is well underway to support a successful Simcoe Christmas Panorama event.

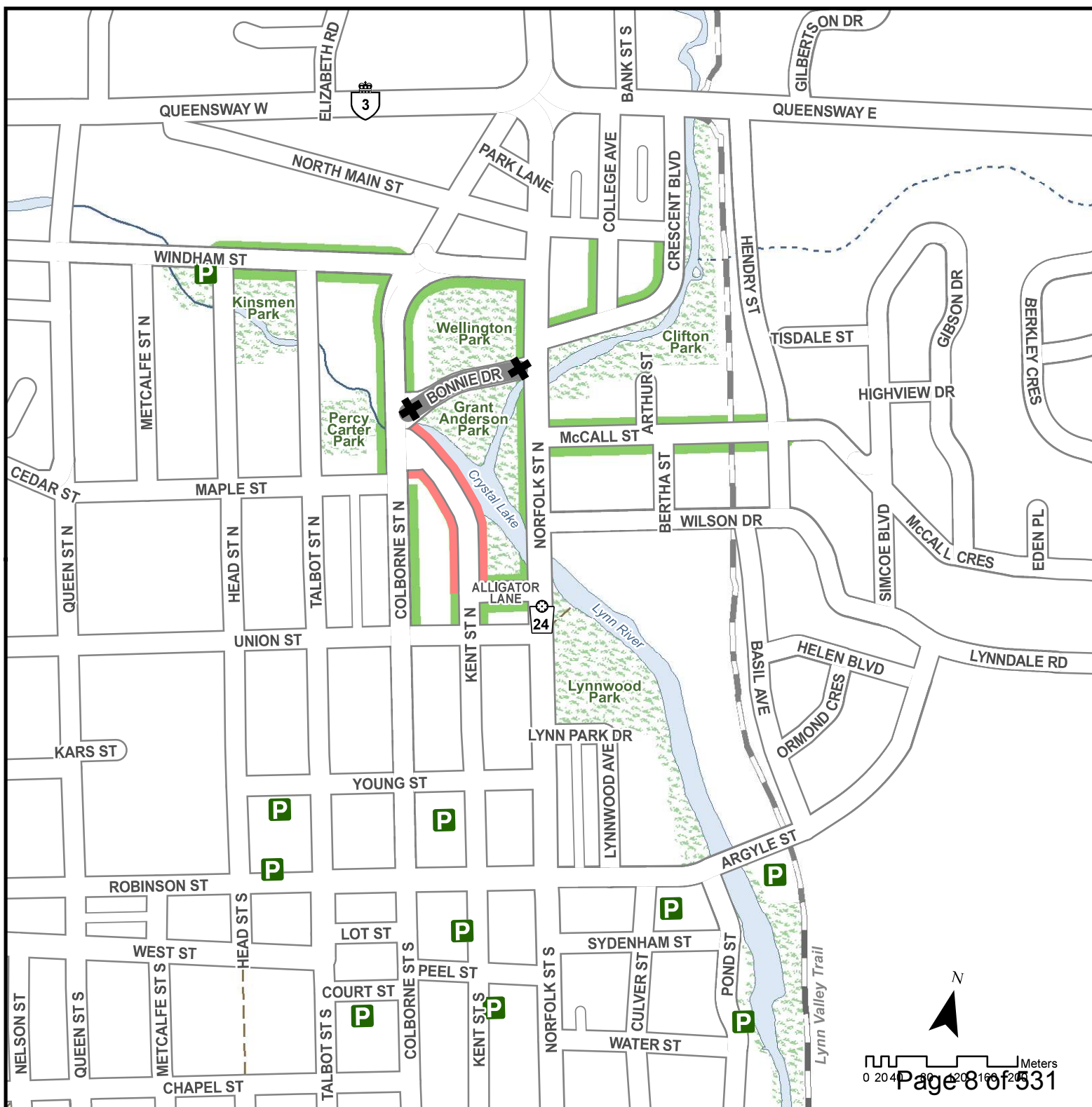
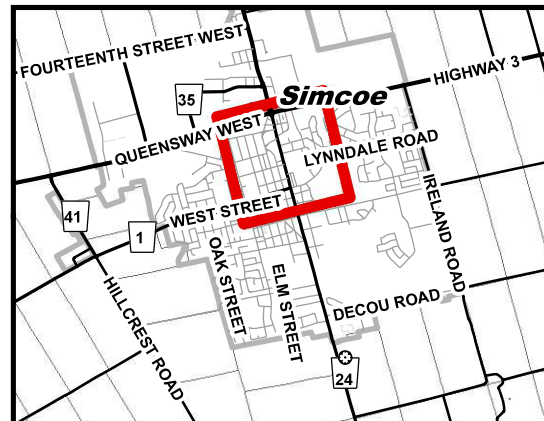
Approval:

Approved By:
Heidy VanDyk
General Manager, Corporate Services

Reviewed By:
Sam McFarlane
Manager, Accessibility and Special Projects

Prepared By:
Alicia Flynn
Corporate Services Generalist

Event: Christmas Panorama
Location: Simcoe





The Corporation of Norfolk County

By-Law 2023-XXX

Being a By-Law to Provide for the Temporary Closure of Bonnie Drive between Norfolk Street North and Colborne Street North, and to Prohibit or Regulate Parking on All or Portions of Streets in Simcoe (Simcoe Christmas Panorama).

WHEREAS Sections 5 and 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provide that the powers of the Municipal Council shall be exercised by by-law, unless the municipality is specifically authorized to do otherwise and that the municipality has the capacity, rights, powers and privileges of a natural person for the purposes of exercising its authority;

AND WHEREAS Section 27 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, authorizes a municipality to pass by-laws in respect of a highway over which it has jurisdiction;

AND WHEREAS Simcoe Christmas Panorama Inc. has requested the Council of Norfolk County to temporarily close Bonnie Drive between Norfolk Street North and Colborne Street North, Simcoe and to prohibit or regulate parking on all or portions of streets in Simcoe for the purpose of holding the Simcoe Christmas Panorama.

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

1. **THAT** parking restrictions authorized in By-Law 211,189, as amended, to regulate Parking within Norfolk County, be temporarily suspended for the streets noted within this amending by-law for the duration as defined.
2. **THAT** all road closures shall come into effect between 5:00 p.m. on Thursday, November 30, 2023 until 12:00 a.m. on Wednesday, January 3, 2024, unless specifically noted otherwise, except for designated emergency vehicles, vendors, service vehicles, horse trolleys and tour buses;
3. **THAT** all parking restrictions shall come into effect between 8:00 a.m. on Saturday, December 2, 2023 and 11:00 p.m. on Monday, January 1, 2024;
4. **THAT** the following traffic flow plan and street restrictions, as required to provide effective emergency vehicle access and safe traffic circulation for the public, be approved as follows:

a) Bonnie Drive

Closed to all vehicular traffic and parking except designated emergency service vehicles, vendors, service vehicles, horse trolleys and tour buses.

- b) Norfolk Street North
 - That temporary parking be designated on the west side from Windham Street to Alligator Lane;
 - That temporary parking be designated on the east side from Windham Street to Crescent Boulevard.
 - c) Windham Street
 - That temporary parking be designated on south side from Norfolk Street North to Colborne Street North;
 - That temporary parking be designated on the north and south sides of Windham Street from Colborne Street North to Head Street North.
 - d) Crescent Boulevard
 - That temporary parking be designated on the north side of Crescent Boulevard from Hawthorne Avenue to Norfolk Street North.
 - e) Colborne Street North
 - That temporary parking be designated on the east side from Bonnie Drive to Windham Street;
 - That temporary parking be allowed on the east side from Maple Street to Union Street;
 - That temporary parking be allowed on the west side from Maple Street to Windham Street.
 - f) Kent Street North
 - That temporary parking be designated on the west and east sides of Kent Street from Alligator Lane to Union Street;
 - That there be no parking on the west side and east sides of Kent Street from Alligator Lane to Colborne Street North.
5. **THAT** all other existing Parking regulations as signed, remain in effect.
6. **THAT** Norfolk County Ontario Provincial Police and Bylaw Enforcement Staff continue to proactively enforce all other provisions of the Parking Bylaw such that public safety is maintained for the benefit of all residents, businesses and visitors to Simcoe during the Christmas Panorama.
7. **THAT** the Inspector of the Norfolk Detachment of the Ontario Provincial Police, together with the Director of the Roads Department of Norfolk County, shall approve the arrangement of adequate detours for the road(s) or parts thereof to be temporarily closed by this By-Law, and shall approve the placement of such signs and barricades as may be necessary to give effect to this By-Law.

8. **AND THAT** the effective date of this By-Law shall be the date of passage thereof.

ENACTED AND PASSED this 21st day of November, 2023.

Mayor

County Clerk



Information Memo

To: Council-In-Committee Meeting
Date: November 15, 2023
Division: Corporate Services
Department: Accessibility and Special Projects
Ward: All Wards
Subject: Information Memo – Port Dover ChristmasFest Parade -
Temporary Road Closure

Recommendation(s):

THAT the Information Memo regarding Special Event 2023-47 – Port Dover ChristmasFest Parade Temporary Road Closure be received as information.

Background

The purpose of this memo is to inform Council of the delegated road closure activity for the Port Dover ChristmasFest & Santa Clause Parade on Saturday November 18th, 2023.

Discussion:

The following road closure will be in effect for the event from 12:00 p.m. until 2:30 p.m.

- Harbour Street
- Main Street from Harbour Street to McNab Street West
- McNab Street West from Main Street to St. George Street
- St. George Street from McNab Street West to Market Street West
- Market Street West from St. George Street to Main Street

Financial Services Comments:

Any costs associated with the additional temporary road closures on Saturday November 18th, 2023, as identified above will be accommodated within current operating base budgets.

Attachment(s):

- Port Dover ChristmasFest Parade Road Closure Map 2023

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority to "Celebrate and Connect all of our Communities".

Explanation:

Special Events support Council's Strategic Priority to "Celebrate and connect all of our communities" by bringing communities together through celebrations of our unique cultures, geographies and identities.

Conclusion:

Norfolk County recognizes the importance of special events in our community. The goal of Policy No. CS-45, Outdoor Special Event Policy, is to "encourage County wide festivals and events that draw people together, helping to promote community spirit".

The outdoor special event application for the Port Dover ChristmasFest & Santa Clause Parade has been circulated to the appropriate departments for review and comments.

Planning is well underway to support a successful Port Dover ChristmasFest & Santa Clause Parade event.

Approval:

Approved By:
Heidy VanDyk
General Manager, Corporate Services

Reviewed By:
Sam McFarlane
Manager, Accessibility and Special Projects

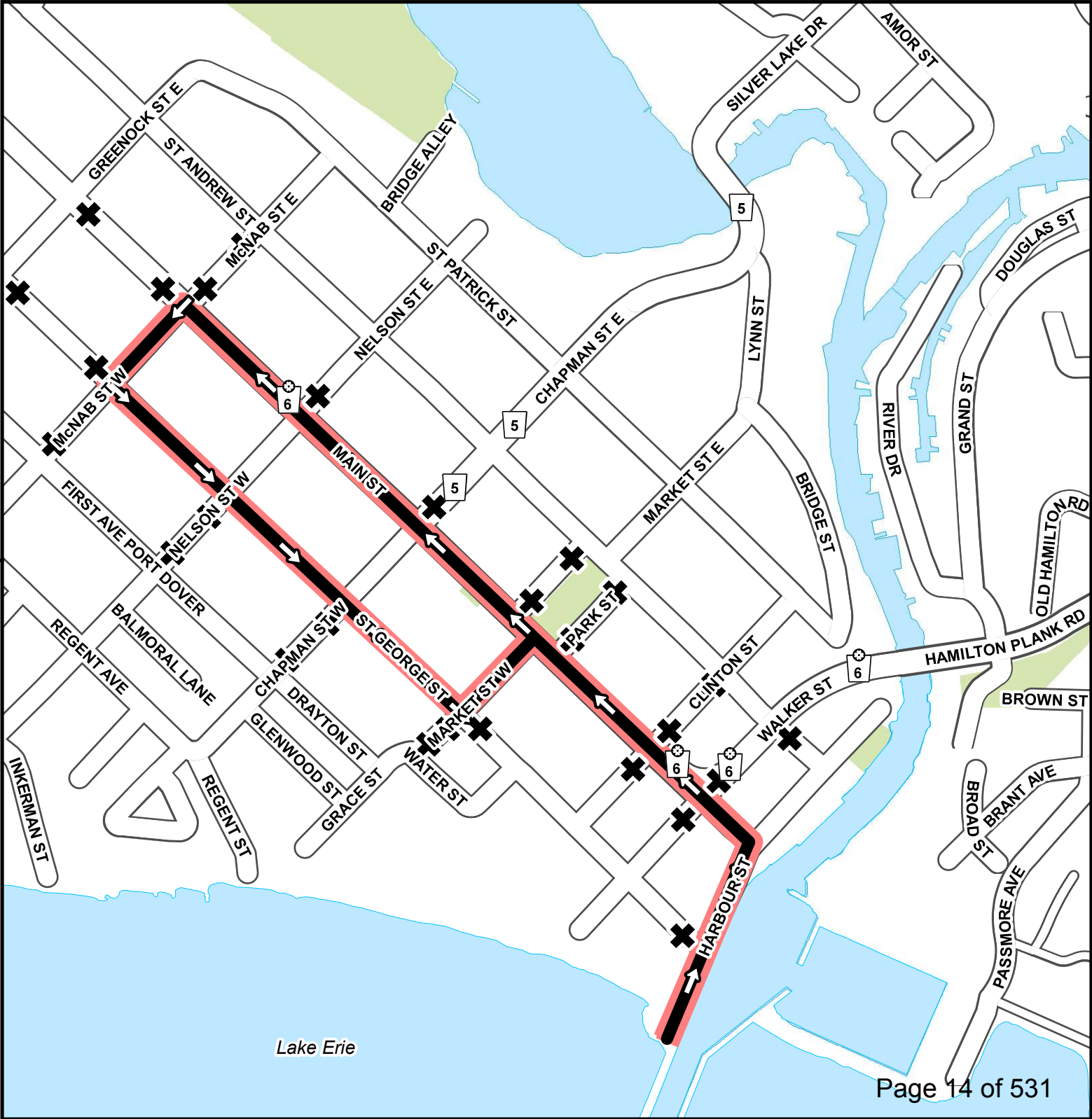
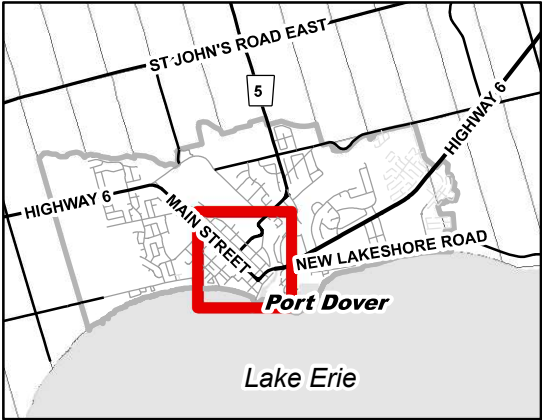
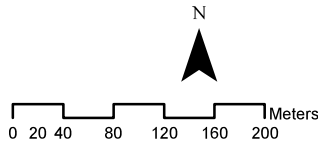
Prepared By:
Alicia Flynn
Corporate Services Generalist

Temporary Road Closure

Event: Christmasfest Parade

Location: Port Dover

- ➡ Parade Route
- ✖ Barricade
- Closed Road





Information Memo

To: Council-In-Committee Meeting
Date: November 15, 2023
Division: Corporate Services
Department: Accessibility and Special Projects
Ward: All Wards
Subject: Information Memo – Langton Santa Claus Parade - Temporary Road Closure

Recommendation(s):

THAT the Information Memo regarding Special Event 2023-50 – Langton Santa Claus Parade be received as information:

Background

The purpose of this memo is to inform Council of the delegated road closure activity for the Langton Santa Claus Parade on Saturday, December 9th, 2023.

Discussion:

The following road closure will be in effect for the parade on Saturday, December 9th from 10:30 a.m. to 12:00 p.m.:

- Part of Albert Street from the Langton arena to George Street
- Queen Street from Prince William Street to South Street
- Prince William Street from George Street to Queen Street
- South Street from Queen Street to George Street
- George Street from Prince William Street to South Street

Financial Services Comments:

Any costs associated with the additional temporary road closures on Saturday, December 9th, as identified above will be accommodated within current operating base budgets.

Attachment(s):

- Langton Santa Claus Parade Map 2023

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority to "Celebrate and Connect all of our Communities".

Explanation:

Special Events support Council's Strategic Priority to "Celebrate and connect all of our communities" by bringing communities together through celebrations of our unique cultures, geographies and identities.

Conclusion:

Norfolk County recognizes the importance of special events in our community. The goal of Policy No. CS-45, Outdoor Special Event Policy, is to "encourage County wide festivals and events that draw people together, helping to promote community spirit".

The outdoor special event application for the Langton Santa Claus Parade has been circulated to the appropriate departments for review and comments.

Planning is well underway to support a successful Langton Santa Claus Parade event.

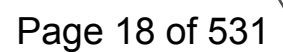
Approval:

Approved By:
Heidy VanDyk
General Manager, Corporate Services

Reviewed By:
Sam McFarlane
Manager, Accessibility and Special Projects

Prepared By:
Alicia Flynn
Corporate Services Generalist

Location: Langton





Information Memo

To: Council-In-Committee Meeting
Date: November 15, 2023
Division: Corporate Services
Department: Accessibility and Special Projects
Ward: All Wards
Subject: Information Memo – Port Rowan Christmas Tree Lighting -
Temporary Road Closure

Recommendation(s):

THAT the Information Memo regarding Special Event 2023-52 – Port Rowan Christmas Tree Lighting be received as information:

Background

The purpose of this memo is to inform Council of the delegated road closure activity for the Port Rowan Christmas Tree Lighting on Saturday, December 2nd, 2023.

Discussion:

The following road closure will be in effect for the Port Rowan Christmas Tree Lighting on Saturday, December 2nd, 2023 from 4:00 p.m. until 8:30 p.m.:

- Bay Street from Wolven Street to Ellis Street

Financial Services Comments:

Any costs associated with the additional temporary road closures on Saturday, December 2nd, as identified above will be accommodated within current operating base budgets.

Attachment(s):

- Port Rowan Christmas Tree Lighting Temporary Road Closure Map 2023

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority to "Celebrate and Connect all of our Communities".

Explanation:

Special Events support Council's Strategic Priority to "Celebrate and connect all of our communities" by bringing communities together through celebrations of our unique cultures, geographies and identities.

Conclusion:

Norfolk County recognizes the importance of special events in our community. The goal of Policy No. CS-45, Outdoor Special Event Policy, is to "encourage County wide festivals and events that draw people together, helping to promote community spirit".

The outdoor special event application for the Port Rowan Christmas Tree Lighting has been circulated to the appropriate departments for review and comments.

Planning is well underway to support a successful Port Rowan Christmas Tree Lighting event.

Approval:

Approved By:
Heidy VanDyk
General Manager, Corporate Services

Reviewed By:
Sam McFarlane
Manager, Accessibility and Special Projects

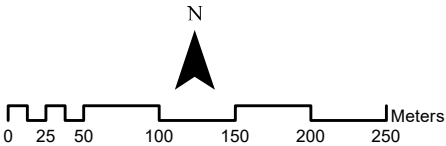
Prepared By:
Alicia Flynn
Corporate Services Generalist

Temporary Road Closure

Event: Christmas Tree Lighting

Location: Port Rowan

- ✖ Barricades
- Closed Road





Information Memo

To: Council-In-Committee Meeting
Date: November 15, 2023
Division: Office of the Chief Administrative Officer
Department: Fire Department
Ward: All Wards
Subject: Information Memo- Emergency Management Program
Committee Terms of Reference

Recommendation(s):

THAT the Information Memo regarding the Emergency Management Program Committee be received as information.

AND THAT the proposed By-Law to replace By-Law 2013-03 be approved.

Background

The purpose of this memo is to provide context to the proposed by-law listed as Schedule A on the agenda.

The Emergency Management Program Committee has reviewed the existing Terms of Reference and have determined that the scope and needs of this group have changed. The current By-Law 2013-03 is outdated and to be replaced by the proposed by-law.

Discussion:

It was determined that Schedule A will require replacement after a review of the existing Terms of Reference. Updates include the size of the committee, grammar, and terminology.

Attachment(s):

- Attachment A: Proposed By-Law
- Attachment B: Emergency Management Program Committee Terms of Reference

Conclusion:

The proposed by-law, being a By-Law to Adopt the Emergency Management Program Committee, is presented on the agenda for Council approval to replace By-Law 2013-03

due to a need identified by the Emergency Management Program Committee to update the Terms of Reference.

Approval:

Approved By:
Al Meneses, CAO

Reviewed By:
Gord Stilwell
Fire Chief

Prepared By:
Katie Ballantyne
Community Safety Officer



The Corporation of Norfolk County

By-Law 2023-116

Being a By-Law to Establish the Emergency Management Program Committee.

WHEREAS the Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9, as amended, requires every municipality to develop and implement an Emergency Management Program Committee;

AND WHEREAS by By-Law 2013-03 the Emergency Management Program Committee was established to oversee the development, implementation, and maintenance of the Emergency Management Program of Norfolk County;

AND WHEREAS the Council of The Corporation of Norfolk County deems it necessary to prepare a new establishing By-Law for the Emergency Management Program Committee to include a revised and more detailed Terms of Reference.

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

1. That an Emergency Management Program Committee is hereby established to oversee the development, implementation, and maintenance of the Emergency Management Program of Norfolk County.
2. That the Norfolk County Emergency Management Program Committee Terms of Reference attached hereto as Schedule "A" of this By-Law is hereby adopted;
3. That Norfolk County By-Law 2013-03 is hereby repealed in its entirety.
4. That the effective date of this By-law shall be the date of passage thereof.

ENACTED AND PASSED this 15th day of November, 2023.

Mayor

County Clerk



TERMS OF REFERENCE FOR THE EMERGENCY MANAGEMENT PROGRAM COMMITTEE

1.0 NATURE OF COMMITTEE

Provincial legislation requires that every municipality form a committee responsible for overseeing the annual emergency management program in the community. As such, Norfolk County Council established The Emergency Management Program Committee (herein referred to as the "Program Committee") on December 7, 2004 in accordance with the requirements of the *Emergency Management and Civil Protection Act (R.S.O. 1990)* and its regulations (380/04 Section 11). The Program Committee consists of a group of core members as well as representatives from various sectors in Norfolk County that have or should have a vested interest in emergency planning and preparedness.

2.0 MISSION/MANDATE

- 2.1 The Program Committee advises on the development, implementation and maintenance of the emergency management program in accordance with Regulation 380/04 and to ensure the safety and well-being of citizens of Norfolk County.

Objectives:

1. Monitor and ensure the program activities are delivered in accordance with the Act and Regulation.
2. Support the program in responding and adapting to current and emerging risks that could impact the community.
3. Share expertise and knowledge to promote emergency preparedness and public safety.
4. Review and make recommendations on the Emergency Response Plan.
5. Review and make recommendations on program initiatives.
6. Participate and make recommendations on the Hazard Identification Risk Assessment annually.
7. Conduct an annual emergency management program review to verify that the program is operating in compliance with the Act and Regulations; and
8. Make recommendations to Council.

3.0 COMMITTEE MEMBERSHIP

- 3.1 The Program Committee shall be comprised of the following core members:

- General Manager, Operations
- Fire Chief/Community Emergency Management Coordinator (CEMC)
- Council Representative
- Community Safety Officer

- 3.2 The Program Committee shall be assisted by various industry sector stakeholders as subject matter experts who have a vested interest in emergency planning and preparedness:

Business Sector
Municipal Services Sector
Utility Sector
Health & Social Services Sector
Marine Sector

Industry Sector
Emergency Services Sector
Municipal Infrastructure Sector
Land Resources & Conservation Sector
Educational/Institutional Sector

- 3.3 The General Manager of Operations will chair all meetings of the Program Committee. In the event the General Manager of Operations is unavailable, the CEMC shall chair the meeting in their place.
- 3.4 The Program Committee core members are to be appointed by Council.
- 3.5 Initial appointments will occur when a new individual assumes one of the core member positions.
- 3.6 Council Representative appointments will be for two years, allowing for a change in membership if Council chooses.

4.0 DISCLOSURES OF PECUNIARY INTEREST

- 4.1 If a Committee member has a pecuniary interest, direct or indirect, in any matter in which the Committee is concerned, and is present at a Meeting at which the matter is the subject of consideration, the member:
- a) shall before any consideration of the matter at the meeting orally disclose the interest and its general nature;
 - b) shall not, at any time, take part in the consideration or the discussion of, nor vote on, any question in respect to the matter;
 - c) shall leave the meeting and remain absent from it at any time during consideration of the matter.
- 4.2 If a member is not present and has any pecuniary interest, they shall disclose their interest at the next meeting in attendance.
- 4.3 Notwithstanding the quorum requirements, when a majority of the Board members have disclosed an interest in accordance with Section 9.1 above 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.

5.0 SCHEDULE/LOCATION OF MEETINGS

- 5.1 The Program Committee Meetings shall be held on an as required basis, but not less than twice per calendar year.

- 5.2 Meetings shall take place at the Emergency Operations Centre with a virtual attendance option available at the discretion of designated Recording Secretary.

6.0 MEETING STRUCTURE, AGENDA AND MINUTE FORMATS

- 6.1 Attendance at all meetings shall be recorded. Members shall notify the Secretary if they are unable to attend.
- 6.2 Quorum shall consist of a majority of the core members.
- 6.3 Minutes of the meeting will be taken by the designated Recording Secretary.
- 6.4 Agendas and Minutes for Committee meetings may include any or all of the following components:
- 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
- 6.5 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.
- 6.6 Minutes of the Committee shall be forwarded to the Clerk in order to present them to Council for their information. Staff will be required to prepare a Staff Report if any follow-up action is requested of Council.

7.0 BUDGET & FINANCIAL REPORTING

- 7.1 The Committee may make requests for budget allocations through the Fire Chief/Community Emergency Management Coordinator of the CAO's Office 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 Committee's mandate and work plan.

Revised October 6, 2023



Information Memo

To: Council-In-Committee Meeting
Date: November 15, 2023
Division: Office of the Chief Administrative Officer
Department: Fire Department
Ward: All Wards
Subject: Information Memo- Emergency Management Program and
Emergency Response Plan By-law

Recommendation(s):

That the Information Memo regarding the Emergency Response Plan be received as information.

AND THAT the proposed By-Law to replace By-Law 2022-141 be approved.

Background

The purpose of this memo is to provide context to the proposed by-law listed as Schedule A on the agenda.

The Emergency Response Plan By-Law is annually reviewed, and schedule A is updated as necessary to account for organizational changes which impact the Emergency Response Plan. The current By-Law 2022-141 is outdated and to be replaced by the proposed by-law.

Discussion:

It was determined that Schedule A will require replacement in 2023 after the annual review of the Emergency Response Plan. Updates to the plan are minor in nature, comprising of grammatical and terminology amendments.

Attachment(s):

- Attachment A: Proposed By-Law
- Attachment B: Emergency Response Plan

Conclusion:

The proposed by-law, being a By-Law to Adopt the Emergency Management Program and Norfolk County Emergency Response Plan, is presented on the agenda for Council

approval to replace By-Law 2022-141 due to required changes to the Emergency Response Plan arising from the legislated annual review of the document.

Approval:

Approved By:
Al Meneses, CAO

Reviewed By:
Gord Stilwell
Fire Chief

Prepared By:
Katie Ballantyne
Community Safety Officer



The Corporation of Norfolk County

By-Law 2023-115

Being a By-Law to Adopt the Emergency Management Program and Norfolk County Emergency Response Plan.

WHEREAS Section 2.1 of the Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9, as amended, requires every municipality to develop and implement an Emergency Management Program including the adoption of an Emergency Response Plan;

AND WHEREAS Ontario Regulation 380/04 of the Act sets out the municipal standards of an Emergency Response Plan;

AND WHEREAS Norfolk County's Emergency Response Plan adopted by By-Law 2021-159 has had a number of minor amendments and the Council of The Corporation of Norfolk County now deems it necessary to update the Emergency Response Plan;

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

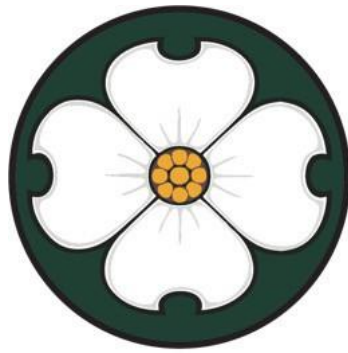
1. That an Emergency Management Program be developed and implemented in accordance with the municipal standards in Ontario Regulation 380/04;
2. That the Norfolk County Emergency Response Plan attached hereto as Schedule "A" of this By-Law is hereby adopted;
3. That the Head of Council or designated alternate, as provided in the Plan, be empowered to declare an emergency and implement the Norfolk County Emergency Response Plan;
4. That certain appointed officials or their designated alternates, as provided in the approved Norfolk County Emergency Response Plan are empowered to cause an emergency notification to be issued to members of the Emergency Control Group, and to respond to an emergency in accordance with the Norfolk Emergency Response Plan where an emergency exists but has not yet been declared to exist;
5. That the Emergency Management Program Committee will cause the emergency management program to be reviewed annually and to recommend changes to the program as considered appropriate and refer recommendations to Council for further review and approval.

6. That Norfolk County By-Law 2022-129 is hereby repealed in its entirety.
7. That the effective date of this By-law shall be the date of passage thereof.

ENACTED AND PASSED this 15th day of November, 2023.

Mayor

County Clerk



EMERGENCY RESPONSE PLAN

Schedule 'A' to By-Law # 2023-115

Amendment Record

Date	Changes	BY-LAW #	✓	By (initial)
2012	Change name of plan Addition of EMS as an independent entity Minor changes- updating name changes	2012-77		JV
2013	Due to council being aware and approving of the restructuring of Divisions, all new information is being added to the plan (Finance Division, Development and Cultural Services, Employee and Business Services) as minor changes and not being submitted in a Bylaw.			
2013	Other minor changes –updating name changes. Eliminating empty pages Correcting responsibilities of the Clerk and PIO			
2014	Minor changes updating positions			
2015	Minor changes-grammatical, updating County positional changes, updating the new EOC info.			
2016	Minor changes –grammatical, updating County positional changes, updating the new EOC info. Correcting duties of ECG.	2016 -04		JV
2017	AODA compliant- updated name, Division and position changes	2017-01		JVB/CD
2018	Updating positions/titles/department/division changes as approved by Council	2018-100		CD/JVB
2019	Simplified language and updated outdated Processes to reflect current procedures. Minor grammatical changes made to document.	2019-101		JR
2020	Updated the Municipal State of Emergency section. Updated EOC information and ECG titles to reflect divisional changes. Removed reference to “Emergency Site Manager” position. Small grammatical changes.	2020-96		GS/JR
2021	Minor grammatical changes and updated to reflect DOMUS changes	2021-159		GS/KB
2022	Minor grammatical changes made to document.	2022-129		GS/KB
2023	Minor terminology changes made to document.	2023-115		GS/KB

TABLE OF CONTENTS

DEFINITIONS AND RELEVANT TERMS.....	6
INTRODUCTION	10
LEGISLATIVE AUTHORITY AND OBLIGATION	11
Emergency Management and Civil Protection Act	11
PLAN ACTIVATION	12
NOTIFICATION PROCEDURE	13
Preliminary	13
Initial Activation (Stage 1)	13
Full Activation (Stage 2)	13
Drills	13
Declaration of Emergency	14
Termination of Emergency	14
Evacuation	14
ECG Notification Lists.....	14
List Maintenance	14
Divisional Employee Contact Lists.....	14
Other Notification Lists	14
DECLARATION OR TERMINATION OF A STATE OF EMERGENCY.....	15
Action Prior to Declaration	15
Authority: Declaration of a State of Emergency	15
Authority: Termination of a State of Emergency.....	15
Declaration of a Provincial State of Emergency	15
Guide for Determining if a State of Emergency Might Exist.....	16
General and Government	16
Legal	16
Operational.....	17
Economic and Financial:	18
REQUESTS FOR PROVINCIAL ASSISTANCE.....	19
Request Procedure	19
Routine Requests.....	19
Assumption by Province	19
The Role of Ontario Fire Marshal Emergency Management (OFMEM).....	19
Requests for Federal Assistance.....	20
EMERGENCY CONTROL GROUP (ECG)	20
ECG Members.....	20
Emergency Support Group Members	21
ECG Operation.....	21
Expanded Standard IMS Organization Chart*.....	22
ECG Responsibilities.....	22

ECG MEMBER SPECIFIC RESPONSIBILITIES	25
EOC Director	25
Fire Chief or Designate.....	26
Paramedic Services Chief or Designate	26
Norfolk O.P.P. Detachment Commander or Designate	26
Mayor or Deputy Mayor or Acting Mayor	27
General Manager, Health & Social Services or Designate	27
Director, Corporate Communications or Designate.....	27
Treasurer, Director of Financial Management and Planning or Designate	28
Medical Officer of Health or Designate	28
General Manager, Environmental and Infrastructure Services or Designate.....	27
County Clerk or Designate.....	28
Community Safety Officer or Designate.....	29
CEMC Appointment.....	29
CEMC Authority and Responsibility	29
ECG SUPPORT GROUP.....	31
Support Group Members	31
Support Group Responsibilities	32
Support Group Contact Procedure	32
EMERGENCY OPERATIONS CENTRE (EOC).....	32
Establishment.....	32
Activation.....	32
Other Activities Prohibited	32
EOC Facilities.....	33
Location of Emergency Operation Centres	33
TESTING AND MAINTENANCE OF THE PLAN.....	33
Responsibility	33
Formal Revision Procedure	34
Unscheduled Revision.....	34
Council Approval	34
Exercises of the Plan.....	34
Maintenance of Communication Equipment	35
Records of Tests and Plan Maintenance	35
BUDGETING AND FINANCIAL CONSIDERATIONS	35
EMERGENCY DEMOBLIZATION AND RECOVERY	35
ECG Step-Down.....	35
Recovery Plan	36
DIVISIONAL EMERGENCY PLAN (DEP) REQUIREMENTS.....	36
Responsibility	36
Plan Components.....	36
IMS Planning Cycle – General.....	38

DEFINITIONS AND RELEVANT TERMS

NOTE: In all cases, unless specifically noted otherwise, persons/positions identified with specific responsibilities in this or associated plans do include that person's/position's designated alternate.

Acceptable Down Time

The period of time a function or activity can be disrupted without significant impact to essential services, production, customer service, revenue, or public confidence. The amount of acceptable down time will vary depending on the municipal or business sector affected and is best identified by the affected sector a.k.a. Maximum Allowable Recovery Time.

Approved

Meaning acceptable to the Authority Having Jurisdiction.

Authority Having Jurisdiction

The organization, office, or individual responsible for approving equipment, materials, a facility, or a procedure. In some cases, this is defined by statute, for example the Chief Fire Official or Chief Building Official.

Biological Agents

These are pathogens and toxins that cause disease, sickness and/or mortality in humans; for example, Anthrax and Ebola.

Buffer Zones

These zones are intended to separate the public and protect facilities from the consequences of an incident involving dangerous goods or hazardous materials. These zones could be established as part of the municipality's official plan or on an emergency basis during an incident.

Business Continuity Program

An ongoing process to ensure that necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and to ensure continuity of services.

CBRNE

An acronym that references (generally) intentional threats involving Chemical, Biological, Radiological, Nuclear, and Explosive devices or incidents.

Hamilton Niagara Haldimand Brant Home and Community Care Support Services (formerly LHIN)

The role of Home and Community Care Support Services is to plan, integrate and fund local health care as well as deliver and coordinate home and community care.

Community Emergency Management Coordinator (CEMC)

This position is responsible for coordinating the emergency management program in the municipality. In this Norfolk County Emergency Response Plan this position is referred to as the “Community Emergency Management Coordinator” (CEMC).

ServiceNorfolk

A service established to respond to and redirect inquiries and reports from the public.

Critical Infrastructure

Interdependent, interactive, interconnected networks of institutions, services, systems and processes that meet vital human needs, sustain the economy, protect public safety and security, and maintain continuity of and confidence in government.

Declared Emergency

A signed declaration made in writing by the Head of Council or the Premier of Ontario in accordance with the provisions of the Emergency Management and Civil Protection Act.

Designated Senior County Official

An elected official designated by only the Mayor or Deputy Mayor or Acting Mayor to participate on the Emergency Control Group, in place of the Mayor or Acting Mayor.

Emergency

A situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise; in some or in all portions of the County or to a significant number or to all members of the public.

Emergency Area

That portion of Norfolk County in which a State of Emergency has been declared to exist. An emergency area may include any portion or portions, or all of the County as may be appropriate.

Emergency Control Group (ECG)

The group of individuals responsible for directing those services necessary for mitigating the effects of the Emergency. The CAO or designate acting as the Committee Director is responsible for coordinating the operations within the Emergency Operations Centre and chairing all meetings.

Emergency Management Program

A program that is based on a hazard identification and risk assessment (HIRA) process and that leads to a comprehensive emergency management program that includes the five core components of mitigation, prevention, preparedness, response, and recovery.

Emergency Management Program Coordinator

Every municipality shall designate an employee of the municipality or a member of the council as its emergency management program coordinator. The emergency management program coordinator shall complete the training that is required by the Chief, Emergency Management Ontario. The emergency management program coordinator shall co-ordinate the development and implementation of the municipality's emergency management program within the municipality and shall co-ordinate the municipality's emergency management program in so far as possible with the emergency management programs of other municipalities, of ministries of the Ontario government and of organizations outside government that are involved in emergency management.

The emergency management program coordinator shall report to the municipality's emergency management program committee on his or her work.

Emergency management program committee (EMPC)

A committee that oversees the development, implementation and maintenance of the community's Emergency management program.

Emergency Operations Centre (EOC)

A location designated for the use of the Emergency Control Group. For brevity, the Emergency Operations Centre may be referred to as the **EOC**.

Emergency Support & Advisory Staff

A group of staff members who will provide administrative, logistical, clerical and other support, advice, and information to the Emergency Control Group.

Evacuation Centre

An evacuation centre is a facility used to provide basic life services (e.g. food, shelter, and clothing) and other specialized services (e.g. counselling, pet care, and limited health services) to persons displaced by the emergency. The location of such centres will be designated by the ECG.

Hazard

A risk that is a threat. An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business, or other types of harm or loss.

Incident Commander

The incident commander is the person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved. The incident commander sets priorities and defines the organization of the incident response teams and the overall Incident Action Plan. The role of incident commander may be assumed by a representative from the lead response organization and have authority to make command-level decisions.

Norfolk County Emergency Response Plan (NCERP)

This document is intended to provide key officials, agencies, utilities, and County Divisions with a guideline and directions for responding to, mitigating, and recovering from any emergency that might occur in Norfolk County.

Risk

A chance or possibility of a hazard resulting in a danger, loss, injury, or other consequences.

Reception Centre

A reception centre is a facility temporarily used to register and provide short-term services to persons displaced by the Emergency. The location of such centres will be designated by the ECG.

Terrorism

Refers to the unlawful and intentional use of force against persons or property to intimidate or coerce a government, a civilian population or any segment thereof, in the furtherance of political or social objectives.

Threat

Any event that has the potential to disrupt or destroy critical infrastructure, or any element thereof.

Vulnerability

The degree of susceptibility and resilience of the community and environment to hazards. This includes the characteristics of a community or system in terms of its capacity to anticipate, cope with, and recover from events.

INTRODUCTION

The Emergency Management and Civil Protection Act legislates that all Ontario municipalities be prepared to respond to emergencies in their communities through the establishment of an Emergency Management Program. As part of this program, the Norfolk County Emergency Response Plan (NCERP) is required and has been developed.

This NCERP provides key officials, agencies, utilities, and County Divisions with guidelines and specific directions for responding to, mitigating, and recovering from any emergency that might occur in Norfolk County. It is a working document.

Another purpose for the Norfolk County Emergency Response Plan is to inform the public of how the municipality intends to deal with emergencies in the County.

For this Plan to be effective, it is important that all key officials, and designated employees of the affected agencies, utilities, and County Divisions be well aware of all general provisions of this Plan and also of their specific roles and responsibilities. This is to ensure all persons are well prepared to carry out their assigned functions and responsibilities in an emergency.

There are a number of supporting documents to the Emergency Response Plan. These documents contain important information to be used by County Staff and others in an emergency. They are confidential and not available for public release.

Regardless of any procedures or plans contained in the Norfolk County Emergency Response Plan and supporting documents; during an Emergency, instructions and decisions originating from the Emergency Control Group may superseded the plan.

LEGISLATIVE AUTHORITY AND OBLIGATION

Emergency Management and Civil Protection Act

The Emergency Management and Civil Protection Act is the Legislation requiring all Ontario municipalities to develop an emergency management program. In part, the Act states the following:

- 2.1 (1) Every municipality shall develop and implement an emergency management program and the council of the municipality shall by by-law adopt the emergency management program
- (2) The emergency management program shall consist of:
 - (a) an emergency plan as required by section 3
 - (b) training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities
 - (c) public education on risks to public safety and on public preparedness for emergencies
 - (d) any other element required by the standards for emergency management programs set under section 14
- (3) In developing its emergency management program, every municipality shall identify and assess the various hazards and risks to public safety that could give rise to emergencies and identify the facilities and other elements of the infrastructure that are at risk of being affected by emergencies
- 3.0 (1) Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan
- (5) Every municipality shall conduct training programs and exercises to ensure their readiness of employees of the municipality and other persons to act under the emergency plan
- (6) Every municipality shall review and, if necessary, revise its emergency plan every year

The Act defines an Emergency as:

"a situation or impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise."

Section 4(1) of the Act further states that:

"Head of Council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and may make such orders as they consider necessary and are not contrary to law to implement the emergency plan of the municipality and to protect the property, and the health, safety and welfare of the inhabitants of the emergency area".

The Norfolk County Emergency Response Plan (NCERP) is to prepare for and mitigate the effects of large or prolonged incidents that constitute a danger of major proportion to a significant proportion of the citizens or area of Norfolk County. This is the context for the use of the term

“emergency” in this plan and its associated by-laws.

The intent of the Norfolk County Emergency Response Plan is to devise in advance a timely and coordinated response to emergencies that, to the extent reasonably possible, ensures an efficient and effective deployment of responding agencies and their resources to:

- protect and preserve life, property and prosperity in the County
- minimize the social, health, and economic effects to the residents of the County
- maintain and restore essential services

Norfolk County has the responsibility for providing the initial and the sustained response to any emergency in the community. Assistance from other municipalities, from the Provincial Government, or from the Federal Government are also possible under specific circumstances. Such circumstances are detailed in the NCERP.

The Norfolk County Emergency Response Plan guides the provision of essential services during an emergency including the procedures and actions of county employees and others. The Norfolk County Emergency Response Plan is somewhat generic and allows a flexible approach for the efficient response to most emergencies. Specific types of emergencies are addressed in supporting documents to the plan.

The NCERP identifies the location and function of the Emergency Operations Centre(s); identifies the members of the Emergency Control Group; and provides methods of notification in the event of an Emergency.

Sections of this Plan indicate the legislative authority with which county employees may govern their actions according to municipal, provincial, and federal laws.

The Norfolk County Emergency Response Plan provides direction to general managers and directors and other officials regarding the minimal requirements of their own Divisional Emergency Response Plans. Such divisional plans provide more detailed guidance for individual municipal employees in an emergency and are considered supporting documents to the NCERP.

This Plan contains requirements for annual review of the contents of the NCERP and for its revision if necessary. The NCERP also sets requirements for annual exercises and training programs for employees and for others who have duties or responsibilities in the plan.

PLAN ACTIVATION

Activation of the Norfolk County Emergency Response Plan may be appropriate when:

- The emergency requires a coordinated and controlled response from a number of agencies and County Divisions;
- The emergency affects a significant number of inhabitants or area of the County; and/or
- The emergency requires extraordinary actions or expenditure of monies for the protection of life and property; and/or
- The aforementioned situations are reasonably expected due to reliable information such as weather reports;

- A situation of unknown consequences is expected or occurring
- The Emergency requires capabilities and/or resources which are beyond municipal capacity

Activation of the Norfolk County Emergency Response Plan does not necessarily require the Declaration of a State of Emergency. The provisions contained in this document should be used regardless of whether or not a State of Emergency will or will not be made.

Any member of the Emergency Control Group or their designate is authorized to initiate the Notification Procedure when, in their judgement, it is required to assemble the ECG in order to make decisions pertaining to the mitigation of an emergency or potential emergency. The Emergency Control Group or designates will meet at the Emergency Operations Centre designated by the initiator of the notification. Thereafter all actions taken by the Emergency Control Group will be in accordance with the provisions of this plan.

NOTIFICATION PROCEDURE

Preliminary

Any member(s) of the Emergency Control Group (ECG) may be contacted and consulted on a peer basis by any other member of the Group, without requiring the activation of the entire ECG. The answering service shall not be used for this purpose. The practice of partial ECG meetings shall **only** be used as a measure to assist in making a decision on the need to call-in the entire ECG and **not** as a substitute means of managing an Emergency that requires the entire ECG to be notified.

Initial Activation (Stage 1)

The contracted provider of notification services, i.e. the Answering Service, shall be contacted by the Emergency Control Group member who initiates a call-in of the ECG. The member initiating the call-in shall provide the Answering Service the location of the Emergency Operations Centre to which the ECG members should report. A time to report shall also be specified. A brief description to allow the ECG members to take precautions if necessary when responding to the EOC should be provided where possible.

The answering service shall ensure that all ECG members or their alternates are contacted and advised to meet at the designated Emergency Operations Centre.

Sample activation messaging:

“The Emergency Control Group has been activated for a: (insert emergency)

Please report to the EOC located at: (insert address) for a scheduled meeting at (insert time).

Please respond to this message with your ETA to EOC, and indicate if you require transportation.”

Full Activation (Stage 2)

The contacting of any Support Group Personnel will be done by the Division requiring additional support.

Drills

Two drills shall be held annually to test the communication system. Prior to the drills, an email notification will be sent to the ECG group to inform them of the upcoming drill. In the case of drills (exercises) all call-in messages shall be prefixed with the message: "THIS IS A DRILL".

Declaration of Emergency

If the Mayor, Deputy Mayor or Acting Mayor decides, in consultation with the ECG, to declare a State of Emergency, then they are required to initiate the notification list for Declaring a State of Emergency. A complete record of all notifications shall be kept in accordance with established procedures. Declaration of an emergency can also be completed by a senior provincial official.

Termination of Emergency

If the Mayor or Deputy Mayor or Acting Mayor decides, in consultation with the ECG, to declare that the State of Emergency no longer exists then they must initiate the Notification List for Terminating a State of Emergency. The Clerk shall be directed to implement the Termination of State of Emergency Notification List. A complete record of all notifications shall be kept in accordance with the established procedures.

Evacuation

When required for public safety, the ECG in coordination with the Incident Commander shall identify the evacuation area(s) to all or portions of the County as may be required. The Clerk, or designate, shall then be instructed to initiate the Evacuation Notification List in accordance with the information provided by the ECG. Appropriate agencies will be involved in the evacuation process.

ECG Notification Lists

The member name and contact information lists used for call-in of members of the Emergency Control Group and their alternates are kept up to date by the Community Emergency Management Coordinator.

List Maintenance

It is the responsibility of each member of the Emergency Control Group and of each member of the Support Group to immediately notify the Community Emergency Management Coordinator of any and all changes to their contact information.

Divisional Employee Contact Lists

Each Division General Manager shall maintain an up-to-date contact list of all personnel within their Division. These lists shall be maintained as part of each Division's Emergency Plan. The Division shall use this information as part of a developed fan-out procedure for notifying all employees when required. A copy of all such contact lists shall be maintained in all designated Emergency Operations Centres and with the Community Emergency Management Coordinator. The Community Emergency Management Coordinator will be responsible for distributing such lists to the various EOCs.

DECLARATION OR TERMINATION OF A STATE OF EMERGENCY

Action Prior to Declaration

When an emergency is not yet determined to exist and has not yet been declared to exist, senior County officials may take such action(s) recommended under this Norfolk County Emergency Response Plan as may be necessary to protect the lives and property of the inhabitants of Norfolk County. Such actions may include the following:

- Ongoing monitoring of the situation
- Pre-notification of members of the Emergency Control Group (ECG) and other potential agencies that could be required to respond
- Calling together the members of the ECG
- Opening up and use of resources at an Emergency Operations Centre (EOC)
- Briefing and consulting with County officials and with others as required
- Utilizing the resources and planning strategies contained in any internal response plan
- Make media releases as required to inform or advise the public

Authority: Declaration of a State of Emergency

The Emergency Management and Civil Protection Act (EMCPA) S. 4(1) states “The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as they consider necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.”.

When a decision has been made to declare a State of Emergency then the appropriate mandatory notification procedure shall be initiated. A municipal declaration of emergency is separate from a provincial declaration of an emergency. The decision to declare a municipal emergency remains with the head of council. The declaration of a provincial emergency does not automatically declare a municipal state of emergency.

Authorities when an Emergency is declared:

The declaration of an emergency in a municipality provides the head of council the ability to take actions and make orders that they consider to be necessary to protect the property, health, safety and welfare of the inhabitants of the emergency area. These actions or orders cannot be contrary to law, which means that if the head of council doesn't have the authority to do something, or to order something otherwise, an emergency declaration will not provide them with this authority. The EMCPA s. 4(3) requires the head of council to ensure that the Solicitor General is notified forthwith of a declaration made under subsection (1) or (2). R.S.O. 1990, c. E.9, s. 4 (3). This is generally done through phone call and faxed form to the Provincial Emergency Operations Centre.

An emergency declaration does not provide a head of council, nor anyone else in a municipality, with any extraordinary authorities that are not otherwise provided for in law. For example, a head of council will not have the authority to order a private business or service to cease operations or to close by virtue to having declared an emergency. The declaration of an emergency also does not provide access to any funding programs to assist with the extraordinary costs of an emergency.

Orders under the EMCPA during a municipal state of emergency

Municipalities can make orders that fall within the scope of their authority as provided for in the *Municipal Act*. The *Emergency Management and Civil Protection Act (EMCPA)* does not permit any additional orders for municipalities.

The *EMCPA* does not give powers to municipalities to order a business to close. However, municipalities have powers under the *Municipal Act* to make by-laws forcing businesses to close. Provincial legislation takes precedence over municipal legislation. Municipal powers are defined by provincial legislation. There are no powers granted to municipalities under the *Emergency Management and Civil Protection Act* to allow them to close their borders to people that show symptoms of communicable diseases. Municipalities should consult with their professional advisors before exercising their existing authorities to close roads and highways under the *Municipal Act*, 2001.

Authority: Termination of a State of Emergency

A declared emergency in Norfolk County may be terminated at any time by any one of the following:

- The Mayor, the Deputy Mayor or Acting Mayor only
- Norfolk County Council, by resolution
- The Premier of Ontario

Prior to declaring a state of emergency, every effort shall be made to consult with the Emergency Control Group. When the decision has been made to terminate a State of Emergency then the appropriate mandatory notification procedure shall be initiated. Unlike a provincial emergency declaration, the *EMCPA* does not place limitations on how long a municipal emergency declaration can stay in effect. If it is not terminated by its head of council, council or the Premier, the declaration will remain in effect without a definite end point. It is a local responsibility for council or the head of council to decide when to terminate a local declaration of emergency, in the absence of a decision to do so by the Premier.

Declaration of a Provincial State of Emergency

Section 7.0.1(1) of the *Emergency Management and Civil Protection Act* provides that the Premier may declare that an emergency exists throughout Ontario or in any part thereof. Such a declaration might only occur if sufficient municipalities are in turn declaring their own states of emergency, or in the case of wide-spread emergency such as a pandemic.

A provincial state of emergency declaration may open up avenues for funding and resources that might not otherwise be available.

Guide for Determining if a State of Emergency Might Exist

A declaration of emergency provides the head of council the authority to take actions or make orders, which are not contrary to law, in order to protect the inhabitants in the area of the emergency; If volunteers are being employed by the municipality in support of the emergency, it can provide those volunteers with WSIB protection; or it can demonstrate to their residents that the municipality is taking the current situation seriously and is taking every step that they can to protect them from the threat. Any decision to declare a State of Emergency should consider the following list of criteria. This list is presented as a guide only to assist in decision making by the ECG and the Mayor.

The list is grouped by category. References are made to the *Emergency Management and Civil Protection Act (EMCPA)* where appropriate.

General and Government:

- **Is the situation an extraordinary event requiring extraordinary measures?** [Section 4 (1) EMCPA, permits a head of council to “take such action and make such orders as they consider necessary and are not contrary to law” during an emergency.]
- **Does the situation pose a danger of major proportions to life or property?** [Section 1 EMCPA, definition of an emergency]
- **Does the situation pose a threat to the provision of essential services (e.g. energy, potable water, sewage treatment/containment, supply of goods or medical care)?** [Some situations may require extraordinary measures be taken or expenditures be made to maintain or restore essential services. A declaration of emergency may allow a head of council to expend funds outside of his or her spending resolutions and/or the regular approval process of the municipality.]
- **Does the situation threaten social order and the ability to govern?** [Whether due to a loss of infrastructure or social unrest (e.g., a riot), a crisis situation has the potential to threaten a council’s ability to govern. In such cases, extraordinary measures may need to be taken. Section 4 (1) EMCPA, provides for extraordinary measures, not contrary to law. Section 55 (1) of the Police Service Act provides for the creation of special policing arrangements during an emergency.]
- **Is the event attracting significant media and/or public interest?** [Experience demonstrates that the media and public often view the declaration of an emergency as a decisive action toward addressing a crisis. It must be made clear that an “emergency” is a legal declaration and does not indicate that the municipality has lost control. An emergency declaration provides an opportunity to highlight action being taken under our Norfolk County Emergency Response Plan.]
- **Has there been a declaration of emergency by another level of government?** [A declaration of emergency on the part of another level of government (e.g., provincial, federal) may indicate that declaration of an emergency within our municipality is appropriate. In some cases, a declaration of emergency by a higher level of government may by itself provide sufficient authorities to the lower-tier communities involved (e.g., municipalities operating under the authority of a provincial or federal declaration).]

Legal:

Might legal action be taken against municipal employees or councillors related to their actions during the current crisis? [Section 11 (1) EMCPA, provides protection from action in that no action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, a minister of the Crown or a Crown employee for doing any act or neglecting to do any act in good faith in the implementation or intended implementation of an emergency management program or an emergency plan or in connection with an emergency. Section 11 (3) of the EMCPA, however, states “subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality.”]

- **Are volunteers assisting?** [The Workplace Safety and Insurance Act provides that persons who assist (at the request of the municipality) in connection with a declared emergency are considered “workers” under the Act and are eligible for benefits if they become injured or ill as a result of the assistance they are providing. This is in addition to workers already covered by the Act.]

Operational:

- **Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel?** [Section 4 (1) EMCPA, permits the head of council to “take such action and make such orders as they consider necessary and are not contrary to law to implement the emergency plan.” Section 13 (3) EMCPA, empowers a municipal council to “make an agreement with the council of any other municipality or with any person for the provision of any personnel, service, equipment or material during an emergency.”]
- **Does the situation create sufficient strain on the municipal response capability that areas within the municipality may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis?** [Some situations may require the creation of special response agreements between the municipality and other jurisdictions, private industry, non-government organizations, etc. Section 13 (3) EMCPA, states that the “council of a municipality may make an agreement with the council of any other municipality or with any person for the provision of personnel, service, equipment or material during an emergency.”]
- **Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations?** [In the event of a large-scale crisis, such as an epidemic or prolonged natural disaster, municipal resources may not be able to sustain an increased operational tempo for more than a few days. This is particularly true if emergency workers are injured or become ill as a result of the crisis. In such a case, the municipality may need to utilize outside emergency response personnel. Section 13 (3) EMCPA, provides for mutual assistance agreements between municipalities.]
- **Does, or might, the situation require provincial support or resources?** [Provincial response (e.g., air quality monitoring, scientific advice, airlift capabilities, material resources, etc.) may involve numerous ministries and personnel. Activation of the municipal emergency response plan, including the opening of the Emergency Operations Centre and meeting of the Emergency Control Group, can greatly facilitate multi-agency and multi-government response.]
- **Does, or might, the situation require assistance from the federal government (e.g., military equipment)?** [Section 13 (2) EMCPA, authorizes the Solicitor General, with the approval of the Lieutenant Governor in Council, make agreements with the Crown in right of Canada and with the Crown and right of other provinces for the provision of any personal services, equipment or material during an emergency to enter into mutual assistance agreements with the federal government.

Does the situation involve a structural collapse? [Structural collapses involving the entrapment of persons may require the deployment of one or more Heavy Urban Search and Rescue (HUSAR) teams. Ontario has a HUSAR team. This team is specially equipped and trained to rescue persons trapped as a result of a structural collapse. Any municipality in the province can request a HUSAR deployment to a declared emergency. Requests for HUSAR resources must be made through the Norfolk County Fire Chief or alternate. Approval for the dispatch of the HUSAR team comes from the Commissioner of Public Security by contacting the Provincial Emergency Operations Centre (PEOC).]

- **Is the situation a large-scale or complex chemical, biological, radiological, or nuclear (CBRN) incident?** [Response to CBRN incidents requires specialized resources and training. Ontario has three CBRN teams to respond to incidents throughout the province. CBRN teams are only dispatched to declared emergencies. Requests for a CBRN deployment must be made through the Norfolk County Fire Coordinator who is the Norfolk County Fire Chief or alternate. Approval for the dispatch of CBRN teams comes from the Commissioner of Public Safety.]
- **Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock] from the municipality?** [Evacuee and reception centres often use volunteers as staff. As noted above, the declaration of an emergency enacts certain parts of the Workplace Safety and Insurance Act related to volunteer workers. Secondly, an evacuation or sheltering of citizens has the potential to generate issues pertaining to liability. Section 11 EMCPA, may provide municipal councillors and employees with certain protections against personal liability.]
- **Will the municipality be receiving evacuees from another community?** [The issues discussed in the previous bullet may apply equally to the municipality accepting evacuees.]

Economic and Financial:

- **Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?** [The rerouting of people and vehicles poses a potential liability risk. Keeping persons from their homes and delaying commercial traffic are both sensitive issues. Section 11 of the Act may provide certain protection from liability. Section 4 (1) allows for extraordinary measures to be taken, providing they are not contrary to law.]
- **Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?** [The declaration of an emergency may facilitate the ability of the municipality to respond to economic losses.]
- **Is it possible that a specific person, corporation, or other party has caused the situation?** [Section 12 states that "where money is expended or cost is incurred by a municipality or the Crown in the implementation of an emergency plan or in connection with an emergency, the municipality or the Crown, as the case may be, has a right of action against any person who caused the emergency for the recovery of such money or cost."]
- **Will it be necessary to apply for funding to assist with recovery after the emergency?** [The availability of recovery funding such as Municipal Disaster Recovery Assistance program and a Disaster Recovery Assistance for Ontarians program is contingent on certain conditions. Some of the conditions are more easily met with declaration of an emergency.]

REQUESTS FOR PROVINCIAL ASSISTANCE

Request Procedure

Under certain circumstances it may be necessary or advisable to request assistance in the form of material, advice, or other resources from the Province of Ontario. The need for such requests shall be routed through the Emergency Control Group unless they are of a routine nature and are requested by the CEMC through an established pattern that is used in non-emergencies.

Requests for Provincial assistance shall be routed through the Provincial Emergency Operations Centre (PEOC).

Routine Requests

In general, any routine requests that may or may not be routed through the ECG and that are made during a declared or undeclared Emergency shall be structured clearly and shall be delivered in terms that will **not** be deemed or construed as a request by Norfolk County that the Government of the Province of Ontario, or that any agency or ministry, is expected or requested to assume authority and/or direction for the management of any component of the emergency. However, it should be noted that some activities of provincial agencies may through legislation take precedence over that of local municipal authorities (e.g. serious fire investigations and death). These situations must be clarified at the time with the agencies involved.

Assumption by Province

Only the Emergency Control Group in consultation with the Mayor, Acting Mayor or designate shall make any requests for provincial assumption of management authority or direction of an emergency.

The Role of Ontario Fire Marshal Emergency Management (OFMEM)

Ontario Fire Marshall Emergency Management (OFMEM) is an agency of the Ministry of the Solicitor General. The role of OFMEM is to monitor and provide guidance in an emergency whether declared or not declared. OFMEM is also the regulatory enforcement agency for the Emergency Management and Civil Protection Act.

During an Emergency OFMEM will, in most cases, provide an officer to attend ECG meetings and to provide a liaison with the PEOC. The attendance of the OFMEM officer may free-up other county officials from having to liaise directly with the PEOC. It is also advantageous to notify OFMEM in advance of any actual declaration of a State of Emergency since it may:

- speed up the provision of Provincial resources when required
- provide the Province with a wider perspective on events
- if other municipalities do like-wise, provide an information resource to Norfolk County (through the PEOC) on the potential scope of a wide spread emergency
- assist in having a provincial state of emergency declared if warranted

Once a State of Emergency is declared, OFMEM **must** be notified; and therefore OFMEM is on the mandatory notification list.

Requests for Federal Assistance

Requests for federal assistance must come through the provincial government. Such assistance is generally not available unless the municipality first declares a State of Emergency.

EMERGENCY CONTROL GROUP (ECG)

Once the Norfolk County Emergency Response Plan is activated, and the Emergency Control Group (ECG) is called into action, the overall co-ordination and deployment of resources required to mitigate the effects of the emergency will be the responsibility of the ECG who will operate in accordance with the provisions of this plan and the accompanying by-law.

Decisions and the resulting action taken by the ECG to mitigate an emergency, whether declared or not declared, will be based on the best information available at the time and will, in general, be developed with the consensus of the ECG.

In the event that after due consideration and discussion there is a failure on the part of the ECG to achieve consensus, the majority opinion of the ECG members with voting rights shall prevail. In the event of a deadlock the ECG Director shall make the final decision.

The ECG shall operate from one of the pre-established Emergency Operations Centres (EOC).

ECG Members

The Emergency Control Group includes those individuals who hold the following positions as listed below. These are the “voting rights members” of the ECG. In the absence of the ECG member their designated alternates, as listed below, shall have equal authority as the ECG member. For the purposes of sustainability over the course of an extended emergency it is expected that the ECG member and the designated alternate will rotate duties on a sustainable schedule. A second alternate may be assigned to any position at the discretion of the ECG committee.

- **ECG Chairperson/ EOC Director: General Manager of Operations**
 - Alternate 1: CAO
- **CEMC: Fire Chief**
 - Alternate 1: Community Safety Officer
- **Fire Department: Deputy Fire Chief**
 - Alternate 1: Assistant Fire Chief
- **Paramedic Services: Paramedic Chief**
 - Alternate 1: Deputy Paramedic Chief
- **OPP: OPP Inspector**
 - Alternate 1 & 2: OPP Staff Sargent's
- **Mayor**
 - Alternate 1: Deputy Mayor
- **Health and Social Services: General Manager**
 - Alternate 1: Director, Social Services & Housing
- **Corporate Services: General Manager**
 - Alternate 1: Director of Human Resources
- **Information Officer: Director, Corporate Communications**
 - Alternate 1: Supervisor, Corporate Communications
- **Financial Services: Treasurer, Director Financial Management and Planning**
 - Alternate 1: Deputy Treasurer, Manager Financial Operations and Systems
- **Medical Officer of Health**
 - Alternate 1: On call- MOH

- **Environmental and Infrastructure Services: General Manager**
 - Alternate 1: Director, Roads
- **County Clerk**
 - Alternate 1: Deputy Clerk

ECG Scribe

Each ECG member is responsible for keeping a record of their individual actions and decisions while operating at the EOC. To assist with this responsibility, it is encouraged that each ECG member bring their own scribe where warranted. The County Clerk or alternate shall attend all official meetings of the ECG and is responsible for the collection and archival of all records pertaining to EOC operation.

Emergency Information Officer

The Emergency Information Officer or alternate shall attend all official meetings of the ECG as a non-voting member in order to develop an appropriate strategy for communicating with the public and for other duties as defined in the responsibilities for this position.

Emergency Support Group Members

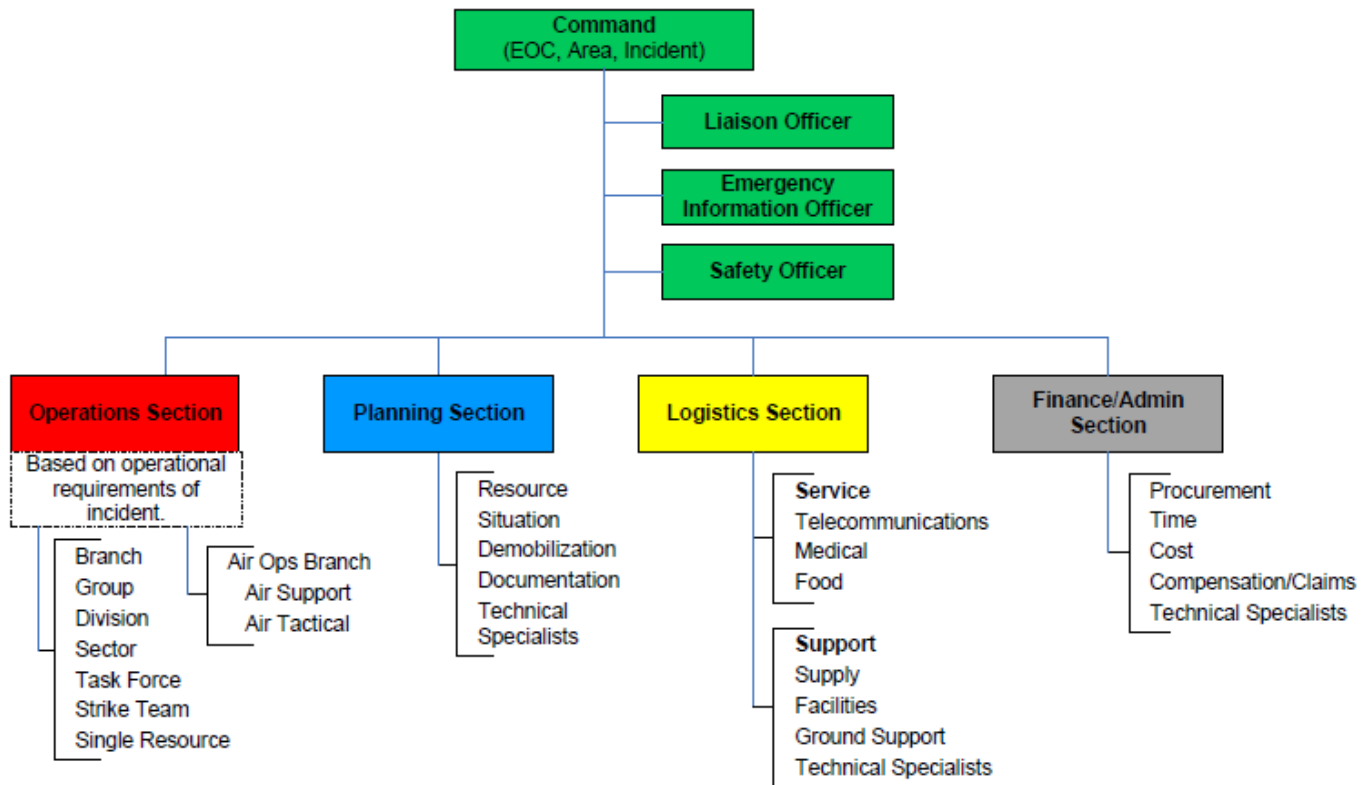
Other municipal officials or representatives of key agencies may become part of an Emergency Support Group to the Emergency Control Group if and when required. Such Support Group shall assist the ECG in making decisions as required in accordance with the circumstances of any particular emergency, whether declared or not. The Emergency Support Group should not be confused with support staff which assist in the operation of the EOC. Additional information on support group members shall be provided later in this document.

ECG Operation

The Emergency Control Group may function and meet its mandate during a declared or non-declared Emergency even though not all members are in attendance. However, when the ECG is assembled, or will be assembled, all ECG members, or their alternates, will be notified in accordance with the Notification Procedure and will be requested to attend at the Emergency Operations Centre (EOC).

The ECG Director or designate shall chair all meetings conducted by the Emergency Control Group. The ECG Director is responsible for the overall DIRECTION and supervision in the EOC.

Expanded Standard IMS Organization Chart*



* It is not necessary to activate all IMS positions for every incident

** One individual may perform multiple IMS functions/positions

*** Specialty functions may be added to standard IMS functions, as required by individual organizations (e.g. technical specialists)

The members of the Emergency Control Group individually and collectively have the following responsibilities:

ECG Responsibilities

This Plan focuses on the ECG members' specific responsibilities and areas of mutual concern where efficient, effective, and safe interaction between Divisions, agencies and groups is essential to manage the emergency and mitigate its impact on the community.

The ECG will function in an Incident Management System (IMS) using Logistics, Finance/Administration, Command, Operations and Planning sections to attend to the necessary processes of addressing the event. The ECG director will determine which EOC roles will be activate to assist in mitigating the emergency.

Responsibilities:

- Receive assignment (e.g. IMS position to fill, reporting time and location, travel instructions, safety instructions)
- Check-in upon arrival at the EOC
- Receive briefings and relaying pertinent information to applicable staff and other parties

- **Declarations:**
 - Advise the Mayor, the Deputy Mayor or Acting Mayor on whether or not to declare a State of Emergency or to terminate an existing State of Emergency
 - Initiate mandatory notifications
 - Designate any or all areas within the County as an emergency area
- **Communications:**
 - Know assigned contact information requirements (e.g. phone, email, radio frequency) and ensure equipment is operating properly
 - Develop media releases and prepare major announcements
 - Ensure that pertinent information regarding the Emergency is promptly forwarded to the media, to Council, community stakeholders/ partners/ agencies and to the public
 - Assist in acquiring subject matter expert spokespersons to speak to the media where required
 - Communicating through identified and proper channels to applicable members, staff and other parties.
 - Brief and assign tasks to applicable subordinates
 - Brief designate during handover of duties.
- **Decision Making:**
 - The ECG Director will establish the frequency of meetings and situation reports as well as their agenda items.
 - Additional meetings (e.g. support group, tactics, section, unit, and team) shall be led by persons designated to lead such groups with consideration given to business cycles as determined by the ECG Director.
 - Meet at regular intervals to inform each other of any actions taken and any problems encountered
 - Participate in a consensus decision making process
 - As a guiding principle, ECG meetings will be kept as brief as possible in order to allow sufficient time for ECG members to carry out their individual responsibilities
 - Determining the need to establish advisory group(s) and/or sub-committees
- **Record Keeping:**
 - Maintain suitable written and other records of all meetings, decisions, actions, directions, and activities during the course of the event
 - Authorize and track the expenditure of money required for the Emergency
 - Submit an initial report of the major activities of the ECG to Council within one month of the termination of the Emergency
- **Directing Resources:**
 - Ensure tasks assigned are conducted safely and ensuring the welfare of co-workers, staff and volunteers.
 - Mobilize their divisional or agency resources in accordance with their divisional emergency plans and as directed by the ECG
 - While coordinating and directing their own resources shall ensure that any actions necessary for the mitigation of the effects of the Emergency are taken; these actions shall not be contrary to law
 - Maintain accountability for assigned personnel and resources
 - Track and manage volunteer workers
 - Ensure the coordination of evacuation(s) including the provision of transportation, lodging, food, clothing, and other personal/specialized services (e.g. pet care, counselling, health services, etc.) to affected residents.
 - Demobilize resources where approved to do so.

- Securing Resources:
 - Determine if the EOC and composition of the Emergency Control Group are appropriate and add such support group members as are deemed necessary
 - Evaluate the need to additional resources and secure resources. This includes equipment and/or personnel.
 - Arrange for the discontinuation or provision of utilities or services provided by public or private concerns, for example: hydro, water, gas, retail outlets
 - Arrange for all other services, equipment, and supplies as required
 - Request assistance from and/or liaison with various levels of government and any public or private agencies as required
- Recovery:
 - Ensure that Critical Incident Stress debriefings are provided for emergency response personnel and/or victims as required
 - Initiate the formation of the Recovery Management Committee
 - If required, initiate the Recovery Plan (future endeavour)
 - Participate in formal debrief/critique sessions following the conclusion of the Emergency

ECG MEMBER SPECIFIC RESPONSIBILITIES

The individual responsibilities listed in this section are in **addition** to those listed under the ECG Section which applies to the ECG as a whole.

In this section, where a responsibility is listed as a specific responsibility of the incumbent holding that particular position, the responsibilities shall apply equally to the Designated Alternate for that position unless specifically stated otherwise.

ECG/EOC Director

The EOC Director is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating in the Emergency Control Group
- Advising the Mayor on municipal policies and procedures, as appropriate.
- Determine need for, establish, and participate in Unified Command, if applicable
- Determine appropriate level of activation based on situation as known Coordinating all operations within the Emergency Operations Centre
- Scheduling and chairing regular meetings of the Emergency Control Group during an emergency
- Coordinating the provision of support staff to assist the Emergency Control Group with the co- ordination, collection and dissemination of information relative to the emergency
- Coordinate communications between the ECG and the Emergency Site.
- Ensuring that the preparation of reports on the emergency and post-emergency debriefing, are completed as required
- Ensuring that the mandatory notifications occur as required
- Ensuring that any other individuals, groups, agencies or ministries are notified to attend meetings of the Emergency Control Group when required
- Establish level of planning to be accomplished:
 - Written Incident Action Plan (IAP).
 - Contingency planning.
 - Formal Planning Meeting
- Approve and authorize implementation of the IAP:
 - Review IAP for completeness and accuracy.
 - Verify that objectives are incorporated and prioritized.
 - Sign the IAP.
- Ensure that the Incident Organization Chart (IMS 207) is completed and posted
- Establish parameters for resource requests and releases:
 - Review requests for critical resources.
 - Confirm who has ordering authority within the organization.
 - Confirm those orders that require Command authorization.
- Authorize release of emergency information to the public and media in cooperation with other levels of response:
 - If operating within a Unified Command, ensure all members of the Unified Command approve release.
- Authorize demobilization of resources when and where appropriate

Fire Chief or Designate

The Fire Chief or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Development of a fire and/or rescue tactical plan for the area affected by the emergency
- The protection of life, property and the environment through the provision of fire, rescue and when required emergency medical services
- Advising the Emergency Control Group on all matters relating to fire protection services, technical and other rescues, and hazardous materials response
- Liaison with other municipal and provincial officials concerned with fire protection services
- Obtaining required fire and rescue resources from other jurisdictions and service providers
- Initiate Radio Operators to manage the radio system for communication with site (if required)

Paramedic Services Chief or Designate

The Paramedic Services Chief or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Developing of a Paramedic Services tactical plan for the area affected by the emergency
- The protection of life through the provision of emergency medical services
- Advising the Emergency Control Group on all matters relating to Paramedic Services response
- Liaising with other municipal and provincial officials (including the MOHLTC CACC) concerned with emergency medical services
- Obtaining required Paramedic Services resources from other jurisdictions
- Liaising with hospitals regarding the distribution of injured

Norfolk O.P.P. Inspector or Designate

The Norfolk O.P.P. Inspector or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Developing a policing plan for the continued protection of life and property and the provision of law and order
- Advising the Emergency Control Group on all matters relating to police responsibilities, resources, and requirements
- The provision of police services in establishing emergency site perimeters, evacuation centres, morgues, and other facilities, as required
- Enforcing evacuation orders as required
- Notifying the coroner of fatalities and acting as an agent for the Chief Coroner of Ontario
- Liaison with other municipal, provincial and federal police agencies, as required
- Obtaining required police and security resources from other jurisdictions

Mayor or Deputy Mayor or Acting Mayor

The Mayor or the Deputy Mayor or Acting Mayor is specifically responsible for the following:

- If required, activating the Emergency Notification System
- Declaring that a State of Emergency exists
- Declaring the Termination of a State of Emergency
- Participating in the Emergency Control Group
- Ensuring that councillors are advised of the declaration and termination of any State of Emergency, and that they are kept apprised of the Emergency situation
- Advising area MPP(s) and MP(s) of the Emergency situation
- Announcements and media releases

General Manager, Health & Social Services or Designate

The General Manager, Health & Social Services or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Developing a plan for the coordination of responsibilities and activities of all departments within the Health and Social Services
- Advising the Emergency Control Group on all matters relating to public health and social services
- Coordinating with the Medical Officer of Health regarding matters of public health
- Liaison with other municipal and provincial officials with respect to public health and social service matters
- Obtaining required assistance for the provision of public health and/or social services from other jurisdictions, agencies or service providers as required
- Coordinating the operations of emergency reception centres and evacuation centres

Director, Corporate Communications or Designate

The Director of Corporate Communications is hereby designated as the Emergency Information Officer for Norfolk County. The Emergency Information Officer or designate is specifically responsible for:

- Participating as a non-voting member of the Emergency Control Group
- Identifying staff assistance as may be required for managing information during an emergency
- Maintaining current information on pertinent public issues related to the management of the Emergency
- Developing public information releases in accordance with direction from the ECG
- Coordinating public information releases with the Emergency Site Information Officer
- Meeting with members of the media to provide briefings in accordance with direction from the ECG

Treasurer, Director Financial Management and Planning or Designate

The Treasurer, Director of Financial Management and Planning or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Advising the Emergency Control Group on all matters relating to finances
- Developing a plan for the coordination of responsibilities and activities within the

department

- Tracking the ongoing costs related to an emergency
- Liaising with other municipal and provincial officials with respect to financial matters

Medical Officer of Health or Designate

The Medical Officer of Health or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Coordinating with the General Manager, Health and Social Services regarding the divisions' role in the emergency
- If the emergency situation permits, acts as a coordinating link for all health services at the EOC
- Advising the Emergency Control Group on all matters which may adversely affect public health
- Coordinating response to disease related public health emergencies such as epidemics
- Ensuring coordination of response efforts to prevent or mitigate public exposure to public health hazards including but not limited to the transmission of infectious diseases.
- To ensure an alternate is available in their absence

General Manager, Environmental and Infrastructure Services or Designate

The General Manager, Environmental and Infrastructure Services or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participate as a member of the Emergency Control Group
- Developing a plan for the continued operation of storm and sanitary sewers systems, road infrastructure, potable and firefighting water systems, solid waste management, and general engineering matters
- Developing a plan for the continued operation of all essential county vehicles.
- Developing a plan to provide heavy or specialized equipment and services support as required
- Security and maintenance of county facilities
- Advising the Emergency Control Group on all matters relating to county infrastructure protection and operations
- Liaising with other municipal and provincial officials with respect to environmental and infrastructure issues
- Obtaining required engineering, public works or environmental services from other jurisdictions as required

County Clerk or Designate

The County Clerk or designate is specifically responsible for:

- Participating as a non-voting member of the Emergency Control Group.
- Creating and maintaining a permanent record of all significant events, decisions, actions, and outcomes of the ECG Coordinating and directing, as required, the creation and maintenance of permanent records by all other county staff or other persons assigned to record keeping during the management of the emergency
- Advising the Emergency Control Group on all matters relating to creation and maintenance of permanent records related to the management of the emergency.

- Performing official notifications as directed by the ECG

Community Safety Officer or Designate

The Community Safety Officer or designate is specifically responsible for:

- Acting as a liaison officer in the EOC
- Organizing and conducting the training of the ECG, their alternates and other support staff of the ECG
- Act as an alternate to the CEMC

CEMC Appointment

The Fire Chief is the Community Emergency Management Coordinator for Norfolk County with the Deputy Fire Chief, and the Community Safety Officer being designated as the CEMC alternates.

CEMC Authority and Responsibility

The CEMC has the authority and responsibility to:

- Coordinate the development and implementation of the Norfolk County Emergency management program in so far as possible with the emergency management programs of other municipalities, of ministries of the Ontario government and organizations outside government that are involved in emergency management
- Maintain and publish the Norfolk County Emergency Response Plan and supporting documents and coordinate all revisions thereto ensure that complete and up-to-date copies of all Norfolk County Emergency Response Plan components are placed and maintained in each of the Emergency Operation Centres identified in the Plan
- Complete the training that is required by the Fire Marshal and Chief, Emergency Management
- Report to the Emergency Management Program Committee on his or her work
- Coordinate local emergency management programs with other municipalities, ministries or other organizations
- Ensure the municipality's annual compliance with the EMCPA and associated regulations
- Server as the primary contact during actual or impending emergencies as well as for routine communications.

ECG SUPPORT GROUP

Most emergency situations will have a unique set of circumstances, resource requirements and factors for consideration. The number of persons and agencies required to respond as well as any needed areas of expertise to successfully manage an emergency can vary with each emergency.

The Emergency Control Group shall utilize any and all Norfolk County staff that is required to manage the emergency. Where necessary they should request additional resources from other agencies or service providers as may be appropriate.

Support Group Members

In addition to the ECG members and designates additional staff may be required to provide support, logistics, and advice directly to the Emergency Control Group and for that purpose may be requested to attend at the EOC or other specified location. The following staff are designated “EOC Support Group Members” and may be called upon to assist the ECG.

- **Manager of Organizational Health & Wellness**
- **Employee and Labour Relations Specialist**
- **County Solicitor and/or External Legal Counsel**
- **Supervisor of Bylaw**
 - Alternate: Municipal Bylaw Enforcement Officer
- **Director, Building- Chief Building Official**
 - Alternate: Supervisor, Building
- **GIS Supervisor**
 - Alternate: GIS Analyst
- **Director, Planning**
 - Alternate: Senior Planner
- **Manager, Financial Strategic Planning and Reporting**
 - Alternate: Manager, Corporate Customer Care and Revenue Services/ Tax Collector
- **Director, Facilities**
 - Supervisor, Facilities
- **Director, Environmental Services**
 - Alternate: Manager, Water and Wastewater Compliance
- **Director, Information Technology**
 - Alternate: Manager, IT Infrastructure
- **Director, Public Health**
 - Alternate: Manager, Planning and Evaluation
- **Program Manager, Housing Services**
 - Alternate: **Program Manager, Ontario Works**
- **CEO Norfolk General Hospital**
 - Alternate: Manager, Facilities, Norfolk General Hospital
- **Manager of Watershed Services Long Point Region Conservation Authority (LPRCA)**
 - Alternate: Water Resources Analyst. LPRCA

Support Group Responsibilities

The specific responsibilities and activities of the Emergency Support Group are specified in their corresponding Divisional Emergency Plans.

Support Group Contact Procedure

Support group members shall be contacted selectively in accordance with the directions of the ECG. The procedure for contacting the members of the Support Group is contained in the Notification Procedures Section as a “Stage 2” Notification. Any further additional support group personnel will be contacted by the Sector Chief.

EMERGENCY OPERATIONS CENTRE (EOC)

The Emergency Operations Centre (EOC) is the collective name for the series of rooms and/or other facilities that serves as the main centre of activity for the Emergency Control Group.

Establishment

The EOC is identified, established, and equipped for the intended purpose, in advance of any emergency and in accordance with the provisions and requirements in this plan. Several EOCs are specified in order to provide alternatives as might be required by circumstances.

Despite the establishment and equipping of EOCs in advance of any emergency, it may be necessary due to unforeseen circumstances to establish the EOC in a location other than that identified in this plan. In that case all efforts shall be made to set up such unplanned EOC such that it meets the requirements as described in this plan.

Activation

In the event of an emergency, whether declared or not, an Emergency Operations Centre (EOC) will be opened and activated. The Emergency Control Group, the Support Group and any assigned support staff will congregate and work together at the Emergency Operations Centre that is specified at the time of the activation of the ECG. At least initially, the designated EOC shall generally be the primary EOC.

Other Activities Prohibited

No other activity shall be established either in or adjacent to an activated EOC during an emergency that might compromise or interfere with the effective and efficient operations of the EOC or with the ECG or other staff assigned to the EOC. This may mean the partial or complete suspension of non-emergency activities that are normally conducted in the facilities designated as the active EOC.

The media shall not be permitted to access the EOC except directly to rooms or facilities identified for media briefings or media work room(s) as designated by the ECG.

In general, members of the public shall not be permitted to access the activated EOC except directly to rooms or facilities identified for public admittance as designated by the ECG.

EOC Facilities

Each EOC identified in this plan shall be provided and equipped with the Norfolk County Emergency Response Plan and Supporting Documents. Any EOC that might be established at the time of an emergency shall, to the extent possible, be equipped with the minimum essential facilities.

Location of Emergency Operation Centres

Primary:

The primary Emergency Operations Centre is located at Delhi Administration Building at 183 Main Street of Delhi, Delhi. The media room shall be located in the Delhi Library at 192 Main Street of Delhi, Delhi unless otherwise designated.

First Alternate:

The first alternate Emergency Operations Centre is located at Gilbertson Administration Building at 12 Gilbertson Drive, Simcoe. The media room is the Health and Social Services Board Room unless otherwise designated.

Second Alternate:

The second alternate Emergency Operations Centre is located at County Administration Building, 50 Colborne Street South, Simcoe. The media room is to be determined by the ECG.

TESTING AND MAINTENANCE OF PLAN

Responsibility

The Norfolk County Emergency Response Plan and supporting documents shall be maintained and published by the CEMC for Norfolk County. All members and alternates of the Emergency Control Group will participate in any formal plan review.

Divisional Emergency Plan(s) (DEP) shall be developed by the General Manager to which the DEP belongs. The completed DEP will be forwarded to the Community Emergency Management Coordinator, to be included with the supporting documentation of the Norfolk County Emergency Response Plan.

Revisions to all Divisional Emergency Plans, including revisions to any notification or contact lists contained in the DEP shall be the responsibility of the appropriate General Manager. All revisions shall be forwarded as they occur to the CEMC who will publish them.

The CEMC will ensure that complete and up-to-date copies of all Norfolk County Emergency Response Plan components are placed and maintained in each of the Emergency Operation Centres identified in this plan.

All General Managers are responsible to ensure that all members of their staff receive sufficient orientation and training on their individual duties and responsibilities as identified in the Norfolk County Emergency Response Plan and their Divisional Emergency Plan.

All General Managers are responsible to ensure that all members of their staff are provided with the resources necessary to execute their duties and responsibilities during an emergency.

Formal Revision Procedure

All components of the Norfolk County Emergency Response Plan and all supporting documents will be formally reviewed at least once annually.

The CEMC is responsible for the review of all supporting documentation. The review of the documentation shall consist of a circulation for input to all members and alternates of the Emergency Control Group, to all General Managers, the CAO, and to the Mayor. This review circulation will happen in the second half of each year. All review input shall be received within thirty (30) days of circulation.

Divisional General Managers are responsible for the review of their DEP. The formal review of all Divisional Emergency Plans shall consist of a circulation for input to all Department Directors/Managers of the applicable Division and to other key staff positions that have specific responsibilities in the DEP. Each DEP shall also be circulated to the CEMC for comment. This review circulation will happen in September of each year. All review input shall be received within thirty (30) days of circulation.

All review input received will be collected and collated by the CEMC within two (2) weeks of the end of the review circulation period and thereafter a meeting of the ECG will be called. All proposed revisions that are of a substantive nature will be discussed and agreed upon by the ECG members. Any changes proposed to any particular Divisional Emergency Plan will be evaluated for impact both within and without the applicable Division. Agreement of the ECG will be required for substantive changes to be finalized.

Revisions to all the supporting documentation and minor administrative changes to any portion of the Norfolk County Emergency Response Plan may be made without the approval or review of Council or of the ECG if such revisions do not change the intent or authority of the Plan and are not considered substantive. The CEMC shall evaluate all proposed changes for such purposes. Revisions that are not of a substantive nature may be made at any time and distribution of revised documents shall be made.

Unscheduled Revision

If circumstances or information indicates the urgent need for a substantive revision to any portion of the Norfolk County Emergency Response Plan, then such urgent substantive revision may be proposed and evaluated without the need to await a formal revision period. Such urgent substantive revision shall be reviewed by the ECG in the normal manner. Urgent substantive revision proposals shall be forwarded to the CEMC who will bring them to the ECG.

Council Approval

Any substantive revisions arising from a revision procedure are subject to the review and approval of Council for a change to the By-Law Schedule. The CEMC will prepare a suitable report to Council recommending the adoption of the revisions accepted by the ECG.

Exercises of the Plan

In accordance with legislated requirements and guidelines regular exercises will be conducted in order to test the overall effectiveness of this emergency plan and to provide training to the Emergency Control Group and other support staff. The following exercises are required. twice annually test the communications process by performing both a Stage 1 (ECG) and Stage 2 (Support Group) Notification exercise

- Annually conduct an emergency exercise that includes all members of the ECG, alternates, and support personnel as required. The scenario shall be determined by the CEMC

Any recommendations for revisions to the Plan that arise from such exercises shall be brought forward for discussion as part of the formal revision procedure.

Maintenance of Communication Equipment

As part of the annual exercise or as a separate drill all communications equipment, services, and specific communications provisions shall be thoroughly tested. This includes testing of all equipment in the EOCs and in other applicable facilities that have the potential to be used for emergency response purposes.

Any problems detected from notification or communications equipment tests shall be resolved as soon as possible.

Records of Tests and Plan Maintenance

Thorough records of all drills, equipment tests, and exercises shall be kept. These records shall include the names of participants, chronological logs, results, problems, and the name of the person conducting the drill, test or exercise. Problems encountered shall be rectified as soon as possible and a record of these resolutions maintained.

Records of all drills, tests and exercises will be recorded on the provided forms. The CEMC will forward copies of all exercise records to the Province with the annual EMCPA compliance documentation. The CEMC shall develop testing records and shall maintain all completed records resulting from such testing.

BUDGETING AND FINANCIAL CONSIDERATIONS

In accordance with legislated requirements the Council for the Corporation of Norfolk County shall annually budget sufficient funds for all required aspects contained in this plan, including the following:

- Review and maintain the Norfolk County Emergency Response Plan
- Establish and maintain the primary and alternate(s) Emergency Operations Centres
- Provide training to staff in their duties and responsibilities
- Conduct the required exercises and testing as specified in this plan
- Provide the necessary equipment, supplies, and resources required for being prepared to respond to an emergency as designed in this Norfolk County Emergency Response Plan
- Provide provincially required public awareness to Norfolk County residents

EMERGENCY DEMOBLIZATION AND RECOVERY

ECG Step-Down

The ECG shall evaluate each emergency on an ongoing basis during its duration to determine if and when the State of Emergency should be terminated. Plans to demobilize resources shall be considered early in the response phase of the emergency.

The formal termination of the State of Emergency does not usually or necessarily signify the need for the ECG to stop operating in its intended capacity. Neither does it signify the point at which the provisions of the Norfolk County Emergency Response Plan cease to be followed. For clarity, the

ECG shall continue to meet and manage the emergency as long as the ECG feels it is relevant to do so.

Once the emergency moves into the recovery phase an Emergency Recovery Committee may be formed to direct the recovery of social stability and the economic health of the community.

Recovery Plan

Norfolk County Council if required will initiate a Recovery Plan in accordance with the provisions contained in that specific plan.

DIVISIONAL EMERGENCY PLAN (DEP) REQUIREMENTS

Responsibility

All Norfolk County Divisions shall prepare a detailed Divisional Emergency Plan (DEP) in accordance with the responsibilities assigned to the Division under the Norfolk County Emergency Response Plan. These plans must coordinate and compliment the Norfolk County Emergency Response Plan, and must also complement the emergency plans of other Divisions.

Each Division's General Manager shall designate a specific member of staff to maintain and revise its Divisional Emergency Plan.

Divisional Emergency Plans will contain a number of components designed to ensure that all staff members of a Division and its departments know what their duties and responsibilities will be during an emergency.

In some cases, these staff members will be required to do tasks that are not part of their normal daily routine. In these cases, such staff members will require orientation and training well before any emergency occurs. Each manager is responsible for ensuring that staff are prepared to execute their duties under the plan.

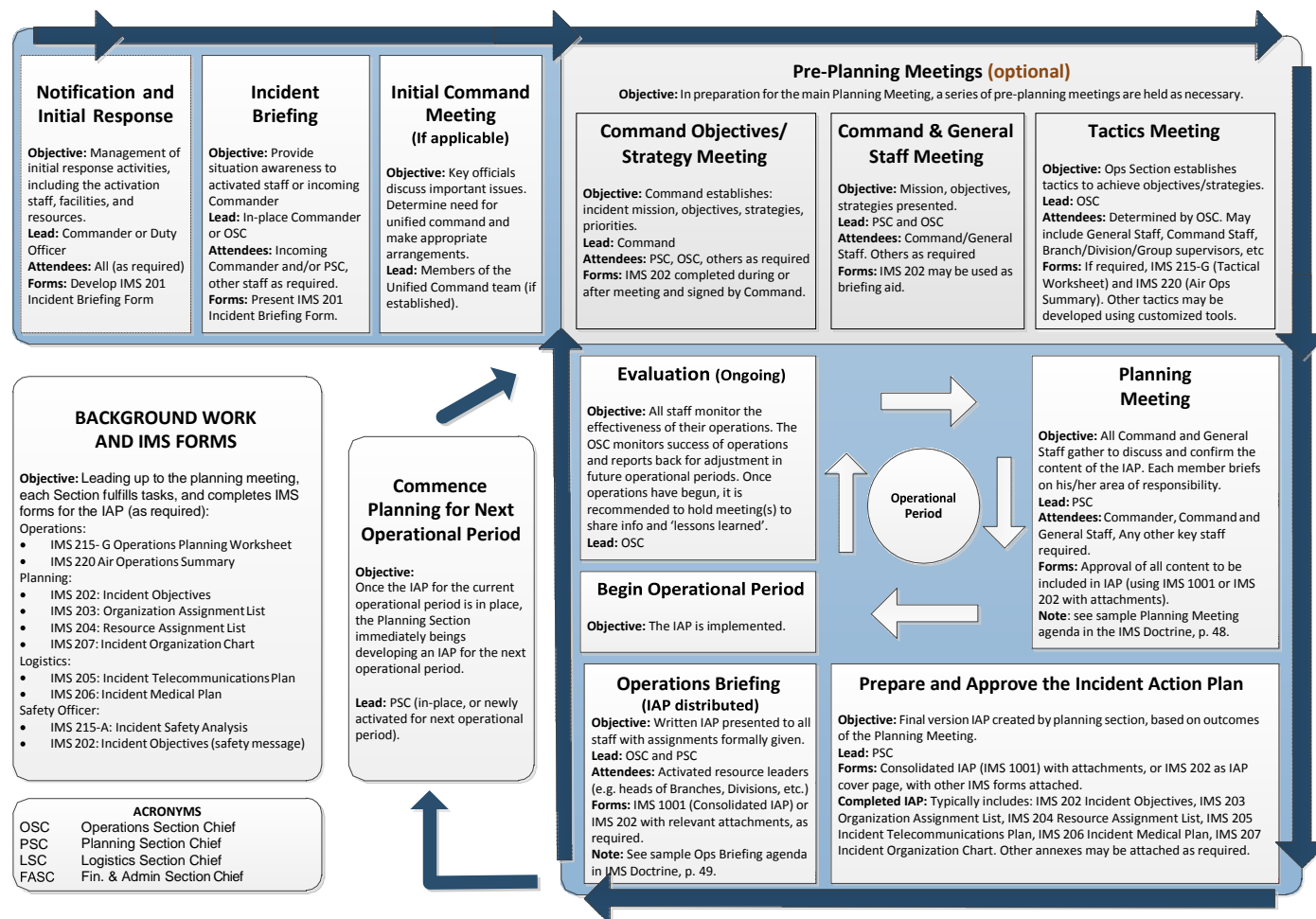
Plan Components

Each Divisional Emergency Plan shall address all items contained in the following list. For consistency, all Divisional Emergency Plans shall be arranged in the same order as this list.

- Organizational chart during an emergency
 - this may differ significantly from normal operations
 - this may differ depending on the type of hazard(s) creating the emergency
- Overall responsibilities of the Division during an emergency
 - this is expanded from the Emergency Control Group list or
 - alternatively, is stated for the first time if not a member of that group
- Expanded responsibilities and duties listed with positions assigned
 - grouped by identified responsibility or operational areas
- Detailed duties plan with specified actions and checklists
 - group into sections as desired
- Develop forms and other cheat sheets as required
- Staff Contact and Notification List
 - identify alternates and contact information
- Resource plans

- identify people, facilities, equipment, skills, sources, and maintenance
 - include contact information
- List of “downstream” dependents
 - cross-divisional impact by the Division
 - Division actions that will affect another Division’s emergency operations
 - other Division or agency operations that you will be controlling
- Communications and Staff Accountability Plan
 - how to keep in contact with your staff (radio, phone, fax, meeting places)
 - back-up provisions
 - meeting schedule (initially, regular schedule, emergency)
 - update intervals (when to report, how, where)
- Record Keeping
 - logging of significant events, decisions, activities
- Sustainability plan
 - staff rotations
 - food and accommodations (coordinate with Logistics Sector)
 - staff’s family needs are considered
- Provision of standard forms (list for determination on standardization)
 - for declaring an emergency
 - event logging, purchasing
 - use of facilities
 - use and tracking of resources and evacuees
 - coordination of form design and development will avoid duplication of effort
- Contingency plans if unable to fulfill obligations
 - who will fill gaps (contractor, other Division, volunteers)
 - impact if fail to meet obligations
- Demobilization Plan
 - down-staffing
 - getting back to normal

IMS Planning Cycle – General





Information Memo

To: Council-In-Committee Meeting
Date: November 15, 2023
Division: Corporate Services
Department: Accessibility and Special Projects
Ward: All Wards
Subject: Information Memo – Delhi BIA Christmas Parade - Temporary Road Closure

Recommendation(s):

THAT the Information Memo regarding Special Event 2023-53 – Delhi BIA Christmas Parade be received as information:

Background

The purpose of this memo is to inform Council of the delegated road closure activity for the Delhi BIA Christmas Parade on Saturday, December 2nd, 2023.

Discussion:

The following road closure will be in effect for the parade on Saturday, December 2nd from 5:00 p.m. until 7:30 p.m.:

- King Street from Main Street to Queen Street
- Main Street from King Street to First Avenue
- Queen Street from King Street to William Street
- William Street from Queen Street to Main Street

Financial Services Comments:

Any costs associated with the additional temporary road closures on Saturday, December 2nd, as identified above will be accommodated within current operating base budgets.

Attachment(s):

- Delhi BIA Christmas Parade Map 2023

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority to "Celebrate and Connect all of our Communities".

Explanation:

Special Events support Council's Strategic Priority to "Celebrate and connect all of our communities" by bringing communities together through celebrations of our unique cultures, geographies and identities.

Conclusion:

Norfolk County recognizes the importance of special events in our community. The goal of Policy No. CS-45, Outdoor Special Event Policy, is to "encourage County wide festivals and events that draw people together, helping to promote community spirit".

The outdoor special event application for the Delhi BIA Christmas Parade has been circulated to the appropriate departments for review and comments.

Planning is well underway to support a successful Delhi BIA Christmas Parade event.

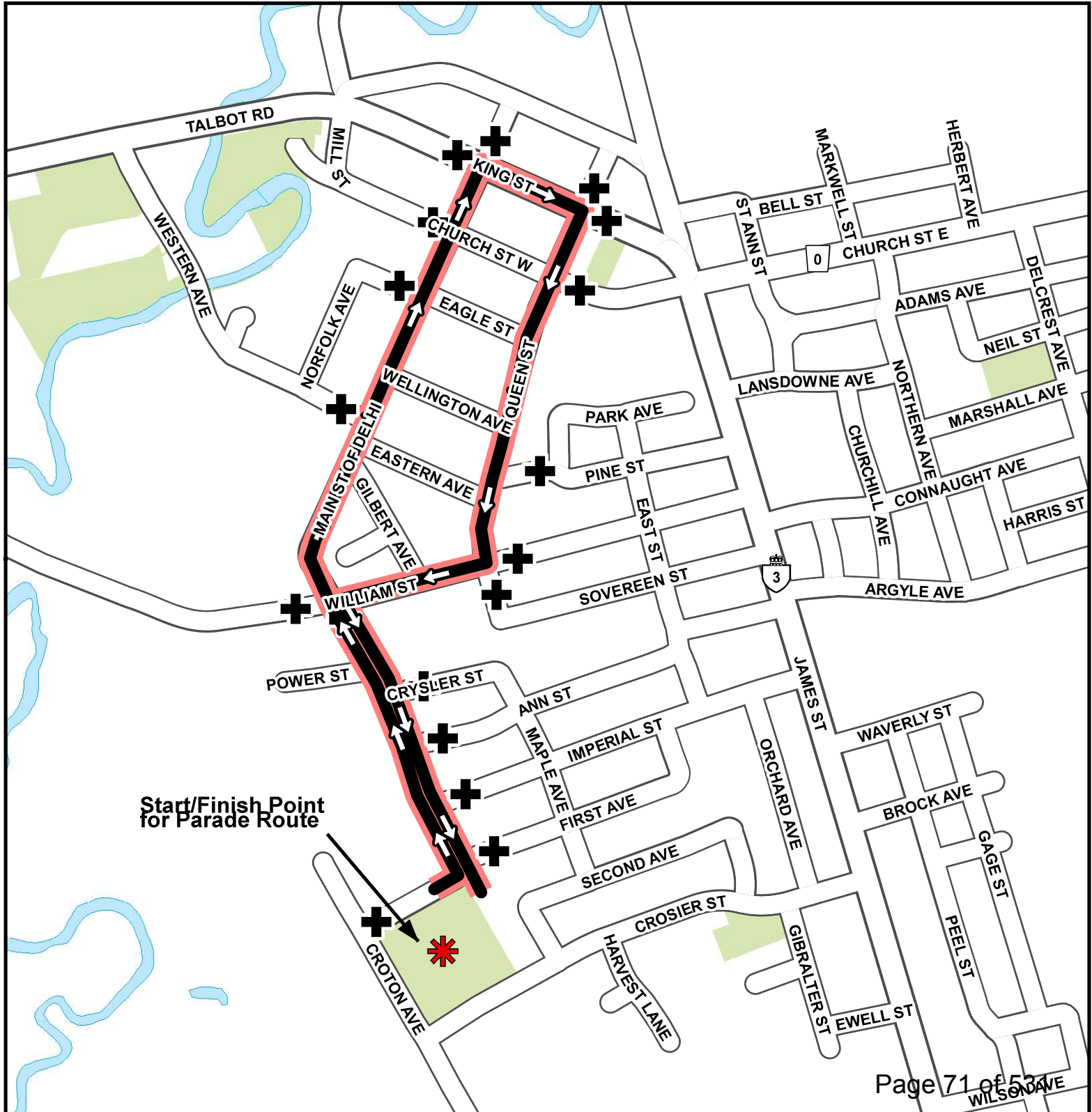
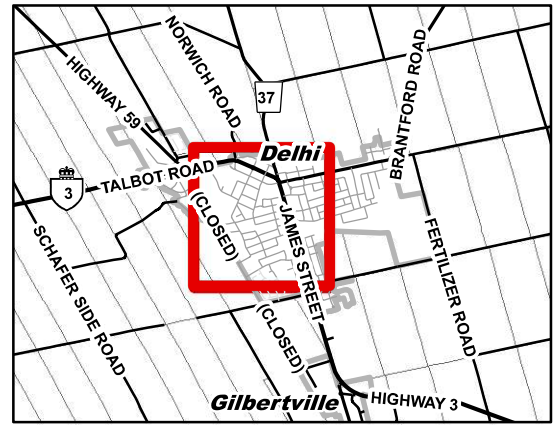
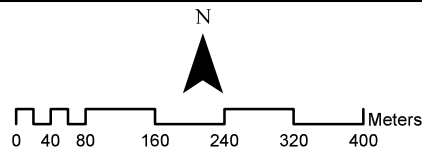
Approval:

Approved By:
Heidy VanDyk
General Manager, Corporate Services

Reviewed By:
Sam McFarlane
Manager, Accessibility and Special Projects

Prepared By:
Alicia Flynn
Corporate Services Generalist

Location: Delhi





Working together with our community

Council-In-Committee Meeting – November 14, 2023

Subject: Delegated Signing Authority – GRCA Memorandum of Understanding Agreement
Report Number: CAO-23-120
Division: Office of the Chief Administrative Officer
Department:
Ward: Ward 7
Purpose: For Decision

Recommendation(s):

THAT Report CAO-23-120 Delegated Signing Authority – GRCA Memorandum of Understanding Agreement, be received for information; and

FURTHER THAT the CAO and Clerk be delegated the authority to sign Memorandum of Understanding Agreement(s) with the Grand River Conservation Authority, including for Category 2 Programs and Services as attached to Report CAO-23-120 and any similar operational agreements or extension of agreements, provided that the stipulations of said agreements are subject to an approved budget/process and that there are no additional resourcing (FTE) implications for the municipality.

Executive Summary:

The province established new directions and regulations for Conservation Authorities which resulted in a review and categorization of programs and services. Some aspects may require agreements with member municipalities by January 1, 2024 and would be subject to annual budget processes. The Grand River Conservation Authority (GRCA) has requested all 22 municipalities within the watershed to sign a standardized, consistent agreement. Norfolk represents approximately 0.23% of the apportionment which equates to \$2,373 for the Category 2 Programs and Services. This report seeks approval for the authority to sign the requested, standard Memorandum of Understanding (MOU) along with any future updates or related operational agreements to this process provided there are no additional implications.

Discussion:

In accordance with [O.Reg 687/21 – Transition Plans and Agreements for Services](#) under the Conservation Authorities Act, which requires agreements between the Conservation Authorities (CAs) and participating municipalities in certain circumstances, the GRCA has identified that MOU Agreements are needed for their Category 2

Programs and Services. The GRCA Board approved a standard, consistent MOU and Letter Agreement that would be requested to apply to all 22 participating municipalities in the watershed through their September 22, 2023 meeting. The deadline to have agreements in place is by January 1, 2024. See Attachment 1 for the MOU and Letter Agreement.

In advance of this current request, the GRCA provided information and updates about the process, including the categorization of programs and services by 2022 and the potential for an MOU agreement by end of 2023. Under the regulation, the programs and services include:

- Category 1 - mandatory programs and services
- Category 2 - municipal programs and services
- Category 3 - other programs and services

For this purpose, GRCA Category 2 programs and services are identified within Schedule “B” of the attached agreement template and include items such as Sub-watershed Services (studies and monitoring), Conservation Services, Water Quality Programs, along with Watershed Sciences and Collaborative Planning.

There is only a small portion of Norfolk within the northeast area of Ward 7 that is within the Grand River watershed and overall Norfolk only represents a very small portion of the GRCA watershed area (approx. 0.23%). As such, although the overall draft 2024 budget identified for the Category 2 items for all of the participating municipalities is about \$1M, the Norfolk apportionment equates to \$2,373.

Category 1 mandatory programs and services are subject to the existing approved budget and typical annual budget process. At this time, the GRCA has not indicated that any agreement or additional funding is needed for Category 3 items. Also, for awareness, the Long Point Region Conservation Authority (LPRCA) is going through the same process and in contact with municipal staff. To date, there is no indication that any agreement is required for LPRCA Category 2 or 3 services.

Financial Services Comments:

If Council chooses to authorize the signing of the requested MOU with the GRCA to provide Category 2 programs, the Norfolk County apportionment will be included in the annual GRCA budget requisition within the Levy Supported Operating Budget which is subject to Council approval. Per Schedule “C” of the agreement, section 3.0 Payment Amount and Terms, the fee apportioned to Norfolk County for 2024 is \$2,373, however, it should be noted that this fee is conditional on all participating municipalities in the GRCA watershed entering into a MOU with the GRCA. For context, the 2023 mandatory Category 1 fee apportioned to Norfolk County was \$30,400, therefore this additional allocation represents a nominal increase.

Additionally, per paragraph 15(2)&(3) regarding Fees and Payment, the total fees are subject to an annual increase effective January 1st equal to the same percentage as the GRCA's overall combined Category 1 and General operating expenses and capital costs increase, net of any applicable funding reductions. Furthermore, the amount of the fees apportioned to the Municipality shall be provided annually at least 30 days before the General Membership meeting at which the apportionment is approved in accordance with O.Reg.402/22 Budget and Apportionment.

Staff will evaluate the discretionary Category 2 apportionment annually when received and identify any material changes to Council.

Interdepartmental Implications:

Environmental & Infrastructure Services – some of the Category 2 Programs and Services relate to water, wastewater, watershed and sub-watershed items, partnership programs, etc. These services are generally value-added (e.g., we would not be able to do as cost-effective alone) and typically complement and do not duplicate municipal services in these areas.

Community Development - Separately, the CAs are coordinating with the Planning Department to update protocols and procedures for development and land use review under the new legislation/regulations. The intent is to have updated procedures in place by year end as well. This could have resource implications regarding the change to environmental review. Staff are monitoring transitional approaches and will provide a separate report if needed.

Consultation(s):

Initial meetings and review with Finance, E&IS, CAOs Office.
Senior Leadership Team
External Legal review

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority Sustaining Norfolk - Creating a sustainable community and a positive legacy.

Explanation: The MOU agreement with the CA provides clarity on responsibilities and the activities can help support several areas of strategic focus.

Conclusion:

In accordance with provincial regulatory requirements, the GRCA is required to enter into agreements for municipal programs and services. These would be consistent amongst municipalities in the watershed, Norfolk's share is a very small fraction, and

any financial changes are subject to the typical, annual budget process. Upon review, the recommendation is to proceed with signing the agreement prior to the deadline.

Attachment(s):

- Attachment A - Norfolk County MOU 2024 Category 2 Programs and Services

Approval:

Approved By:
Al Meneses, CAO

Reviewed By:
SLT

Prepared By:
Brandon Sloan, BES, MCIP, RPP
General Manager, Community Development

Memorandum of Understanding

THIS MEMORANDUM OF UNDERSTANDING made the day of, 20 .

B E T W E E N:

NORFOLK COUNTY

("the Municipality")

OF THE FIRST PART

- and -

GRAND RIVER CONSERVATION AUTHORITY

("the GRCA")

OF THE SECOND PART

WHEREAS the GRCA is a conservation authority established under the Conservation Authorities Act R.S.O 1990, c.C27 ("Act") and is governed by its members appointed by participating municipalities in accordance with the Act;

AND WHEREAS a participating municipality is located wholly or in part within the area under the jurisdiction of the GRCA as shown in Schedule "A";

AND WHEREAS the Act permits the GRCA to provide non-mandatory programs and services under a memorandum of understanding or such other agreement as may be entered into with the Municipality;

AND WHEREAS a Municipality is requesting the GRCA to deliver programs and services within the GRCA's areas of expertise and jurisdiction as identified in Schedule "B";

AND WHEREAS the Municipality is authorized to enter into this Memorandum of Understanding with the GRCA for the delivery of programs and services;

AND WHEREAS the Municipality and the GRCA wish to enter into this Memorandum of Understanding to document the terms and conditions for the programs and services to be performed by the GRCA on behalf of the Municipality;

AND WHEREAS it is mutually desirable to further specify the details of programs or services if applicable, such details shall be set out in one or more separate Letter Agreements to be signed by authorized staff of each Party, from time to time, in the form as attached hereto as Schedule "C";

NOW THEREFORE the Parties hereto agree and covenant with one another as follows:

PART I – INTERPRETATION

Definitions

1. For the purposes of this Memorandum of Understanding including the preceding recitals:
 - a) "**Letter Agreement**" means a separate agreement made pursuant to this Memorandum of Understanding to be entered into by the GRCA and the Municipality in relation to certain Programs and Services setting out further details and specific requirements, including roles and responsibilities, workplans, payment amounts and terms, and timelines for deliverables;
 - b) "**Programs and Services**" means work to be provided by the GRCA on behalf of the Municipality,

and “**Program**” and “**Service**” has a corresponding meaning;

c) “**Responsible Municipal Official**” means the Municipality’s Senior Manager or Manager responsible for a particular Program and Service and includes his or her designate or successor;

2. (1) In this Memorandum of Understanding:

a) grammatical variations of any terms defined herein have similar meanings to such defined terms;

b) words in the singular include the plural and vice-versa; and every use of the words “including” or “includes” in this Memorandum of Understanding is to be construed as including, “without limitations”: or includes “without limitations”

c) the insertion of headings are for convenience of reference only and shall not affect the construction or interpretation of this Memorandum of Understanding or be used to explain or clarify the sections, clauses or paragraphs below which they appear.

3. The attached Schedules form part of this Memorandum of Understanding.

4. In the event of any inconsistency between any of the provisions of the main terms and conditions of this Memorandum of Understanding and any Letter Agreement or Schedules, the inconsistency will be resolved by reference to the following descending order of priority: (i) Memorandum of Understanding; (ii) the Schedule(s) to this Memorandum of Understanding; and (iii) unless otherwise expressly agreed upon in a Letter of Agreement, the applicable Letter of Agreement

PART II – GENERAL TERMS

Entire Agreement

5. This Memorandum of Understanding, including any Letter Agreements made pursuant hereto from time to time, embodies and constitutes the sole and entire agreement between the Parties, with respect to the subject matter dealt with herein and supersedes all prior agreements, understandings, and arrangements, negotiations, representations and proposals, written and oral, relating to matters dealt with herein, excepting any and all prior agreements between the parties for the provision of certain Programs and Services to the extent that such agreements do not conflict with the terms or scope of this Memorandum of Understanding.

Scope and Use

6. (1) The parties hereto agree that all Programs and Services identified in Schedule “B” are to be delivered by the GRCA to the Municipality pursuant to and in accordance with this Memorandum of Understanding and any and all Letter Agreements.

(2) Notwithstanding the foregoing, the Municipality acknowledges and agrees that all Programs and Services identified in Schedule “B” shall also be included in a Watershed-based Resource Management Strategy that the GRCA is required to develop and implement under the *Conservation Authorities Act*.

Term of Agreement

7. (1) The term of this Memorandum of Understanding shall be for a period of five (5) years commencing on the date the agreement is made (“**Initial Term**”), unless terminated earlier pursuant to the terms and conditions of this Memorandum of Understanding.

(2) Unless this Memorandum of Understanding has been terminated early in accordance with the terms or conditions of this Memorandum of Understanding, the Memorandum of Understanding shall be automatically renewed for a further five (5) year terms (“**Extension Term**”), on the same terms and

conditions contained herein.

(3) Notwithstanding the foregoing, in the event that one or more Letter Agreements is ongoing at the time of termination or expiration, then the rights, obligations, liabilities and remedies of the Parties with respect to such Letter Agreement shall continue to be governed by the terms and conditions of this Memorandum of Understanding until the date of expiration of the Letter Agreement.

Review of Memorandum of Understanding at Regular Intervals

8. (1) This Memorandum of Understanding and Letter Agreement shall be reviewed by the Parties on an annual basis.

(2) It shall be the GRCA's responsibility to initiate the annual review with the Municipality.

Memorandum of Understanding Available to the Public

9. This Memorandum of Understanding shall be published on the GRCA's website as required under *Ontario Regulation 400/22*.

Communications Protocol

10. As applicable, the Parties shall establish a communications protocol in respect of the Programs and Services governed by this Memorandum of Understanding.

Service Delivery Standards

11. Each Letter Agreement will set out service delivery standards that the GRCA is required to meet.

Municipality Responsibility to Consult on Budget Changes

12. The Municipality shall consult with the GRCA 180 days, or as soon as reasonably possible, in advance of a proposed change to approved budgets related to this Memorandum of Understanding.

GRCA to Notify Municipality on Terminations

13. The GRCA shall notify the Municipality within 30 days, or as soon as reasonably possible, in the event of the expiry or earlier termination of this same Memorandum of Understanding with any other municipality or municipalities.

Records

14. (1) The GRCA shall prepare and maintain, in accordance with accepted accounting practices, proper and accurate books, records, and documents respecting Programs and Services provided under this Memorandum of Understanding and any Letter Agreement.

(2) The GRCA shall make such books, records, and documents available for inspection by the Municipality at all reasonable times.

Fees and Payment

15. (1) The amount of total annual fees effective January 1, 2024, is as set out in the Letter Agreement.

(2) An increase will be applied to the total fees effective January 1 each calendar year and will be the same percentage as the GRCA's overall combined Category 1 and General operating expenses and capital costs increase, net of any applicable funding reductions.

(3) The fees apportioned to the Municipality will be calculated annually using the Modified Current Value Assessment (MCVA) apportionment method, which shall be based on the ratio that the Municipality's MCVA bears to the total MCVA for all municipalities which have also entered into Letters of Understanding for programs and services listed in Schedule "B". MCVA information is provided to the GRCA annually by the provincial ministry that administers the Conservation Authorities Act. The amount of the fees apportioned to the Municipality shall be provided annually at least 30 days before the General Membership meeting at which the apportionment is approved in accordance with *O.Reg.402/22 Budget and Apportionment*.

(4) In addition to the foregoing cost structure for Programs and Services provided in the Letter Agreement, the GRCA may charge a user fee to third parties in the delivery of any Programs and Services listed, as appropriate and upon prior notification to the Municipality.

(5) The GRCA will seek additional funding opportunities, where feasible and applicable, to reduce the total annual fees for Programs and Services, which may reduce the amount apportioned to participating municipalities.

Insurance

16. (1) The GRCA shall obtain, maintain, and provide to the Municipality, Certificates of Insurance of the following insurance policies issued by an insurance company licensed to write in the Province of Ontario, and shall ensure that the following insurance policies are maintained and kept in force at all times during the term of this Memorandum of Understanding, unless otherwise set out in the Letter Agreement:

(a) Commercial General Liability Insurance as follows:

- (i) is in the amount of not less than Five Million Dollars (\$5,000,000.00) per occurrence;
- (ii) adds the Municipality, its boards, agencies, commissions, and subsidiary operations, as applicable, as additional insured(s) but only with respect to liability arising out of the operations of the GRCA in the provision of Programs and Services under this Memorandum of Understanding;
- (iii) has provisions for cross-liability and severability of interests, blanket form contractual liability, owners' and contractors' protective liability, broad form property damage, products and completed operations, non-owned automobile liability, and any other provision relevant as detailed in the Letter Agreement or this Memorandum of Understanding.

(2) All policies of insurance required to be provided pursuant to this section shall contain or be subject to the following terms and conditions:

- (a) each Certificate shall contain a provision requiring the insurers to notify the Municipality in writing at least thirty (30) days before any cancellation of the insurance required under this clause;
- (b) the parties agree that insurance policies may be subject to deductible amounts, which deductible amounts shall be borne by the GRCA;
- (c) before the expiry of the policies of insurance, original signed certificates evidencing renewal will be provided to the Municipality upon request.

Notice

17. Any notice in respect of this Memorandum of Understanding or any Letter Agreement shall be in writing and shall be sufficiently given or made if made in writing and either delivered in person during normal business hours of the recipient on a business day to the party for whom it is intended to the address as set out below, or sent by registered mail or by email addressed to such party as follows:

(1) in the case of the Municipality, to:

Norfolk County
50 Colborne Street
Simcoe ON N3Y 4N5

Attention:
Email:

(2) in the case of the GRCA, to:

Grand River Conservation Authority
400 Clyde Road, PO Box 729
Cambridge ON N1R 5W6

Attention: Samantha Lawson, Chief Administrative Officer
Email. slawson@grandriver.ca

or to such other addresses as the parties may from time to time notify in writing, and any notice so made or given shall be deemed to have been duly and properly made or given and received on the day on which it shall have been so delivered if the notice is delivered personally or by prepaid registered mail or email; or, if mailed, then, in the absence of any interruption of postal service affecting the delivery or handling thereof, on the third business day after the date of mailing.

Force Majeure

18. Neither party shall be in default with respect to the performance or nonperformance of the terms of the Letter Agreement or this Memorandum of Understanding resulting directly or indirectly from causes beyond its reasonable control (other than for financial inability) that could not reasonably have been foreseen, including, without limitation, any delay caused by war, invasion, riots, acts of terrorism or sabotage, acts of government authority (other than by the Municipality), plague, epidemic, pandemic, natural disaster, strike, lock-out, inability to procure material, acts, laws or regulations of government authority or other cause beyond the reasonable control of such party and not caused by the act or omission of such party, and the performance of such term or terms shall be extended for a period equivalent to the period of such delay. This provision should not relieve the Municipality of its obligation to pay fees and costs when due.

Governing Law

19. This Memorandum of Understanding and any Letter Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein, and shall be treated in all respects as an Ontario contract.

Approvals in Writing

20. Any approval or consent required of the Municipality under a Letter Agreement may be given by the Responsible Municipal Official or any person specifically authorized by them in writing to do so.

No Agency

21. Nothing herein contained shall make, or be construed to make the Municipality or the GRCA a partner of one another nor shall this Memorandum of Understanding or a Letter Agreement be construed to create a partnership, joint venture, principal-agent relationship or employment relationship in any way or for any purpose whatsoever between the Municipality or the GRCA or between the Municipality, the GRCA and a third party. Nothing in this Memorandum of Understanding or any Letter Agreement is to be construed as authorizing one of the GRCA or the Municipality to contract for or to incur any obligation on

behalf of the other of them or to act as agent for the other of them. Any reference herein this section to Municipality shall include its boards, agencies, commissions, and subsidiary operations.

Invalidity of any Provision

22. If any provision of this Memorandum of Understanding, or any Letter Agreement is invalid, unenforceable or unlawful, such provision shall be deemed to be deleted from this Memorandum of Understanding and all other provisions of this Memorandum of Understanding shall remain in full force and effect and shall be binding in all respects between the parties hereto.

Dispute Resolution

23. In the event of any dispute that arises in respect of the implementation of this Memorandum of Understanding or any Letter Agreement, the Parties will endeavour to resolve the matter through negotiation without the use of formal mediation or adjudication.

Further Assurances

24. The Parties agree to execute and deliver to each other such further written documents and assurances from time to time as may be reasonably necessary to give full effect to the provisions of this Memorandum of Understanding.

Amendments

25. This Memorandum of Understanding cannot be altered, amended, changed, modified, or abandoned, in whole or in part, except by written agreement executed by the parties, and no subsequent oral agreement shall have any validity whatsoever.

Early Termination

26. This Memorandum of Understanding shall terminate automatically upon either party providing the other party with prior written notice of their intention to terminate this Memorandum of Understanding given no less than one-hundred and eighty (180) days and no more than three hundred (300) days prior to the end of any calendar year during the Initial Term or Extension Term. Upon such written notice of intention to terminate this Memorandum of Understanding being given in any calendar year during the Initial Term or Extension Term, the date that is the last date of such calendar year or such date as may be otherwise agreed to by all parties in writing, shall be the "Termination Date". In the event this Memorandum of Understanding is terminated, any operating expenses and costs incurred by the GRCA for providing services to the Municipality shall be paid by the Municipality up to and including the Termination Date.

Enurement

27. This Memorandum of Understanding shall enure to the benefit and be binding upon the parties hereto and their successors and assigns permitted hereunder.

Execution

28. This Memorandum of Understanding may be executed in counterparts in writing or by electronic signature and delivered by mail, facsimile or other electronic means, including in Portable Document Format (PDF), no one copy of which need be executed by all of the parties, and all such counterparts together shall constitute one agreement and shall be a valid and binding agreement among the parties hereto as of the date first above written.

29. **IN WITNESS WHEREOF** the Municipality and the GRCA have signed this Memorandum of Understanding.

MUNICIPALITY:

Name
Position

Name
Position

I / We have authority to bind the Municipality.

GRAND RIVER CONSERVATION AUTHORITY

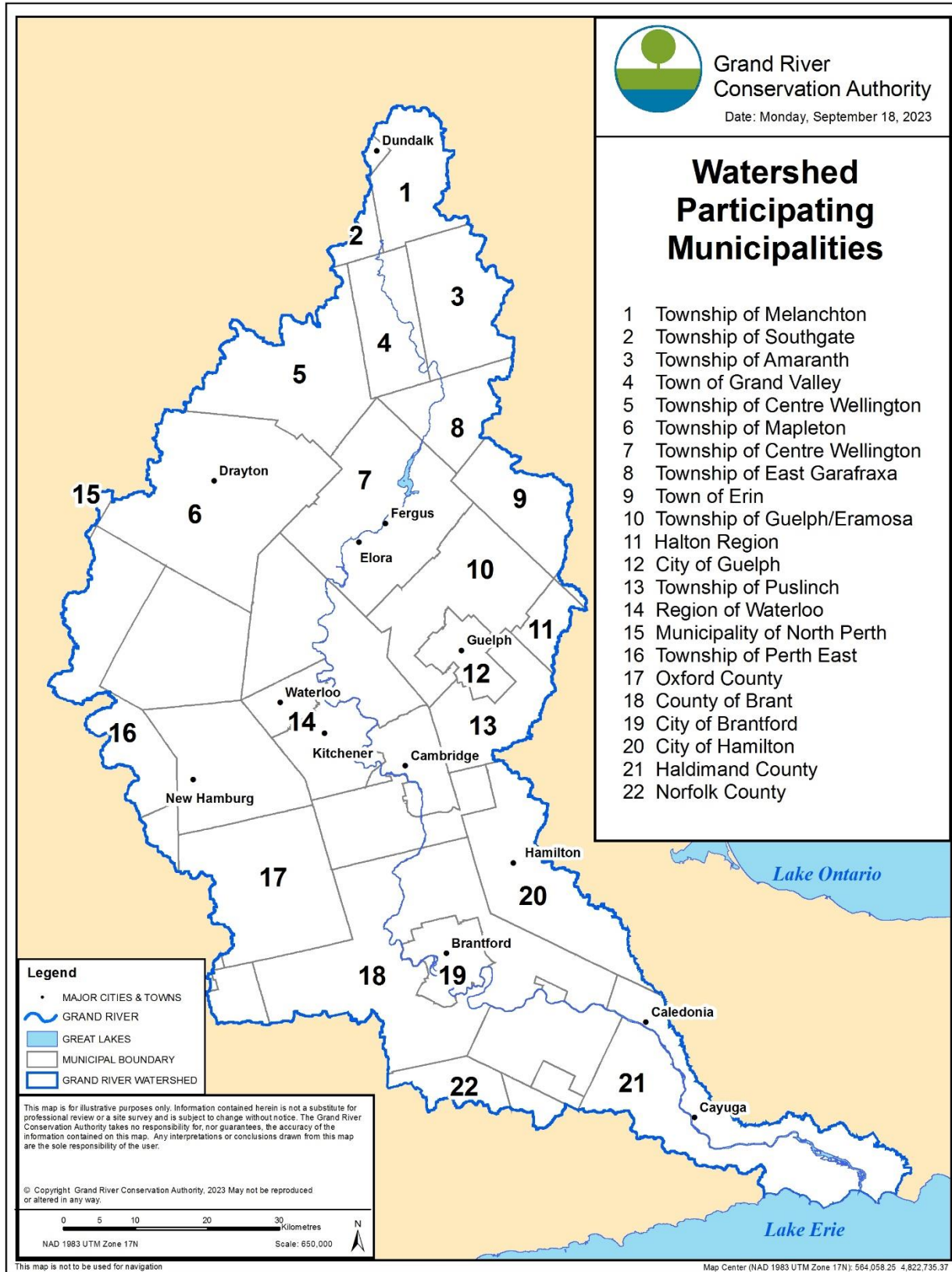
Samantha Lawson
Chief Administrative Officer

I have authority to bind the GRCA.

LIST OF SCHEDULES

Schedule “A”: Map of GRCA jurisdiction
Schedule “B”: Program and Service Areas
Schedule “C”- Letter Agreement(s)

Schedule "A": Map of GRCA jurisdiction



Schedule “B”: GRCA Programs and Services

The following provides a high-level summary for each of the Category 2 Programs and Services. Category 2 Program and Services are defined as non-mandatory programs and services under the *Conservation Authorities Act* that are provided at the request of the participating municipalities within the jurisdiction and expertise of the GRCA.

1. Sub-watershed Services

- Identify and recommend where subwatershed or watershed studies are needed
- Review and provide input to subwatershed studies or other regional-scale technical studies
- Undertake subwatershed monitoring to support municipal studies, including surface water and groundwater quality, equipment set-up and maintenance, fish and other aquatic community surveys
- Networking with conservation and environmental management agencies and organizations, and advocating on a watershed basis

2. Conservation Services

- Deliver municipal and partnership cost-share programs to support private land stewardship action
- Facilitate private land, municipal and community partner tree planting
- Coordinate education and outreach activities to promote actions to improve water quality and watershed health

3. Water Quality Programs

- Wastewater optimization
 - Support optimization of wastewater treatment plant operations through:
 - Knowledge sharing workshops
 - Hands-on training
 - Technical advice
 - Delivering a recognition program
 - Provide technical support for municipal assimilative capacity studies, EAs, master plans for water and wastewater services
 - Engage the provincial and federal governments to develop programs to reduce nutrient loads in rivers and streams, and ultimately Lake Erie
- Surface water quality monitoring, modelling, analysis and reporting
 - Operate and maintain continuous water quality stations
 - Maintain a water quality database
 - Develop and maintain a water quality model
 - Report on water quality and river health
 - Analyze and report on groundwater quality

4. Watershed Sciences & Collaborative Planning

- Watershed and landscape scale science and reporting:
 - Surface water and groundwater quality
 - Water use and supply
 - Natural heritage (terrestrial & aquatic), hydrologic functions
- Support cross-disciplinary integration and inform municipal watershed planning and water, wastewater, and stormwater master planning
- Foster cross-municipal resource management
 - Grand River Water Management Plan
 - Water Managers Working Group
- Liaise with provincial, federal agencies, NGOs

Schedule "C" Letter Agreements

LETTER AGREEMENT



Administration Centre: 400 Clyde Road, P.O. Box 729 Cambridge, ON N1R 5W6

Phone: 519-621-2761 Toll free: 1-866-900-4722 Fax: 519-621-4844 www.grandriver.ca

September 29, 2023

Norfolk County
50 Colborne Street
Simcoe ON N3Y 4N5

BY EMAIL: Municipal Clerk, CAO/General Manager
genevieve.scharback@norfolkcounty.ca; al.meneses@norfolkcounty.ca

RE: PROGRAMS AND SERVICES UNDER THE MEMORANDUM OF UNDERSTANDING DATED
THE _____ DAY OF _____, 2023

WHEREAS the Municipality and the GRCA entered into a memorandum of understanding on the ____ day of _____, 2023 (the "**Memorandum of Understanding**"), in regard to the provision of non-mandatory Programs and Services by the GRCA to the Municipality within the GRCA jurisdiction described in such Memorandum of Understanding;

AND WHEREAS the Memorandum of Understanding contemplates that a separate "Letter Agreement" or Letter Agreements are to be entered into by the Municipality and the GRCA under the Memorandum of Understanding in relation to certain Programs and Services as defined in the Memorandum of Understanding, setting out further details and specific requirements thereof;

NOW THEREFORE this letter sets out further details and specific requirements of certain Programs and Services to be provided under the Memorandum of Understanding by the GRCA to the Municipality, and shall be determined to be a "Letter Agreement" under the Memorandum of Understanding.

Programs and Services Terms and Provisions:

1.0 Term

The term of this Letter Agreement shall be for a period commencing on January 1, 2024, and terminating on the last day of the calendar year in which the Memorandum of Understanding expires or is otherwise terminated, unless otherwise agreed upon in writing by the GRCA and the Municipality.

2.0 Communication

2.1 The GRCA shall assign the Chief Administrative Officer as the primary contact for this agreement and they will have overall responsibility for the administration of the Memorandum of Understanding and Letter Agreement.

2.2 The GRCA shall assign the Manager of Water Resources as the contact for programs and services under this Agreement related to Conservation Services, Water Quality, and Watershed Sciences and Collaborating Planning, and the Manager of Engineering and Planning Services as the contact for programs and services under this Agreement related to Sub-watershed Services. The Managers shall be responsible for all day-to-day contacts; reporting, deliverables, and metrics; and to respond to any requests or inquiries about the GRCA's delivery of the programs and services under this Agreement.

3.0 Payment Amount and Terms

3.1 The fee apportioned to, and to be paid by the Municipality to the GRCA, for the calendar year 2024, in Canadian funds, is the sum of \$2,373.00. This amount is conditional on all participating municipalities in the GRCA watershed entering into a Memorandum of Understanding with the GRCA for the delivery of non-mandatory programs and services.

3.2 The fee to be apportioned to and paid by the Municipality for future calendar years may be increased in accordance with the Fees and Payment section of the Memorandum of Understanding. Such increase shall be subject to approval by the General Membership of the GRCA, and the apportionment shall be determined in part on the continued participation in future calendar years of municipalities in the GRCA watershed under a Memorandum of Understanding with the GRCA for the delivery of such non-mandatory programs and services..

3.3 An annual notice to pay shall be sent to the Municipalities following the GRCA's budget approval, and payment for the annual fees shall be made in three equal installments, due March 31, June 30, and September 30 of each calendar year.

3.4 The Category 2 Programs and Services Cost schedule based on the draft 2024 budget is as follows:

Programs & Services	Cost	Offsetting Funding	NET COST	Description of Funding
Sub-watershed Services	\$364,000	\$(130,000)	\$234,000	Municipal Funding
Conservation Services	\$1,348,000	\$(800,000)	\$548,000	Municipal Funding
Water Quality	\$157,000	\$(10,000)	\$147,000	Summer Student Grants
Water Quality - Wastewater Optimization Program	\$210,500	\$(130,000)	\$80,500	Provincial Grant
Water Quality - Groundwater Resources	\$8,500	\$-	\$8,500	
Watershed Sciences & Collaborative Planning*				
TOTAL	\$ 2,088,000	\$ (1,070,000)	\$ 1,018,000	

* Costs related to this activity integrated in the above listed programs and services.

4.0 Reporting, Deliverables, and Metrics

4.1 A schedule of metrics and deliverables for the programs and services is attached as Appendix 1 to this Letter Agreement. Beginning in 2025, where applicable, by March 15 of each year of this agreement, the GRCA shall contact the Municipality to set a meeting to conduct the annual review of the Memorandum of Understanding, this Letter Agreement, and to provide an annual report to the Municipality outlining the metrics for the previous calendar year. Where the metrics are available upon request, the GRCA will respond to the request for metrics within 30 days of the request.

General Provisions:

5.0 The provisions of the Memorandum of Understanding from Sections 14 (Records) to and including 23 (Dispute Resolution), as well as those set out in Schedule "B" thereto, shall apply, *mutatis mutandis*, to this Letter Agreement, and this Letter Agreement shall be read together with such provisions of the Memorandum of Understanding.

6.0 Any capitalized word or term not otherwise defined herein shall have the meaning given thereto in the Memorandum of Understanding.

7.0 This Letter Agreement cannot be altered, amended, changed, modified, or abandoned, in whole or in part, except by written agreement executed by the parties, and no subsequent oral agreement shall have any validity whatsoever.

8.0 This Letter Agreement and the Memorandum of Understanding, together with any other Letter Agreements made pursuant to the Memorandum of Agreement from time to time, together embody and constitute the sole and entire agreement between the parties, with respect to the subject matter dealt with herein and supersedes all prior agreements, understandings, and arrangements, negotiations, representations and proposals, written and oral, relating to matters dealt with herein, excepting any and all prior agreements between the parties for the provision of certain Programs and Services to the extent that such agreements do not conflict with the terms or scope of this Memorandum of Understanding

9.0 This Letter Agreement shall enure to the benefit and be binding upon the parties hereto and their successors and assigns permitted hereunder.

10.0 This Letter Agreement may be executed in counterparts in writing or by electronic signature and delivered by mail, facsimile or other electronic means, including in Portable Document Format (PDF), no one copy of which need be executed by all of the parties, and all such counterparts together shall constitute one agreement and shall be a valid and binding agreement among the parties hereto as of the date first above written.

GRAND RIVER CONSERVATION AUTHORITY

Per: _____
Samantha Lawson
Chief Administrative Officer

I have authority to bind the corporation.

IN WITNESS WHEREOF the Municipality consents and agrees to the foregoing.

AGREED AND ACKNOWLEDGED THIS ____ DAY OF _____, 20____.

[NAME AND ADDRESS OF MUNICIPALITY]

Per: _____
Name:
Position:

Per: _____
Name:
Position:

I/We have authority to bind the corporation.

APPENDIX 1 – Category 2 Programs and Services Deliverables and Metrics

Programs and Services Description	Deliverables	Metrics
Sub-watershed Services – Deliver a subwatershed planning program and provide technical support for municipal stream monitoring and (sub)watershed planning*	Identify and recommend (sub)watershed or other regional-scale technical study priorities	Provide a table of recommendations annually
	Upon request and in watershed priority sequences, provide technical advice on terms of reference, scoping, methods for (sub)watershed studies.	Identify studies where support has been provided within the watershed annually
	Seek additional partner funding to undertake subwatershed/regional studies	Identify the number of applications, specifics, success and financial information annually.
	Review and provide input to watershed, regional and local scale subwatershed studies. • Participate on steering committees, working groups • Scope of technical review in compliance with O.Reg 596/22 - Prescribed Acts	Number of requests and reviews undertaken
	Provide technical support and advice on municipal stream monitoring.	Number of plans reviewed and location within watershed.
	Serve as digital custodian for previously completed subwatershed studies (listed on GRCA website) Respond to requests for digital copies of previously completed subwatershed studies from consultants and the public.	Upon request
* Undertake subwatershed monitoring for watershed and regional scale subwatershed studies where services are cost-shared between the municipalities and the GRCA under separate agreements. May undertake monitoring for local scale subwatershed studies where 100% funding provided by municipality under separate agreement.		
Conservation Services - Deliver municipal and partnership cost-share programs to support private land stewardship action to improve and protect water quality and watershed health	Provide information and resources to landowners related to stewardship action including agricultural best practices, private water well maintenance, tree planting and naturalization projects.	Number of program participants, number of landowner inquiries
	Engage watershed residents in stewardship action through promotion of cost-share opportunities	Number of residents engaged through program promotion

Programs and Services Description	Deliverables	Metrics
	Conduct site visits to assist landowners with planning stewardship projects and submitting applications to GRCA delivered cost-share programs	Number of site visits
	Administer and deliver municipally funded rural water quality programs (RWQP) as requested by watershed municipalities	Projects completed (number, type) Project investment by funding source Total grant, kg Phosphorus retained - reported by program and by municipality
	Seek additional partner funding to enhance cost share programs GRCA offers to watershed landowners (ie. offering funds in municipalities without a RWQP or enhancing cost-share funding opportunities in areas where municipal RWQPs exist). Examples of non-municipal grant funds delivered in 2023 to support private land stewardship in all watershed municipalities : <ul style="list-style-type: none"> • Habitat Stewardship Program for Aquatic SAR • ECCC Nature Smart Climate Solutions • OMAFRA profit mapping • Forests Ontario 50 Million Tree Program 	Projects completed (number, type) project investment by funding source, total grant, kg Phosphorus retained.
Conservation Services – Facilitate private land, municipal and community partner tree planting	Conduct field surveys and site assessments to develop tree planting plans for rural landowners and community groups (for projects that meet minimum property and project size requirements)	Number of landowners engaged, number of planting plans developed, number of projects completed, number of trees planted, planting area, km of windbreak, km of riparian buffer
	Provide technical assistance to tree planting clients to ensure successful completion of projects.	Number of landowners, projects and trees planted by landowners (plant your own projects) with Forestry Specialist support
	Support rural landowners to develop suitable applications to cost share programs	Summary of project investment by funding source

Programs and Services Description	Deliverables	Metrics
	Secure tree stock and manage contracted planting services for landowners	Number of trees, projects, grant and investment in projects planted through GRCA planting program
	Serve as technical resource to landowners and community tree planting organizations	Number of community partner organizations supported; hours contributed
	Support community partner and municipality hosted outreach events as capacity permits	Number of community partners, number of residents engaged/event participants, number of events, number of trees planted, total area planted, volunteer hours contributed
Conservation Services – Coordinate education and outreach activities to promote actions to improve water quality and watershed health	Engage watershed residents through development and delivery of outreach events (tours, workshops, webinars) and participation in partner, community, and municipal events and meetings; as capacity and opportunities exist	Number of partners, events, event participants.
	Develop promotional materials (print, website, social media) to promote stewardship action and recruit participants to GRCA Conservation Services Programs.	
Water Quality – Deliver the Watershed-wide Wastewater Optimization Program (WWOP) to support municipal wastewater management and improve and protect water quality and watershed health <ul style="list-style-type: none"> • Support optimization of wastewater treatment plant (WWTP) operations through: knowledge sharing workshops, hands-on training, technical advice, and a recognition program • Provide technical support for municipal assimilative capacity studies and master plans for water and wastewater services 	Collect data from municipalities, analyze, and produce an annual report on WWTP performance across the watershed.	# of municipalities participating in annual reporting Annual report posted online
	Host annual workshop for information sharing and networking among municipal wastewater practitioners	# of participants Workshop summary
	Provide technical support and training workshops for operators, supervisors, and managers to implement optimization techniques at individual WWTPs	# of training, technical support events # of participants
	Deliver annual recognition program to acknowledge WWTPs that participate in WWOP activities and produce a very high-quality effluent	Awards presented
	Support municipal assimilative capacity studies and master plans for water and wastewater	Studies are carried out by each municipality, as needed and GRCA staff

Programs and Services Description	Deliverables	Metrics
<ul style="list-style-type: none"> Engage the provincial and federal governments to develop programs to reduce nutrient loads in rivers and streams, and ultimately Lake Erie 	<ul style="list-style-type: none"> Upon request, facilitate initial scoping, act as liaison with MECP, provide technical/methodological advice, provide stream data, provide watershed context, participation in steering committees (but not provide comments on EAs) 	participate at the request of the municipality
Water Quality – Surface water quality monitoring, modelling, analysis, and reporting <ul style="list-style-type: none"> Operate and maintain continuous water quality stations Maintain a water quality database Develop and maintain a water quality model Report on water quality and river health 	Operate and maintain 9 continuous water quality monitoring stations	Continued operation of 9 stations
	Maintain a water quality database for continuous water quality data and grab sample data from GRCA, municipal and provincial water quality sampling programs within the watershed	Continued maintenance of the database
	Develop and maintain the Grand River Simulation Model (GRSM) for use in municipal assimilative capacity studies or for broader watershed planning purposes	GRSM is available for any municipal studies, upon request and GRCA staff will provide support for model application in assimilative capacity studies
	Analyze and report on surface water quality	Reports on water quality are produced cyclically or as needed (e.g., reports to Board, watershed report cards, technical updates to Water Management Plan)
Water Quality – Groundwater analysis and reporting	Analyze and report on groundwater quality	Reports on water quality are produced cyclically or as needed (e.g., reports to Board, watershed report cards, technical updates to Water Management Plan)
Watershed Sciences and Collaborative Planning - Undertake watershed, regional, and landscape scale science and reporting: <ul style="list-style-type: none"> Inter-disciplinary analysis and reporting on watershed health (surface water, groundwater, forests, wetlands) 	Analysis and reporting on watershed conditions	Periodic reporting via Watershed Report Cards (e.g., 2023), Water Management Plan (e.g., State of Water Resources, 2020), technical reports, and reports to Authority board

Programs and Services Description	Deliverables	Metrics
<ul style="list-style-type: none"> • Collaborative work on the hydrologic functions of natural features • Other watershed-scale science (e.g., fisheries) 	Engagement of municipal, provincial, federal, non-governmental, academic and other stakeholders	As below for Water Managers Working Group and via other committees and meetings
Watershed Sciences and Collaborative Planning - Facilitating cross-municipal and inter-agency water resource management: <ul style="list-style-type: none"> • Support cross-disciplinary integration and inform municipal watershed planning and water, wastewater, and stormwater master planning • Liaise with First Nations, municipal, and provincial and federal agencies 	Advance implementation of the collaborative, voluntary Grand River Watershed Water Management Plan. The Plan's objectives are to: <ul style="list-style-type: none"> • Ensure sustainable water supplies for communities, economies and ecosystems • Improve water quality to improve river health and reduce the river's impact on Lake Erie • Reduce flood damage potential • Build resilience to deal with climate change 	Implementation tracking/reporting (scope TBD)
	Update the Water Management Plan and Integrated Action Plan as needed	Scope/timing TBD
	Chair the Water Managers Working Group with representation from watershed municipalities, First Nations, and provincial and federal agencies	Terms of Reference 2-4 meetings/workshops per year
	Provide input to municipal watershed planning – local, regional, and watershed conditions and issues identification	Upon request



Information Memo

To: Council-In-Committee Meeting
Date: November 15, 2023
Division: Environmental and Infrastructure Services
Department: Engineering - Drainage
Ward: All Wards
Subject: Elliott-Kitchen Drain – Report for Consideration

Recommendation(s):

That the Information Memo regarding the Elliott-Kitchen Drain – Report for Consideration be received as information.

Background

Council is in receipt of the Elliott-Kitchen Drain report, dated October 12, 2023 prepared by Brandon Widner, P.Eng. of Spriet Associates Ltd.

The Elliott-Kitchen Drain Engineer's Report will be presented to Council at the November 21, 2023 Council Meeting.

Discussion:

Council appointed the firm of Spriet Associates Ltd. under the *Drainage Act* through staff report PW 21-24. The Elliott-Kitchen Drain is located in Lots 19 to 22, Concession 11 and 12, geographic Township of Windham.

As a result, the attached Elliott-Kitchen Drain report dated October 12, 2023 prepared by Brandon Widner, P.Eng. has been filed with Norfolk County. (Refer to Attachment 1 – Elliott-Kitchen Drain Report)

Staff and the engineer have held meetings with the affected owners in accordance with the *Drainage Act* along with additional owner information meetings with all affected owners being invited to review the draft design, costs and assessments.

The total estimated cost in the report is \$317,000. Norfolk County is assessed \$57,747 for the cost of a new road crossing and outlet assessments relating to Norfolk County lands and Roads. Norfolk County has the same right to appeal assessments as all affected owners.

The engineer will be present at the Council meeting to present his report. Council must consider any concerns brought forward by affected owners regarding design or location of the proposed drainage works and determine whether to adopt the report under by-law.

Affected owners, if dissatisfied with the report will have an opportunity to appeal through the various *Drainage Act* appeal bodies.

By adopting the by-law the report shall proceed through the regulated *Drainage Act* appeals. Upon completion of the appeals, the Drainage Superintendents, being appointed under by-law to carry out the duties of Council under the *Drainage Act* are responsible for bringing the project to completion.

Financial Services Comments:

The Approved 2023-2032 Capital Plan includes a direct allocation related to the construction of Elliott-Kitchen Drain at \$500,000.

The total estimated project costs for construction of the Elliott-Kitchen Drain are \$317,000 (excluding HST). Norfolk County's assessment is to be funded by the issuance of debentures and is estimated at \$57,747. The remaining \$259,253 will be recovered through external recoveries and affected landowners. Current costs spent to date are \$68,844 which primarily pertain to engineering, surveying, and administration.

In addition to the construction costs outlined in the report, Norfolk County will be responsible for a portion of the future maintenance costs of this drain. These costs will be assessed by using the maintenance assessment schedule included in the engineer's report.

Attachment(s):

- Attachment 1: Elliott-Kitchen Drain Report

Conclusion:

Staff recommend Council adopt the report under by-law and the project proceed through the Drainage Act.

Approval:

Approved By:
Al Meneses, CAO

Reviewed By:
Andrew Grice, General Manager Environmental and Infrastructure Services

Prepared By:
Bill Mayes, Drainage Superintendent

ELLIOTT KITCHEN DRAIN

Norfolk County



**SPRIET
ASSOCIATES**

ENGINEERS & ARCHITECTS

155 York Street
London, Ontario N6A 1A8
Tel. (519) 672-4100
Fax (519) 433-9351
E-mail MAIL@SPRIET.ON.CA

ELLIOTT KITCHEN DRAIN

Norfolk County

To the Mayor and Council of
the Norfolk County

Mayor and Council:

We are pleased to present our report on the reconstruction of parts of the Elliott Kitchen Municipal Drain serving parts of Lots 19 to 22, Concessions 11 and 12 (geographic Township of Windham) now Norfolk County. The total watershed area contains approximately 136 hectares.

AUTHORIZATION

This report was prepared pursuant to Sections 78 of the Drainage Act in accordance with instructions received from your Municipality with respect to a motion of Council in accordance with Section 8 of the Drainage Act.

HISTORY

The Elliott Kitchen Drain was originally constructed pursuant to a report submitted by J.B. Dodd, O.L.S., dated January 11, 1963 and consisted of the construction of a closed drainage system containing a Main Drain and four Branch Drains. The drainage system commenced at the Haymarsh Drain and travelled northerly to service Lots 19 through 22 in Concessions 11 and 12. In total, approximately 4,600 lineal meters of 150mm to 400mm diameter tile was installed.

EXISTING DRAINAGE CONDITIONS

A site meeting held with respect to the project and through later discussions the owners reported the following:

- that the Drainage Superintendent for Norfolk County indicated that the drain needed constant repair and that it was no longer economically viable to repair. Further, he indicated that the drain was constructed on quicksand and, as a result, the tiles had shifted, which further diminished the functioning of the drain
- that the landowner, C., J. & M. Elliott (Roll No. 24-435), concurred with the observation of the Drainage Superintendent, that the drain was in poor condition & portions of it need to be replaced



EXISTING DRAINAGE CONDITIONS (cont'd)

A field investigation and survey were completed. Upon reviewing our findings, we note the following:

- that the existing drain is undersized by today's standards and that based on the history of repairs, is in poor condition

Preliminary design, cost estimates, and assessments were prepared and an informal public meeting was held to review the findings and preliminary proposals. Further input and requests were provided by the affected owners at that time and at later dates. It was decided, based on the preliminary design and costs, to proceed with the request to improve the Main Drain only.

DESIGN CONSIDERATIONS

The Drainage Coefficient method contained in the "DRAINAGE GUIDE FOR ONTARIO", Publication 29 by the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) is typically used to design municipal drains. The Drainage Coefficient defines a depth of water that can be removed in a 24-hour period and is expressed in millimetres per 24 hours. The coefficient used to design this drain with respect to capacity was 38mm per 24 hrs.

We would like to point out that there have been indications of sandy soil conditions. It should be noted that no formal soil investigation has been made, with this information being provided by the owners.

The proposed design and report have been generally completed using the "GUIDE FOR ENGINEERS WORKING UNDER THE DRAINAGE ACT IN ONTARIO" OMAFRA Publication 852.

RECOMMENDATIONS

We are therefore recommending the following:

- that the Elliott Kitchen Main Drain be improved commencing at the pond just north of the Haymarsh Drain and travel north-westerly through the lands of C., J. & M. Elliott (Roll No. 24-435) to across Windham Road 12. The drain will then continue north-westerly through the lands of P. & S. Van Berlo Ltd. (Roll No. 24-060) to its head on the east side of Brantford Road, for a total length of approximately 1,475 lineal meters
- that the drain be constructed on a bedding of crushed stone wrapped in filter cloth to minimize the shifting of tiles due to poor soil conditions
- that catchbasins be installed along the course of the drain to alleviate surface flows and ponding.
- that the road crossing under Windham Road 12 be done by boring to minimize disturbance to the operation of the roadway and the existing pipe will be seal with grout
- that the existing Main Drain from Sta. 0+000 to Sta. 1+475 be officially abandoned from municipal status pursuant to Section 19 of the Drainage Act



ENVIRONMENTAL CONSIDERATIONS AND MITIGATION MEASURES

There are no significant wetlands or sensitive areas within the affected watershed area or along the route of the drains. The proposed construction of the Elliott Kitchen Drain includes quarry stone outlet protection and surface inlets which greatly help reduce the overland surface flows and any subsequent erosion. A temporary flow check of silt fencing is to be installed in the ditch downstream of the tile outlet for the duration of the construction.

SUMMARY OF PROPOSED WORK

The proposed work consists of approximately 1,475 lineal meters of 300mm (12") to 675mm (27") diameter concrete field tile, including related appurtenances.

SCHEDULES

Four schedules are attached hereto and form part of this report, being Schedule 'A' - Allowances, Schedule 'B' - Cost Estimate, Schedule 'C' - Assessment for Construction, and Schedule 'D' - Assessment for Maintenance.

Schedule 'A' - Allowances. In accordance with Sections 29 and 30 of the Drainage Act, allowances are provided for right-of-way and damages to lands and crops along the route of the drain as defined below.

Schedule 'B' - Cost Estimate. This schedule provides for a detailed cost estimate of the proposed work which is in the amount of \$ 317,000.00. This estimate includes engineering and administrative costs associated with this project.

Schedule 'C' - Assessment for Construction. This schedule outlines the distribution of the total estimated cost of construction over the roads and lands which are involved.

Schedule 'D' - Assessment for Maintenance. In accordance with Section 38 of the Drainage Act, this schedule outlines the distribution of future repair and/or maintenance costs for portions of, or the entire drainage works.

Drawing No.'s 1, Job No. 220068, and specifications form part of this report. They show and describe in detail the location and extent of the work to be done and the lands which are affected.

ALLOWANCES

DAMAGES: Section 30 of the Drainage Act provides for the compensation to landowners along the drain for damages to lands and crops caused by the construction of the drain. The amount granted is based on \$3,613.00/ha. for closed drain installed with wheel machine. This base rate is multiplied by the hectares derived from the working widths shown on the plans and the applicable lengths.



ALLOWANCES (cont'd)

RIGHT-OF-WAY Section 29 of the Drainage Act provides for an allowance to the owners whose land must be used for the construction, repair, or future maintenance of a drainage works.

For tile drains where the owners will be able to continue to use the land, the allowance provides for the right to enter upon such lands, and at various times for the purpose of inspecting such drain, removing obstructions, and making repairs. Also, the allowance provides for the restrictions imposed on those lands to protect the right-of-way from obstruction or derogation. The amounts granted for right-of-way on tile drains is based on a percentage of the value of the land designated for future maintenance. Therefore, the amount granted is based on \$6,670.00/ha. through cropped lands. This value is multiplied by the hectares derived from the width granted for future maintenance and the applicable lengths.

ASSESSMENT DEFINITIONS

In accordance with the Drainage Act, lands that make use of a drainage works are liable for assessment for part of the cost of constructing and maintaining the system. These liabilities are known as benefit, outlet liability and special benefit liability as set out under Sections 22, 23, 24 and 26 of the Act.

BENEFIT as defined in the Drainage Act means the advantages to any lands, roads, buildings or other structures from the construction, improvement, repair, or maintenance of a drainage works such as will result in a higher market value or increased crop production or improved appearance or better control of surface or sub-surface water, or any other advantages relating to the betterment of lands, roads, buildings, or other structures.

OUTLET liability is assessed to lands or roads that may make use of a drainage works as an outlet either directly or indirectly through the medium of any other drainage works or of a swale, ravine, creek, or watercourse.

In addition, a Public Utility or Road Authority shall be assessed for and pay all the increased cost to a drainage works due to the construction and operation of the Public Utility or Road Authority. This may be shown as either benefit or special assessment.

ASSESSMENT

A modified "Todgham Method" was used to calculate the assessments shown on Schedule 'C'- Assessment for Construction. This entailed breaking down the costs of the drain into sections along its route. Special Assessments were then extracted from each section.

The remainder is then separated into Benefit and Outlet costs. The Benefit cost is distributed to those properties receiving benefit as defined under "Assessment Definitions", with such properties usually being located along or close to the route of the drain. The Outlet Costs are distributed to all properties within the watershed area of that section on an adjusted basis. The areas are adjusted for location along that section, and relative run-off rates. Due to their different relative run-off rates roads and residential properties have been assessed for outlet at higher rates than cleared farmlands.



ASSESSMENT (cont'd)

The actual cost of the work involving this report, with the exception of Special Assessments, is to be assessed on a pro-rata basis against the lands and roads liable for assessment for benefit, outlet, and for special assessments as shown in detail below and on Schedule 'C' - Assessment for Construction. The Special Assessments shall be levied as noted in the Section "Special Assessment".

SPECIAL ASSESSMENT

In accordance with Section 26 of the Drainage Act, a Special Assessment has been made against Norfolk County being the increased cost to the drainage work for boring a 457mm (18") diameter pipe across their road allowance due to the construction and operation of Windham Road 12. The Special Assessment shall be made up of the actual cost of this work and both the final and estimated values of the Special Assessment are to be calculated as follows:

Drain	Cost of Work	Less Equivalent Drain Cost (Fixed)	Plus Administration Cost	Plus Interest & Net H.S.T.	Special Assessment
457mm smooth wall steel pipe	\$19,900.00	\$670.00	\$3,400.00	\$570.00	\$23,200.00

The above special assessments shall not apply for future maintenance purposes.

If any additional work is required to the drainage works due to the existence of buried utilities such as gas pipelines, communications cables, etc. or if any of the utilities require relocation or repair, then, the extra costs incurred shall be borne by the utility involved in accordance with the provisions of Section 26 of the Drainage Act.

GRANTS

In accordance with the provisions of Section 85 of the Drainage Act, a grant **may** be available for assessments against privately owned parcels of land which are used for agricultural purposes and eligible for the Farm Property Class Tax rate. Section 88 of the Drainage Act directs the Municipality to make application for this grant upon certification of completion of this drain. The Municipality will then deduct the grant from the assessments prior to collecting the final assessments.

MAINTENANCE

Upon completion of construction, all owners are hereby made aware of Sections 80 and 82 of the Drainage Act which forbid the obstruction of or damage or injury to a municipal drain.

After completion, the Elliott Kitchen Drain constructed under this report shall be maintained by Norfolk County at the expense of all upstream lands and roads assessed in Schedule 'D' - Assessment for Maintenance and in the same relative proportions until such time as the assessment is changed under the Drainage Act.



MAINTENANCE (cont'd)

Special Assessments shall **not** be pro-rated for future maintenance purposes.

The above existing portions of the drain shall be maintained in accordance with the grades, dimensions and schedules set out in the report, plans and specifications contained in the report submitted by J.B. Dobb, OLS, dated January 11, 1963.



Respectfully submitted,

SPRIET ASSOCIATES LONDON LIMITED

B. Widner, P.Eng.



SCHEDULE 'A' - ALLOWANCES

ELLIOTT KITCHEN DRAIN

Norfolk County

In accordance with Sections 29 and 30 of the Drainage Act, we determine the allowances payable to owners entitled thereto as follows:

CONCESSION	LOT	ROLL NUMBER (Owner)	Section 29 Right-of-Way	Section 30 Damages	TOTALS
MAIN DRAIN					
11	21	24-060 (P & S Van Berlo Ltd.)	\$ 1,820.00	\$ 1,480.00	\$ 3,300.00
12	21	24-435 (C., J. & M. Elliott)	7,870.00	6,400.00	14,270.00
			=====		
Total Allowances			\$ 9,690.00	\$ 7,880.00	\$ 17,570.00
			=====		
TOTAL ALLOWANCES ON THE MAIN DRAIN					\$ <u>17,570.00</u>

ELLIOTT KITCHEN DRAIN**Norfolk County**

We have made an estimate of the cost of the proposed work which is outlined in detail as follows:

MAIN DRAIN

6 meters of 750mm dia., H.D.P.E. plastic sewer pipe including rodent gate,
quarry stone rip-rap protection around pipe and bank of pond
(Approximately 8m³ quarry stone req'd)

Supply	\$ 1,700.00
Installation	\$ 1,700.00

Installation of the following concrete field tile on crushed stone, including
supply and installation of geotextile around tile joints (approx. 2700m req'd)

277 meters of 300mm dia. concrete tile	\$ 13,900.00
182 meters of 450mm dia. concrete tile	\$ 9,100.00
750 meters of 600mm dia. concrete tile	\$ 41,300.00
100 meters of 600mm dia. concrete tile (2000D)	\$ 5,500.00
144 meters of 675mm dia. concrete tile	\$ 7,900.00

Supply of the above listed tile	\$ 80,200.00
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Supply & delivery of 19mm crushed stone (Approx. 580 tonnes req'd)	\$ 19,300.00
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Strip, stockpile and releve topsoil from tile trench and adjacent working area (4m wide) specified on drawings (approx. 1459m)	\$ 8,800.00
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16 meters of 457mm dia., 7.9mm thickness smooth wall steel pipe

Supply	\$ 4,500.00
Installation under Windham Road 12 by boring	\$ 13,900.00
Grouting of Existing Pipe	\$ 1,500.00

Supply and install one 600mm x 600mm ditch inlet catchbasin, one 900mm x
1200mm ditch inlet catchbasins, two 900mm x 1200mm standard catchbasin,
including berms, leads, ditching, geotextile, prefabricated fittings, removal and
disposal of existing catchbasins

	\$ 13,400.00
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Exposing and locating existing tile drains and utilities	\$ 2,000.00
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Tile connections and contingencies	\$ 11,200.00
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Allowances under Sections 29 & 30 of the Drainage Act	\$ 17,570.00
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ADMINISTRATION

Interest and Net Harmonized Sales Tax	\$ 11,530.00
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Survey, Plan and Final Report	\$ 38,300.00
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Expenses	\$ 2,530.00
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Supervision and Final Inspection	\$ 11,170.00
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TOTAL ESTIMATED COST

\$ 317,000.00

SCHEDULE 'C' - ASSESSMENT FOR CONSTRUCTION

ELLIOTT KITCHEN DRAIN

Norfolk County

Job No. 220068

October 12, 2023

* = Non-agricultural

		HECTARES						
CON.	LOT	AFFECTED	ROLL No. (OWNER)	BENEFIT	OUTLET	TOTAL		
MAIN DRAIN								
11	19	0.30	24-010 (W-W Airview Farms Ltd.)	\$	\$ 197.00	\$	197.00	
11	20	26.90	24-020 (Wholesome Pickins Ltd.)		25,819.00		25,819.00	
* 11	Pt. 20	0.39	24-023 (S. & L. Ryder)		257.00		257.00	
11	21	22.10	24-060 (P & S Van Berlo Ltd.)	26,940.00	33,064.00		60,004.00	
* 11	21	0.30	24-060-50 (K. Tarka & J. Gilchrist)		546.00		546.00	
11	21	0.64	24-061 (K. & T. Tostik)		1,196.00		1,196.00	
* 11	22	0.11	24-115 (D. & R. Brown)		272.00		272.00	
* 11	22	0.10	24-120 (S. Fletcher)		254.00		254.00	
* 11	22	0.10	24-125 (J. Ebdon)		254.00		254.00	
* 11	22	0.10	24-130 (B. & M. Ploj)		254.00		254.00	
* 11	22	0.10	24-135 (D. Hasilo & L. Hantz)		254.00		254.00	
* 11	22	0.10	24-140 (J. & J. Flight)		254.00		254.00	
* 11	22	0.23	24-141 (B. Johnson)		565.00		565.00	
* 11	22	0.34	24-100 (S. & W. Mudde-Bonnell)		837.00		837.00	
* 11	22	0.28	24-145 (Purrfect Companions of Norfolk)		681.00		681.00	
* 11	22	0.14	24-150 (E. Butler)		350.00		350.00	
* 11	22	0.08	24-155 (R. Wouters & M. Marques Wouters)		195.00		195.00	
* 11	22	0.22	24-160 (J. Fritz Estate)		545.00		545.00	
* 11	22	0.11	24-165 (D. Piquette & C. Welke)		272.00		272.00	
* 11	22	0.11	24-170 (R. & M. Ferreira)		272.00		272.00	
* 11	22	0.11	24-175 (J. Ferreira)		272.00		272.00	
* 11	22	0.18	24-180 (R. Ronson)		447.00		447.00	
* 11	22	0.16	24-225 (F. Hogg & D. Fischer-Hogg)		390.00		390.00	
* 11	22	0.12	24-220 (D. Clapdorp)		292.00		292.00	
* 11	22	0.12	24-215 (S. Emre)		292.00		292.00	
* 11	22	0.13	24-210 (S. Jacques & R. Carpenter)		311.00		311.00	
* 11	22	0.13	24-205 (J. & B. Sypher)		311.00		311.00	
* 11	22	0.08	24-200 (J. Carter)		195.00		195.00	
* 11	22	0.15	24-195 (M. Riley & M. Packer)		370.00		370.00	
* 11	22	0.41	24-190 (K. Cooper)		993.00		993.00	
* 11	22	0.20	24-186 (D. Evans)		486.00		486.00	
* 11	22	0.11	24-185 (R. Clarke)		272.00		272.00	
* 11	22	0.08	24-278 (R. Empey & A. Estrela)		195.00		195.00	
* 11	22	0.10	24-276 (R. & J. Demoor)		234.00		234.00	
* 11	22	0.21	24-275 (D. Wirth)		506.00		506.00	
* 11	22	0.19	24-250 (R. Wouters & M. Marques Wouters)		467.00		467.00	
* 11	22	0.13	24-265 (H. & B. Doughty)		311.00		311.00	
* 11	22	0.15	24-260 (H. Pasek)		370.00		370.00	
12	20	14.60	24-415 (N. & M. Kitchen)		9,441.00		9,441.00	
12	20	9.31	24-420 (Capital Fruit Farm Inc.)		5,816.00		5,816.00	

SCHEDULE 'C' - ASSESSMENT FOR CONSTRUCTION (cont'd)

ELLIOTT KITCHEN DRAIN
Norfolk County

CON.	LOT	HECTARES AFFECTED	ROLL No. (OWNER)	BENEFIT	OUTLET	TOTAL
MAIN DRAIN (cont'd)						
* 12	20	0.39	24-420-50 (K. & L. Vandenbussche)	\$	\$ 257.00	\$ 257.00
12	21	43.00	24-435 (C., J. & M. Elliott)	108,540.00	24,895.00	133,435.00
12	22	4.41	24-450 (D. & J. Van De Velde)		4,615.00	4,615.00
* 12	22	0.45	24-448 (J. Van De Velde)		587.00	587.00
* 12	22	0.09	24-490 (R. Ford & C. Johns)		111.00	111.00
* 12	22	0.09	24-495 (R. Dennie & B. Walsh)		111.00	111.00
* 12	22	0.09	24-500 (Community Living Access Support)		111.00	111.00
* 12	22	0.09	24-505 (M. Dertinger)		111.00	111.00
* 12	22	0.09	24-510 (Al. & A. Rivard)		111.00	111.00
* 12	22	0.09	24-515 (L. Hill)		111.00	111.00
* 12	22	0.13	24-520 (L. Louks)		234.00	234.00
* 12	22	0.13	24-525 (J. & J. Arnold)		234.00	234.00
* 12	22	0.10	24-530 (W. Overholt & A. Ferrell)		189.00	189.00
* 12	22	0.10	24-535 (C. Ward)		189.00	189.00
* 12	22	0.19	24-540 (G. Lutz)		351.00	351.00
* 12	22	0.10	24-545 (K. & L. Morgan)		189.00	189.00
* 12	22	0.11	24-550 (L. & A. Kaye)		195.00	195.00
* 12	22	0.23	24-455 (J. & J. Taves)		423.00	423.00
* 12	22	0.15	24-595 (D. Ploj & L. Clement-Ploj)		280.00	280.00
* 12	22	0.15	24-590 (T. Paine)		280.00	280.00
* 12	22	0.15	24-585 (J. & B. Tschirsow)		280.00	280.00
* 12	22	0.15	24-580 (S. & C. Boughner)		280.00	280.00
* 12	22	0.15	24-575 (P. Laevens)		280.00	280.00
* 12	22	0.14	24-570 (J. & L. Bakke)		260.00	260.00
* 12	22	0.14	24-565 (S. Sherman)		260.00	260.00
* 12	22	0.14	24-560 (R. Howard & R. Cheney-Howard)		260.00	260.00
* 12	22	0.14	24-555 (S. Plant)		260.00	260.00
TOTAL ASSESSMENT ON LANDS				\$ 135,480.00	\$ 123,773.00	\$ 259,253.00
* Windham Rd. 12	2.60	Norfolk County		\$ 5,480.00	\$ 8,252.00	\$ 13,732.00
* Church Street	0.60	Norfolk County			2,628.00	2,628.00
* Brantford Road	0.69	Norfolk County		3,210.00	5,374.00	8,584.00
* Earl Street	0.89	Norfolk County			5,199.00	5,199.00
* Elizabeth Street	0.16	Norfolk County			935.00	935.00
* Greening Drive	0.10	Norfolk County			442.00	442.00
* Courtland Street	0.16	Norfolk County			703.00	703.00
* Fertilizer Road	0.74	Norfolk County			2,324.00	2,324.00
TOTAL ASSESSMENT ON ROADS				\$ 5,480.00	\$ 8,252.00	\$ 34,547.00
SPECIAL ASSESSMEN' against Norfolk County for the increased cost of installing a 457mm (18") dia. Smooth Wall Steel Pipe under Windham Road 12 by boring					\$	23,200.00
TOTAL ASSESSMENT ON THE MAIN DRAIN						\$ 317,000.00

SCHEDULE 'D' - ASSESSMENT FOR MAINTENANCE

ELLIOTT KITCHEN DRAIN

Norfolk County

Job No. 220068

October 12, 2023

CON.	LOT	HECTARES AFFECTED	ROLL No. (OWNER)	PERCENTAGE OF MAINTENANCE COST
MAIN DRAIN				
11	19	0.3	24-010 (W-W Airview Farms Ltd.)	0.10 %
11	20	26.9	24-020 (Wholesome Pickins Ltd.)	11.70
11	Pt. 20	0.4	24-023 (S. & L. Ryder)	0.10
11	21	22.1	24-060 (P & S Van Berlo Ltd.)	21.10
11	21	0.3	24-060-50 (K. Tarka & J. Gilchrist)	0.20
11	21	0.6	24-061 (K. & T. Tostik)	0.50
11	22	0.1	24-115 (D. & R. Brown)	0.10
11	22	0.1	24-120 (S. Fletcher)	0.10
11	22	0.1	24-125 (J. Ebdon)	0.10
11	22	0.1	24-130 (B. & M. Ploj)	0.10
11	22	0.1	24-135 (D. Hasilo & L. Hantz)	0.10
11	22	0.1	24-140 (J. & J. Flight)	0.10
11	22	0.2	24-141 (B. Johnson)	0.30
11	22	0.3	24-100 (S. & W. Mudde-Bonnell)	0.40
11	22	0.3	24-145 (Purrfect Companions of Norfolk)	0.30
11	22	0.1	24-150 (E. Butler)	0.20
11	22	0.1	24-155 (R. Wouters & M. Marques Wouters)	0.10
11	22	0.2	24-160 (J. Fritz Estate)	0.20
11	22	0.1	24-165 (D. Piquette & C. Welke)	0.10
11	22	0.1	24-170 (R. & M. Ferreira)	0.10
11	22	0.1	24-175 (J. Ferreira)	0.10
11	22	0.2	24-180 (R. Ronson)	0.20
11	22	0.2	24-225 (F. Hogg & D. Fischer-Hogg)	0.20
11	22	0.1	24-220 (D. Clapdorp)	0.10
11	22	0.1	24-215 (S. Emre)	0.10
11	22	0.1	24-210 (S. Jacques & R. Carpenter)	0.10
11	22	0.1	24-205 (J. & B. Sypher)	0.10
11	22	0.1	24-200 (J. Carter)	0.10
11	22	0.2	24-195 (M. Riley & M. Packer)	0.20
11	22	0.4	24-190 (K. Cooper)	0.40
11	22	0.2	24-186 (D. Evans)	0.20
11	22	0.1	24-185 (R. Clarke)	0.10
11	22	0.1	24-278 (R. Empey & A. Estrela)	0.10
11	22	0.1	24-276 (R. & J. Demoor)	0.10
11	22	0.2	24-275 (D. Wirth)	0.20
11	22	0.2	24-250 (R. Wouters & M. Marques Wouters)	0.20
11	22	0.1	24-265 (H. & B. Doughty)	0.10
11	22	0.2	24-260 (H. Pasek)	0.20
12	20	14.6	24-415 (N. & M. Kitchen)	4.30
12	20	9.3	24-420 (Capital Fruit Farm Inc.)	2.60

SCHEDULE 'D' - ASSESSMENT FOR MAINTENANCE (cont'd)

ELLIOTT KITCHEN DRAIN
Norfolk County

CON.	LOT	HECTARES AFFECTED	ROLL No. (OWNER)	PERCENTAGE OF MAINTENANCE COST
MAIN DRAIN (cont'd)				
12	20	0.4	24-420-50 (K. & L. Vandenbussche)	0.10 %
12	21	43.0	24-435 (C., J. & M. Elliott)	35.00
12	22	4.4	24-450 (D. & J. Van De Velde)	2.10
12	22	0.5	24-448 (J. Van De Velde)	0.30
12	22	0.1	24-490 (R. Ford & C. Johns)	0.10
12	22	0.1	24-495 (R. Dennie & B. Walsh)	0.10
12	22	0.1	24-500 (Community Living Access Support)	0.10
12	22	0.1	24-505 (M. Dertinger)	0.10
12	22	0.1	24-510 (Al. & A. Rivard)	0.10
12	22	0.1	24-515 (L. Hill)	0.10
12	22	0.1	24-520 (L. Louks)	0.10
12	22	0.1	24-525 (J. & J. Arnold)	0.10
12	22	0.1	24-530 (W. Overholt & A. Ferrell)	0.10
12	22	0.1	24-535 (C. Ward)	0.10
12	22	0.2	24-540 (G. Lutz)	0.20
12	22	0.1	24-545 (K. & L. Morgan)	0.10
12	22	0.1	24-550 (L. & A. Kaye)	0.10
12	22	0.2	24-455 (J. & J. Taves)	0.20
12	22	0.2	24-595 (D. Ploj & L. Clement-Ploj)	0.10
12	22	0.2	24-590 (T. Paine)	0.10
12	22	0.2	24-585 (J. & B. Tschirsow)	0.10
12	22	0.2	24-580 (S. & C. Boughner)	0.10
12	22	0.2	24-575 (P. Laevens)	0.10
12	22	0.1	24-570 (J. & L. Bakke)	0.10
12	22	0.1	24-565 (S. Sherman)	0.10
12	22	0.1	24-560 (R. Howard & R. Cheney-Howard)	0.10
12	22	0.1	24-555 (S. Plant)	0.10
				=====
TOTAL ASSESSMENT ON LANDS				85.70 %
				=====
Windham Rd. 12		2.6	Norfolk County	5.10 %
Church Street		0.6	Norfolk County	1.30
Brantford Road		0.7	Norfolk County	3.30
Earl Street		0.9	Norfolk County	2.50
Elizabeth Street		0.2	Norfolk County	0.50
Greening Drive		0.1	Norfolk County	0.30
Courtland Street		0.2	Norfolk County	0.10
Fertilizer Road		0.7	Norfolk County	1.20
				=====
TOTAL ASSESSMENT ON ROADS				14.30 %
				=====
TOTAL ASSESSMENT FOR MAINTENANCE				<u>100.00 %</u>

SCHEDULE OF NET ASSESSMENT

ELLIOTT KITCHEN DRAIN

Norfolk County

(FOR INFORMATION PURPOSES ONLY)

Job No. 220068

October 12, 2023

* = Non-agricultural

ROLL NUMBER (OWNER)	TOTAL ASSESSMENT	GRANT	ALLOWANCES	APPROX. NET
24-010 (W-W Airview Farms Ltd.)	\$ 197.00	\$ 66.00	\$	\$ 131.00
24-020 (Wholesome Pickins Ltd.)	25,819.00	8,606.00		17,213.00
* 24-023 (S. & L. Ryder)	257.00			257.00
24-060 (P & S Van Berlo Ltd.)	60,004.00	20,001.00	3,300.00	36,703.00
* 24-060-50 (K. Tarka & J. Gilchrist)	546.00			546.00
24-061 (K. & T. Tostik)	1,196.00	399.00		797.00
* 24-115 (D. & R. Brown)	272.00			272.00
* 24-120 (S. Fletcher)	254.00			254.00
* 24-125 (J. Ebdon)	254.00			254.00
* 24-130 (B. & M. Ploj)	254.00			254.00
* 24-135 (D. Hasilo & L. Hantz)	254.00			254.00
* 24-140 (J. & J. Flight)	254.00			254.00
* 24-141 (B. Johnson)	565.00			565.00
* 24-100 (S. & W. Mudde-Bonnell)	837.00			837.00
* 24-145 (Purrfect Companions of Norfolk)	681.00			681.00
* 24-150 (E. Butler)	350.00			350.00
* 24-155 (R. Wouters & M. Marques Wouters)	195.00			195.00
* 24-160 (J. Fritz Estate)	545.00			545.00
* 24-165 (D. Piquette & C. Welke)	272.00			272.00
* 24-170 (R. & M. Ferreira)	272.00			272.00
* 24-175 (J. Ferreira)	272.00			272.00
* 24-180 (R. Ronson)	447.00			447.00
* 24-225 (F. Hogg & D. Fischer-Hogg)	390.00			390.00
* 24-220 (D. Clapdorp)	292.00			292.00
* 24-215 (S. Emre)	292.00			292.00
* 24-210 (S. Jacques & R. Carpenter)	311.00			311.00
* 24-205 (J. & B. Sypher)	311.00			311.00
* 24-200 (J. Carter)	195.00			195.00
* 24-195 (M. Riley & M. Packer)	370.00			370.00
* 24-190 (K. Cooper)	993.00			993.00
* 24-186 (D. Evans)	486.00			486.00
* 24-185 (R. Clarke)	272.00			272.00
* 24-278 (R. Empey & A. Estrela)	195.00			195.00
* 24-276 (R. & J. Demoor)	234.00			234.00
* 24-275 (D. Wirth)	506.00			506.00
* 24-250 (R. Wouters & M. Marques Wouters)	467.00			467.00
* 24-265 (H. & B. Doughty)	311.00			311.00
* 24-260 (H. Pasek)	370.00			370.00

SCHEDULE OF NET ASSESSMENT (Cont'd)

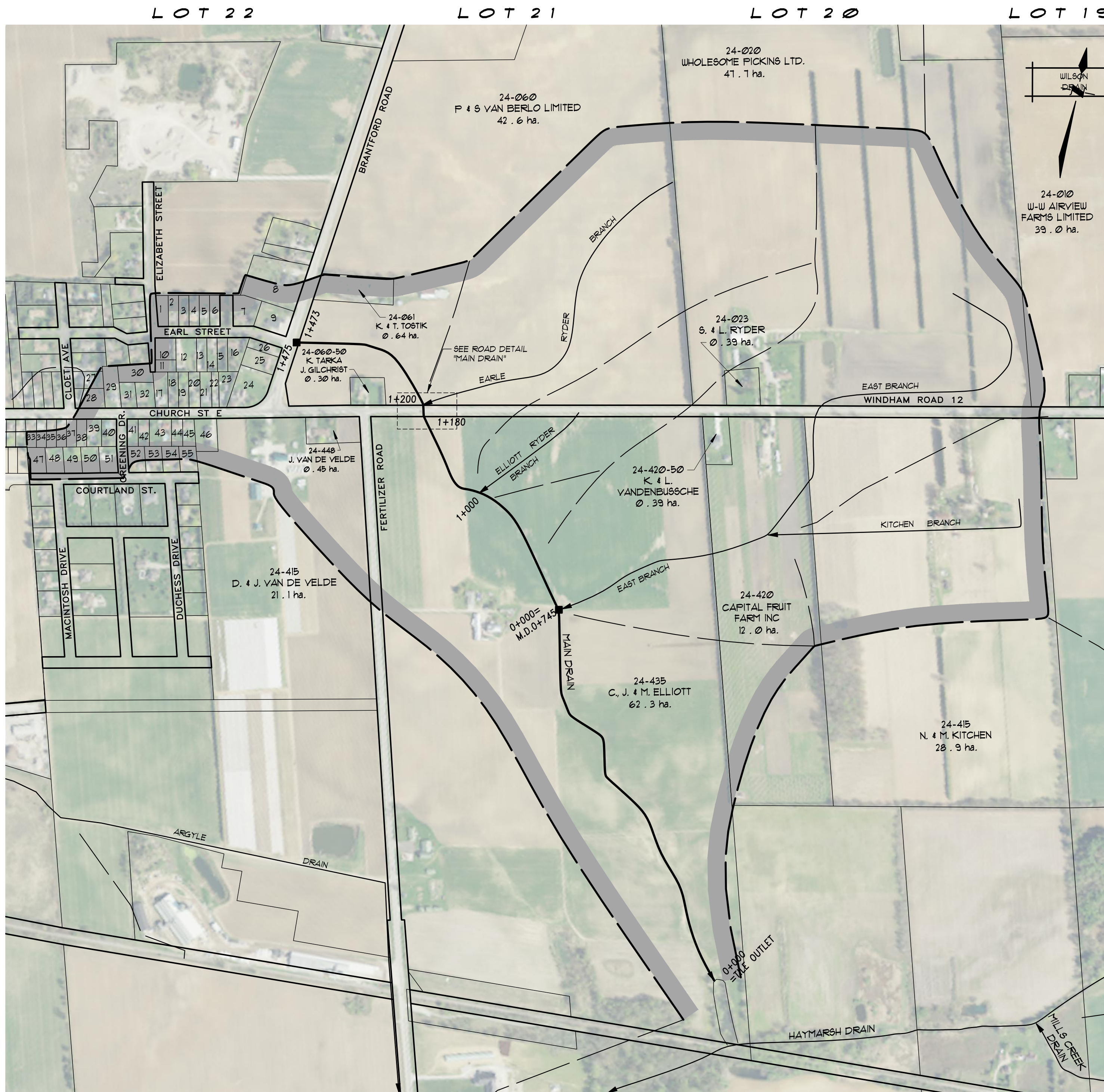
ELLIOTT KITCHEN DRAIN
Norfolk County

* = Non-agricultural

	ROLL NUMBER (OWNER)	TOTAL ASSESSMENT	GRANT	ALLOWANCES	APPROX. NET
	24-415 (N. & M. Kitchen)	9,441.00	3,147.00		6,294.00
	24-420 (Capital Fruit Farm Inc.)	5,816.00	1,939.00		3,877.00
*	24-420-50 (K. & L. Vandenbussche)	257.00			257.00
	24-435 (C., J. & M. Elliott)	133,435.00	44,478.00	14,270.00	74,687.00
	24-450 (D. & J. Van De Velde)	4,615.00	1,538.00		3,077.00
*	24-448 (J. Van De Velde)	587.00			587.00
*	24-490 (R. Ford & C. Johns)	111.00			111.00
*	24-495 (R. Dennie & B. Walsh)	111.00			111.00
*	24-500 (Community Living Access Support)	111.00			111.00
*	24-505 (M. Dertinger)	111.00			111.00
*	24-510 (Al. & A. Rivard)	111.00			111.00
*	24-515 (L. Hill)	111.00			111.00
*	24-520 (L. Louks)	234.00			234.00
*	24-525 (J. & J. Arnold)	234.00			234.00
*	24-530 (W. Overholt & A. Ferrell)	189.00			189.00
*	24-535 (C. Ward)	189.00			189.00
*	24-540 (G. Lutz)	351.00			351.00
*	24-545 (K. & L. Morgan)	189.00			189.00
*	24-550 (L. & A. Kaye)	195.00			195.00
*	24-455 (J. & J. Taves)	423.00			423.00
*	24-595 (D. Ploj & L. Clement-Ploj)	280.00			280.00
*	24-590 (T. Paine)	280.00			280.00
*	24-585 (J. & B. Tschirchow)	280.00			280.00
*	24-580 (S. & C. Boughner)	280.00			280.00
*	24-575 (P. Laevens)	280.00			280.00
*	24-570 (J. & L. Bakke)	260.00			260.00
*	24-565 (S. Sherman)	260.00			260.00
*	24-560 (R. Howard & R. Cheney-Howard)	260.00			260.00
*	24-555 (S. Plant)	260.00			260.00
*	Windham Rd. 12	13,732.00			13,732.00
*	Special Assessment	23,200.00			23,200.00
*	Church Street	2,628.00			2,628.00
*	Brantford Road	8,584.00			8,584.00
*	Earl Street	5,199.00			5,199.00
*	Elizabeth Street	935.00			935.00
*	Greening Drive	442.00			442.00
*	Courtland Street	703.00			703.00
*	Fertilizer Road	2,324.00			2,324.00
TOTALS		\$ 317,000.00	\$ 80,174.00	\$ 17,570.00	\$ 219,256.00

CONCESSION 11

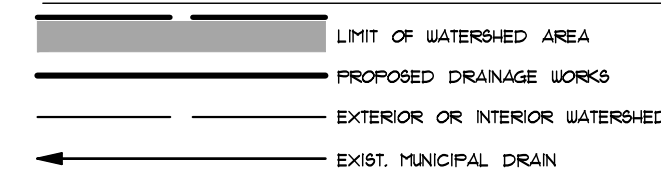
CONCESSION 12



PLAN SCALE 1 : 5,000

LOT LEGEND		
ROLL No.	OWNERSHIP	HECTARES OWNED
1) 24-115	D. & R. BROWN	0.11
2) 24-120	S. FLETCHER	0.10
3) 24-125	J. EBDON	0.10
4) 24-130	B. & M. PLOJ	0.10
5) 24-135	D. HASLO & L. HANTZ	0.10
6) 24-140	J. & J. FLIGHT	0.10
7) 24-141	B. JOHNSON	0.23
8) 24-100	S. & W. MUDDÉ-BONNELL	0.79
9) 24-145	PURRFECT COMPANIONS OF NORFOLK	0.28
10) 24-150	E. BUTLER	0.14
11) 24-155	R. WOUTERS & M. MARQUES WOUTERS	0.08
12) 24-160	J. FRITZ ESTATE	0.22
13) 24-165	D. POUETTE & C. WELKE	0.11
14) 24-170	R. & M. FERREIRA	0.11
15) 24-175	J. FERREIRA	0.11
16) 24-180	R. RONSON	0.18
17) 24-225	F. HOGG & D. FISCHER-HOGG	0.16
18) 24-220	D. CLAPDORP	0.12
19) 24-215	S. EMRE	0.12
20) 24-210	S. JACQUES & R. CARPENTER	0.13
21) 24-205	J. & B. SYPHER	0.13
22) 24-200	J. CARTER	0.08
23) 24-195	M. RILEY & M. PACKER	0.15
24) 24-190	K. COOPER	0.41
25) 24-186	D. EVANS	0.20
26) 24-185	R. CLARKE	0.11
27) 24-278	R. EMPEY & A. ESTRELA	0.16
28) 24-276	R. & J. DEMOOR	0.19
29) 24-275	D. WIRTH	0.21
30) 24-250	R. WOUTERS & M. MARQUES WOUTERS	0.19
31) 24-265	H. & B. DOUGHTY	0.13
32) 24-260	H. PASEK	0.15
33) 24-490	R. FORD & C. JOHNS	0.09
34) 24-495	R. DENNIE & B. WALSH	0.09
35) 24-500	COMMUNITY LIVING ACCESS SUPPORT	0.09
36) 24-505	M. DERTINGER	0.09
37) 24-510	AL. & A. RIVARD	0.09
38) 24-515	L. HILL	0.09
39) 24-520	L. LOUKS	0.13
40) 24-525	J. & J. ARNOLD	0.13
41) 24-530	W. OVERHOLT & A. FERRELL	0.10
42) 24-535	C. WARD	0.10
43) 24-540	G. LUTZ	0.19
44) 24-545	K. & L. MORGAN	0.10
45) 24-550	L. & A. KAYE	0.11
46) 24-455	J. & J. TAVES	0.23
47) 24-595	D. PLOJ & L. CLEMENT-PLOJ	0.15
48) 24-590	T. PAINE	0.15
49) 24-585	J. & B. TSCHIRSHOW	0.15
50) 24-580	S. & C. BOUGHNER	0.15
51) 24-575	P. LAEVENS	0.15
52) 24-570	J. & L. BAKKE	0.14
53) 24-565	S. SHERMAN	0.14
54) 24-560	R. HOWARD & R. CHENEY-HOWARD	0.14
55) 24-555	S. PLANT	0.14

PLAN LEGEND

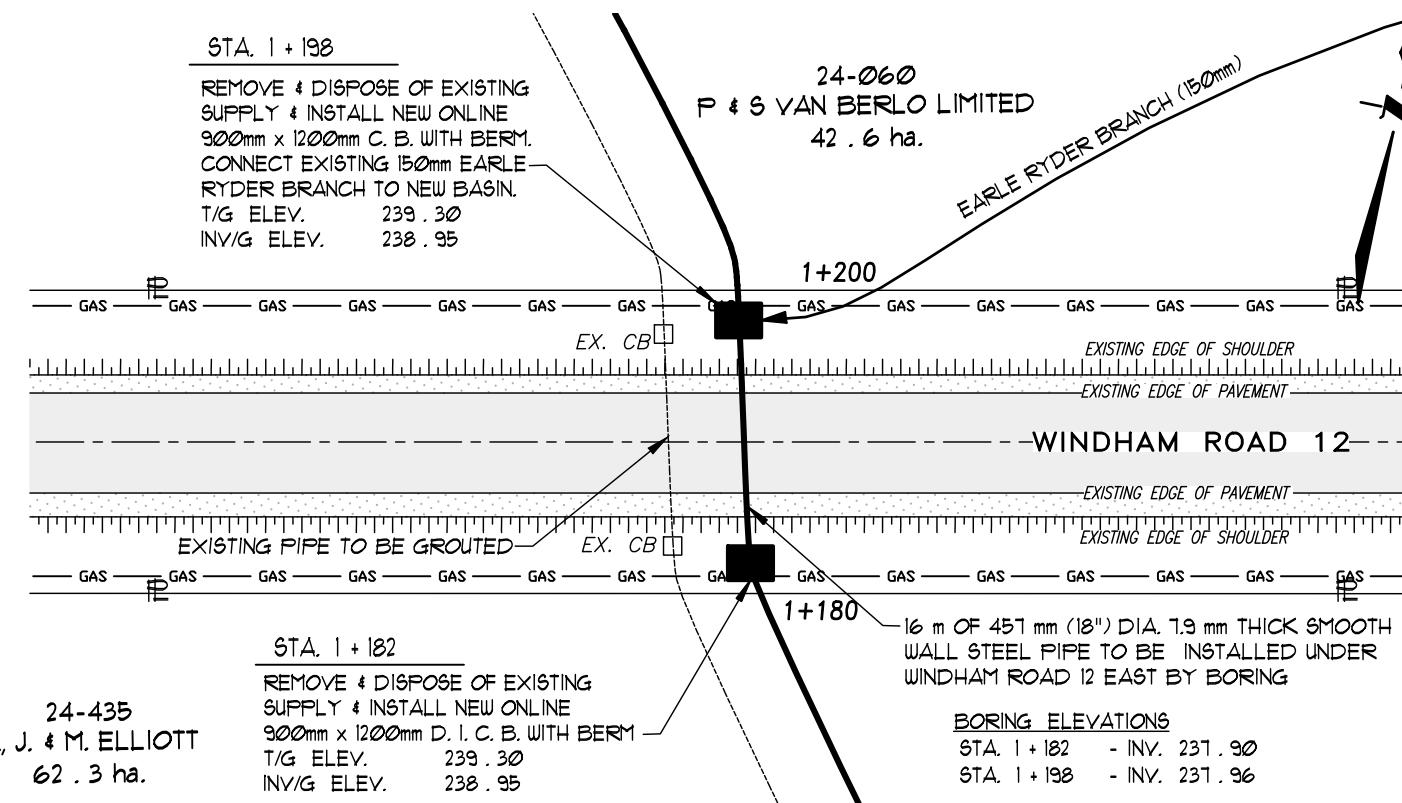


GENERAL NOTES

- 1/ OUR SPECIFICATIONS DATED JANUARY 2020 APPLY TO THIS PROJECT.
- 2/ THE WORKING WIDTH AVAILABLE TO THE CONTRACTOR TO CONSTRUCT THE NEW DRAINS SHALL CONSIST OF THOSE LANDS IMMEDIATELY ADJACENT TO THE DRAIN AND CONNECTIONS AND SHALL NOT EXCEED THE FOLLOWING AVERAGE WIDTHS:
- 15 meters
THE WORKING WIDTH FOR PURPOSES OF FUTURE MAINTENANCE SHALL BE 10m.
- 3/ ALL OWNERS ALONG THE COURSE OF THE DRAIN SHALL MAKE AN ACCESS ROUTE FROM THE NEAREST ROAD TO THE DRAIN LOCATION AVAILABLE TO THE CONTRACTOR THE AVERAGE WIDTH OF THIS ROUTE SHALL NOT EXCEED 8 METERS. THE ACCESS ROUTE SHALL ALSO APPLY FOR FUTURE MAINTENANCE PURPOSES.
- 4/ a) ALL UTILITIES TO BE LOCATED AND EXPOSED PRIOR TO CONSTRUCTION SO THAT THE NEW TILE GRADES CAN BE CONFIRMED. IF THERE IS A CONFLICT IN ELEVATION BETWEEN THE PROPOSED DRAIN AND THE UTILITY, THE ENGINEER IS TO BE NOTIFIED IMMEDIATELY.
b) CONTRACTOR TO NOTIFY ALL UTILITIES 72 HOURS PRIOR TO HIS SCHEDULED TIME FOR STARTING THE ABOVE WORK.
c) THE COST FOR THIS WORK SHALL BE INCLUDED IN THE ITEM ON THE EXTENT OF WORK AND NO EXTRA PAYMENT SHALL BE MADE TO THE CONTRACTOR, EXCEPT IF ROAD RESTORATION IS REQUIRED.
- 5/ ALL TREES, SCRUB, BRUSH, ETC. TO BE CLEARED AND GRUBBED IN ACCORDANCE WITH "SECTION B.3 AND C.4" SPECIFICATIONS.
- 6/ RIP-RAP TO BE SUPPLIED AND INSTALLED IN ACCORDANCE WITH "SECTION A.28" IN THE SPECIFICATIONS.
- 7/ CONTRACTOR TO ARRANGE A PRE-CONSTRUCTION MEETING WITH THE ENGINEER, DRAINAGE SUPERINTENDENT, AND THE AFFECTED OWNERS. ALL PARTIES SHALL RECEIVE 48 HOURS NOTICE TO THE MEETING.

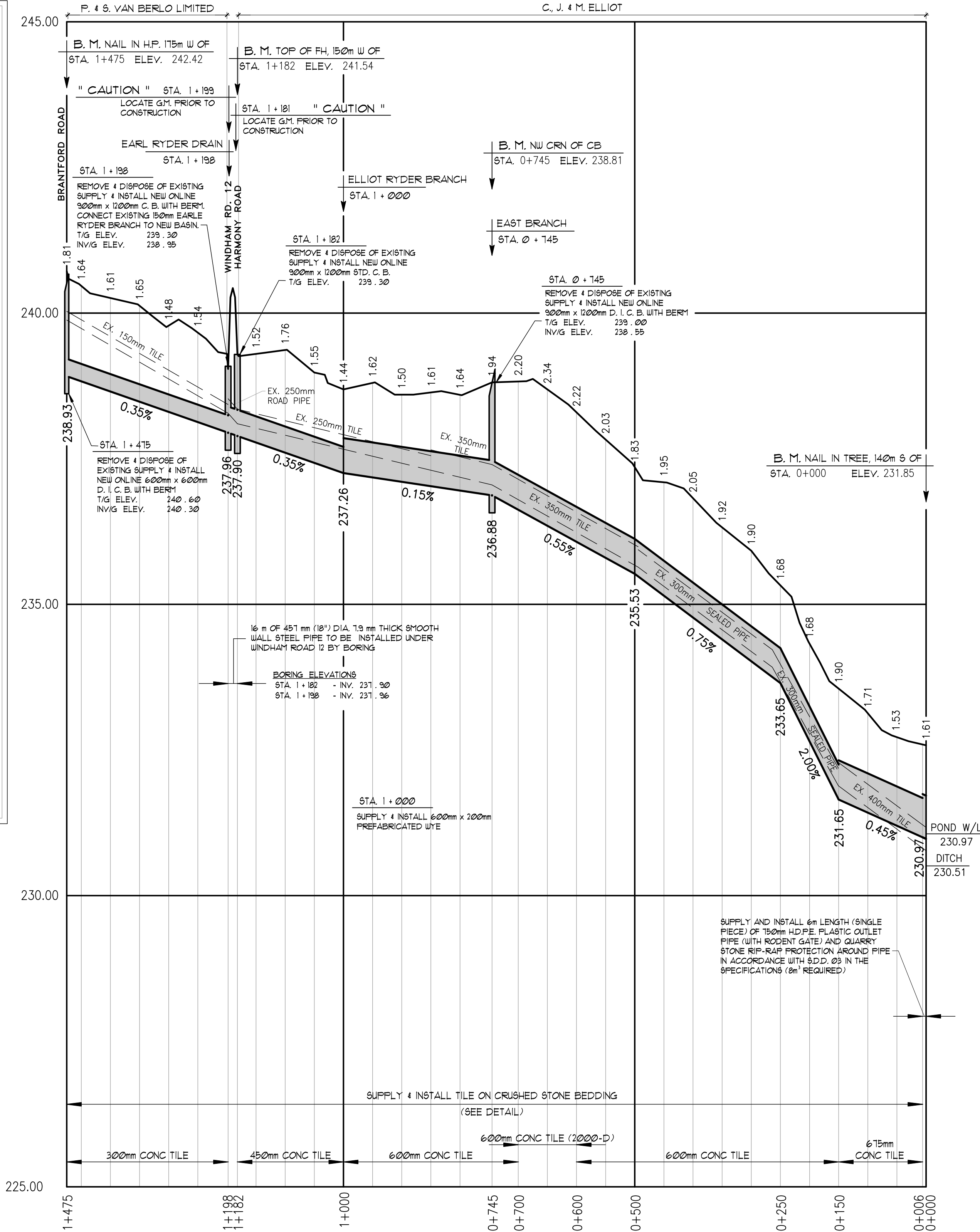
CLOSED PORTIONS

- a) ALL CONCRETE AND PLASTIC TILE AND PIPE TO CONFORM TO "SECTION C.1" IN THE SPECIFICATIONS.
- b) CONCRETE TILE SHALL BE HEAVY DUTY UNLESS OTHERWISE NOTED ON DRAWINGS.
- 3/ EXISTING TILE DRAINS TO BE EXPOSED IN AS MANY LOCATIONS AS ARE NECESSARY TO CONFIRM THEIR EXACT LOCATION AND ELEVATION PRIOR TO CONSTRUCTION. EXACT LOCATION OF NEW TILE DRAINS THEN TO BE CONFIRMED BY DRAINAGE SUPERINTENDENT OR ENGINEER.
- 10/ a) INSTALLATION OF TILE AND TRENCH WIDTHS SHALL BE IN ACCORDANCE WITH "SECTION C - TILE DRAIN" IN THE SPECIFICATIONS.
b) ALL CONCRETE TILE AND TILE-PIPE JOINTS TO BE WRAPPED WITH GEOTEXTILE IN ACCORDANCE WITH "SECTION C.8" IN THE SPECIFICATIONS.
c) NO CONSTRUCTION EQUIPMENT OR FARM MACHINERY SHALL CROSS OVER THE MOUNDED BACKFILLED TILE TRENCHES UNTIL SUFFICIENT SETTLEMENT HAS OCCURRED.
d) STRIP AND STOCKPILE TOPSOIL FROM CONSTRUCTION AREA (4 metre width) FOR ENTIRE LENGTH OF NEW DRAIN (EXCEPT LANEWAYS & ROADS). EXCESS SPOIL TO BE LEVELLED AND TOPSOIL RELEVELLED OVER SPOIL, MOUNDED TRENCH AND REMAINING CONSTRUCTION AREA.



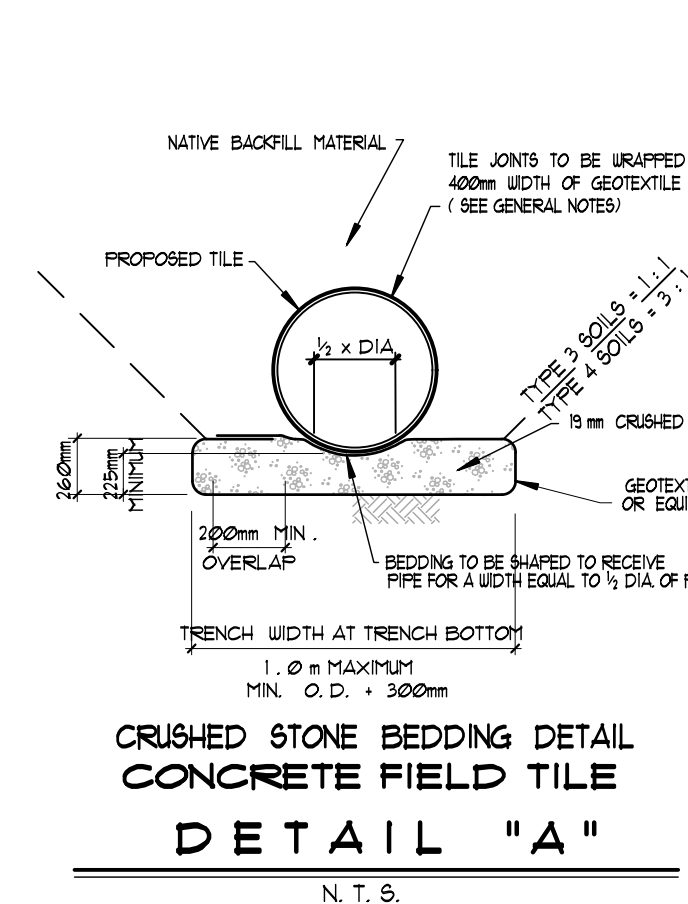
ROAD DETAIL (MAIN DRAIN)

SCALE 1 : 500



MAIN DRAIN

SCALE : HOR 1 : 5,000
VERT. 1 : 50



ELLIOTT KITCHEN DRAIN



Norfolk County

Drainage Superintendent:	No.	REVISIONS	DATE
BILL MATES			
519-582-2100			

Drawn By: MM & AP	Field Book	JOB No.	Drawing No.
Date: OCT. 12, 2023	G.F.S.	220068	1 of 1

SPRIET ASSOCIATES LONDON CONSULTING ENGINEERS (519) 675-0000	ENGINEERS (519) 675-0000
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Information Memo

To: Council-In-Committee Meeting
Date: November 15, 2023
Division: Corporate Services
Department: Financial Management & Planning
Ward: All Wards
Subject: Provincial Offences Act Fine Collections

Recommendation(s):

That the Information Memo regarding the Provincial Offences Act Fine Collections be received as information.

Background

At the June 13, 2023 Council-in-Committee meeting, staff presented report CS-23-098 Provincial Offences 2022 Annual Report. This annual report focused on five main areas including:

- Background information on Provincial Offences
- POA Organization and Staffing
- Statistics and Financial Information
- Collection Activities
- Looking Ahead, Challenges and Priorities

During the discussion of the annual report, Council had requested further information on the following:

- Fine Collection Methods, and
- Annual Fines Levied versus Fines Collected

As such, the purpose of this report is to address the request for further information as identified above.

Discussion:

The purpose of this report is to address two requests for information from the Council-in-Committee meeting held on June 13, 2023 during the discussion of report CS-23-

098. During the discussion of the annual report, Council has requested further information on the following:

- Fine Collection Methods
- Annual Fines Levied versus Fines Collected

As such, each of these items are discussed in greater details below under separate headings.

Fine Collection Methods

The primary method for collecting outstanding fines employed by the County is leveraging the services of third party collection agencies. These agencies charge a percentage based commission on all fines collected. This commission is then recovered from the individual who has made payment of their outstanding fine. The County also has the ability through legislation to suspend drivers' licences for individuals with outstanding fines in limited circumstances. Licence suspensions by the County were largely paused during COVID-19 due to a host of considerations but namely the lack of available POA staffing resources due to the transition to hybrid court which requires an additional staff member to be present in the Court (leaving the remaining staff member to provide front desk and phone customer service).

During 2023, the County gained a third court day each week instead of the previous two days. While this is positive from the perspective of reducing the County's court backlog, it causes additional resource constraints as additional resources are needed for maintaining basics court operations. In response to the addition of one court day per week, staff sought the addition of one FTE on a temporary basis in POA funded from salary gapping from within the department. This additional temporary FTE will allow for increased additional resources to address the third court day each week and will allow for a renewed focus on collection efforts through licence suspensions which have started to take place as of October 2023. While staff are still within the early stage of licence suspension activities, staff are optimistic that this will prove to be effective in terms of additional revenue annually.

As part of the 2024 Levy Supported Operating budget, staff are proposing a New Business Initiative (NBI) for a permanent increase in POA staffing resources from three to four FTEs. This increase will reduce pressure on existing resources and allow for enhanced collection of outstanding fines to continue on an ongoing basis.

During the June 13, 2023 Council-in-Committee meeting, staff were also asked to investigate alternate fine collection utilized by another jurisdiction. During the discussion at the meeting, Council requested further information regarding a collection approach which utilized external legal resource instead of collection agencies. Staff were able to

contact the jurisdiction identified and received further information on their collection approach. The below is a summary of their collection efforts:

- Outstanding fines total \$14M as of June 2023
- Utilize three collection agencies
- POA staff review court files one-by-one to determine collectability with an eye towards the following:
 - Age of the defendant
 - Obituaries and estate filings
 - Country of residence
 - Age of the fine
 - Relatives living in the area
- Matters that are determined to be worth pursuing are pursued through small claims court
- 1.5 FTEs are dedicated to fine collections while other staff members pursue collections when time permits

Based on the above, staff have prepared the below table compares the collection efforts of Norfolk County versus the neighbouring jurisdiction.

Table 1: Comparison of Collection Practices and Key Indicators

Metric	Norfolk County	Other
Outstanding Fines - 2023	\$7M	\$14M
Staff Dedicated to POA Collections	0.5 FTE	1.5 FTE plus others when time permits
Collection Agencies Utilized	6	3
Pursuit of Fines in Small Claims Court	No	Yes
Review of Outstanding Fines (age, obituaries, etc.)	When time permits	Yes - daily

As can be seen in the above table, the other jurisdiction reviewed has allocated significantly more resources to collection efforts well above what is currently possible at Norfolk County. While these collection methods applied by this other jurisdiction are aspirational in nature, the County currently does not have sufficient resources to complete enhanced collection efforts based on existing permanent staffing resources of three FTEs. The primary purpose of the Provincial Offences office is to provide administrative support to the Ontario Court of Justice - Provincial Offences Court, the judiciary, other court offices, general public, enforcement agencies and legal profession. POA staff continue to engage in promoting best and proven practices in the areas of court administration, court operations and fine collections.

Annual Fines Levied and Collected

The second request from Council from its previous committee meeting was in regards to fines in arrears and whether or not the County was collecting the fines that were imposed annually. Staff have prepared Table 2 below for reference which reconciles the year-end fines outstanding amount from December 2021 to the fines outstanding balance from July 2023. As can be noted, the fines imposed annually are greater than the amounts collected. Staff anticipate that if greater resources were allocated to collection efforts, that these values would more closely align although it would be expected that fines imposed will continue to be higher than collections once any efforts to address arrears are finalized.

Table 2 – Reconciliation of Outstanding POA Fines

Reconciliation of Fines	Amount (\$)
Fines Outstanding – December 31, 2021	\$6,959,602
Add: Fines Imposed – 2022	\$1,052,168
Less: Fines Collected – 2022	\$(846,597)
Fines Outstanding - December 31, 2022	\$7,165,173
Add: Fines Imposed – January 2023 to July 2023	\$1,015,410
Less: Fines Collected – January 2023 to July 2023	\$(538,889)
Fines Outstanding - July 31, 2023	\$7,641,694

It is important to note that the amount included in the above table for fines outstanding, imposed, and collected includes the County revenue component, Victim Fine Surcharge, and dedicated fines remitted to the Province and any other court imposed costs. As such, these values do not represent actual revenue realized by the County annually but the amounts collected that are included in the outstanding balances.

Financial Services Comments:

There are no direct financial impacts associated with this report.

Staff have proposed a New Budget Initiative for the addition of one FTE in POA as part of the 2024 Levy Supported Operating budget which was presented to the Budget Committee on October 26, 2023 through report CS-23-159. One of the main drivers of this new position is to enhance the existing collection efforts. Staff have proposed that approximately half of the cost associated with the new position can be offset by increased fine revenues annually. If implemented, staff will continue to monitor existing fine revenues going forward and adjust budgeted revenue in the future once the new position is fully implemented.

Attachment(s):

None.

Conclusion:

Fine collection efforts over the past few years have been a challenge due to many of the items discussed throughout this report. While staff have renewed enhanced collection efforts as a result of a temporary resource being allocated to POA, no long term solution has been finalized to ensure that the County addressed fines in arrears going forward.

Approval:

Approved By:
Al Meneses, CAO

Reviewed By:
Amy Fanning
Treasurer/Director, Financial Management & Planning

Prepared By:
Rob Fleming
Tax Collector/Manager, Revenue Services



Working together with our community

Council-In-Committee Meeting – November 15, 2023

Subject: Request for Conveyance of Bruce Street, Plan 19B, Waterford
Report Number: CS-23-162
Division: Corporate Services
Department: Realty Services
Ward: Ward 7
Purpose: For Decision

Recommendation(s):

THAT Staff Report CS-23-162, Request for Conveyance of Bruce Street, Plan 19B, Waterford, be received as information;

AND THAT Staff be directed to draft a Transfer to convey Bruce Street, lying north of the northerly limit of Russell Street, as laid out on Plan 19B, Waterford, being Part 2 on Reference Plan 37R-11406, for signature by the Mayor and Clerk;

AND THAT the Mayor and Clerk be authorized to sign all documentation relating to the Transfer of Bruce Street, lying north of the northerly limit of Russel Street, as laid out on Plan 19B, Waterford, being Part 2 on Reference Plan 37R-11406;

AND FURTHER THAT Council authorizes the Realty Services Specialist and/or designate to approve and present future Transfers, and related documentation similar in nature, directly to the Mayor and Clerk for signature.

Executive Summary:

The purpose of this report is to request Council's approval for the conveyance of Bruce Street, Plan 19B, Waterford, being Part 2 on Reference Plan 37R-11406, previously closed by By-Law 130 on September 17th, 1901, to rectify a previous title error and for the Realty Services Specialist and/or designate to present the necessary Transfer documentation directly to the Mayor and Clerk for signature for future occurrences of a similar nature.

Discussion:

On October 17th, 2023, Realty Services staff received a request from Mr. Chris Nunn, a solicitor with MHN Lawyers. Mr. Nunn acts for the property owners of a vacant parcel of land on Main Street North in Waterford, Norfolk County, as shown in red on the attached mapping. The property owners are in the midst of selling their property and

the process is somewhat stalled due to the revelation that the PIN for the property contains a portion of Bruce Street, to which no Transfer/Deed of Land from the Municipal Council of the Village of Waterford was ever registered.

Mr. Nunn advises, by way of a title search, that Bruce Street, lying north of the northerly limit of Russell Street, as laid out on Plan 19B, Waterford, Norfolk County, and as shown in yellow on the attached mapping, was stopped up and closed by the attached By-Law 130, dated September 17th, 1901 and registered as Instrument Number NR96921. At that time, and as stated in the By-Law, the property owner, known as Richard Seymour Robinson, owned all of the lands fronting on both the east and west side of that portion of Bruce Street. The By-Law notes that Mr. Robinson requested the By-Law be passed to stop up and close the Street.

Subsequently, Richard Seymour Robinson transferred the property, including that portion of Bruce Street, to Leo Lefler on September 1st, 1905, as Instrument Number NR105095 (attached). All subsequent Transfers to date have included this portion of Bruce Street.

At the time of the passing of By-Law 130, the next step in the process, which would have been a Transfer from the Municipal Council of the Village of Waterford to Richard Seymour Robinson, appears to have been inadvertently missed. Realty Services staff have completed their due diligence in completing an in depth title search of that portion of Bruce Street and adjacent lands back to the Crown Patent and can find no evidence of the intended Transfer of that portion of Bruce Street to Richard Seymour Robinson registered on title. Realty Staff are of the opinion that the intent was there to transfer that portion of Bruce Street to Richard Seymour Robinson following the passing of By-Law 130, however the conveyance step was unintentionally missed.

To rectify and expedite this matter to allow for the current property owners to proceed with the closing of their sale transaction, Realty Services staff are requesting approval to provide Mr. Nunn with a Transfer from Norfolk County for the portion of Bruce Street, Plan 19B, Waterford, being Part 2 on Reference Plan 37R-11406 (attached), as intended following the registration of the By-Law. This will clear up a longstanding title issue and support the original intent of By-Law 130.

Further, during Realty's investigation of this matter, staff note that an additional property owner is affected by this title issue (being Part 3 on Reference Plan 37R-11406). If approved under this report, staff will reach out to the additional property owner to work with their solicitor to clear up the title issue affecting their property under the delegated authority within this report.

Background on Property Conversion

During 2006/2007, the Province of Ontario completed the conversion of properties in Norfolk County from Land Registry to Land Titles. A parcel register was created for each individual property in the County and a Property Identification Number (PIN) was

assigned. Each individual PIN lists all of the registered documents pertaining to the property and identifies any outstanding interests that affect the property. However, some properties remain in the Registry system as “Non-Convert” PINs, as is the case of Mr. Nunn’s clients’ property. This means the Province has searched the records of the Land Registry Office and could not find any evidence as to the registration of a Transfer from the Municipal Council of the Village of Waterford to Richard Seymour Robinson conveying the portion of Bruce Street in question, resulting in the PIN remaining in the Registry system and indicating that the property owners do not have clear title.

Correcting this title issue will allow Mr. Nunn to upgrade his clients’ PINs to Land Titles providing concrete title and ownership to the property.

Going Forward

As above, staff outlined the conversion process that was undertaken by the Province of Ontario in 2006/2007 for properties in Norfolk County. This conversion process has identified hundreds of properties in Norfolk County that remain in the Registry system for a multitude of reasons. This becomes a considerable issue for property owners when they wish to go forward with a sale of their property and are stalled in the process when the County needs to rectify a situation similar to this by the unintended omission of the registration of a Transfer following the closure of a road, street, lane or alley by By-Law.

Given the time sensitive nature of real estate transactions in the private sector, and in order to streamline the County’s process, staff are requesting that Council authorize the Realty Services Specialist and/or designate to receive and review the requests for road closure Transfers subsequent to a By-Law being passed in situations similar in nature to that as outlined in this report, and to submit those Transfers directly to the Mayor and Clerk for signature without the need to present a report to Council each time a request is received. This will contribute to a faster and more efficient process for property owners when this situation is encountered in the future.

Financial Services Comments:

There are no financial implications associated with the recommendations made within this report.

Interdepartmental Implications:

None

Consultation(s):

Chief Administrative Officer
General Manager, Corporate Services
Treasurer/Director, Financial Management and Planning

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority Sustaining Norfolk - Creating a sustainable community and a positive legacy.

Explanation: Streamlining the process as outlined in the report contributes to the County's Strategic Plan including fiscal responsibility and financial sustainability.

Conclusion:

Authorizing the Transfer of the portion of Bruce Street lying north of the northerly limit of Russell Street, Plan 19B, Waterford, being Part 2 on Reference Plan 37R-11406, will rectify an omission from many years ago and will allow the current property owners to move forward with the sale of their property.

Providing authorization to the Realty Services Specialist and/or designate to receive and review the requests for similar situations as set out in this report, will assist property owners in moving forward with property sales in a timely manner as well as streamlining the process for the County.

Attachment(s):

- Mapping
- Instrument NR96921 (By-Law 130)
- Instrument NR105095 (Transfer)
- Reference Plan 37R-11406

Approval:

Approved By:
Al Meneses, CAO

Reviewed By:
Heidy VanDyk
General Manager, Corporate Services

Prepared By:
Kelly Darbshire
Realty Services Specialist

Report CS-23-162 - Mapping



96921

79

that the within instrument is duly
Entered and Registered in the Registry Office
of the County of Norfolk in Book 1

Day - Monday

at 10 o'clock 30 minutes, A. M.,

the 18th day of Sept, 1901

No 96921

Henry Johnson, Esq., Registrar,

This instrument
is the property of
the Registry Office
for the
Registry Division
of the
County of NORFOLK

96921

My New No 130

To Gene Bruce
Shelton - North of Ruessels

96921.

1267

To B. McKinnon

4

A By-Law to close and stop up all that portion of Bruce Street lying Northely of the Northely limit of Russell Street produced Easterly

Whereas Richard Seymour Robinson of the Village of Watford Lumber Merchant has made application to the Municipal Council of the Village of Watford asking that a By-Law be passed closing up that part of Bruce Street lying North of Russell Street

And Whereas the said Richard Seymour Robinson is the owner of all the land fronting on the said part of Bruce Street on both the East and West Sides thereof

And Whereas the said Richard Seymour Robinson has agreed with the Municipality of the Village of Watford to bear sustain and pay all the expenses and costs necessary to legally pass and put into force the herein by-law and has further also agreed at his own proper cost and expense to open grade and lay out Russell Street to and for the public use

And Whereas that portion of Bruce Street above referred to has never in fact been opened laid out or used by the public and has not been assumed by the said Village of Watford

And Whereas the Council of the Village of Waterford has heard in person all persons whose land might be prejudicially affected by the passing of this By-Law and who have petitioned the said Council to be heard

And Whereas it is expedient and desirable that the said part of Bruce Street should be closed and shut up.

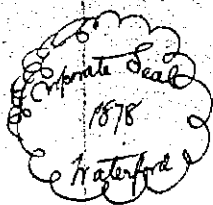
Therefore the Municipal Council of the Village of Waterford enacts as follows

That all that portion of Bruce Street in the Village of Waterford in the County of Norfolk lying wholly of the northerly limit of Russell Street produced Easterly according to the Plan of the said Village prepared by S. Harry Jones Esq. P.L.S. and registered in the Norfolk Registry Office as Plan No. 19. B. forthwith after the final passing of this By-Law be closed and stopped up and shut up as a public street or highway for all purposes and ceased to be and be called a part or portion of Bruce Street.

passed in open Council this 9th day of September 1901

(Signed) Arthur Bowdley
Mayor

(Signed) S. Cunningham
Clerk



I Samuel Cunningham Clerk
of the Municipality of the Village of
Waterford do hereby certify that
I have compared the paper writing
hereto annexed with the Original
By-Law passed by the Municipal Council
of the Village of Waterford and find that
the said paper writing is a true copy
of the said Original By-Law.

In Witness Whereof I have hereunto set
my hand and the Corporate Seal of
the said Village of Waterford this 17th
Day of September A.D. 1901

Witness and Sealed
In presence of
H.B. Freeman

S. Cunningham
Clerk of Village of Waterford

County of
Norfolk

Jonathan Metchett
of the Village of Watford
in the County of Norfolk

To WIT: Private Banker make oath and say:

1. THAT I was personally present and did see the within Instrument and Duplicate thereof, duly signed, sealed and executed by Richard Seymour Robinson one of the parties thereto.
2. THAT the said Instrument and Duplicate were executed at The Village of Watford
3. THAT I know the said parties
4. THAT I am a subscribing witness to the said Instrument and Duplicate.

Sworn before me at the Village
of Watford
in the County of
Norfolk
this 28th day of August
in the year of our Lord 1905
A. D. Solier

J. Metchett

A Commissioner for taking affidavits in H.C.J., etc.

1.22 SEP 1 1905
Dated August 26 1905
John

R. L. Robinson

-TO-

Geo. L. Geyler

105095

Deed of Land

SITUATE in

Watford

Newsome & Gilbert, Law Stationers, Toronto.

873 A. D. Solier

I certify that the within instrument is duly
Entered and Registered in the Registry Office
for the County of Norfolk in Book 4
for Watford
at 1.30 o'clock, P.M. of the 1st day
of SEP, 1905 No. 105095.
Henry Robinson
Sy. REGISTRAR.

1575

This Indenture

made in duplicate the Twenty Sixth day of August
in the year of our Lord one thousand nine hundred and five

In pursuance of the Act respecting Short Forms of Conveyances.

Between Richard Seymour Robinson of The
Village of Watford, County of Norfolk and
Province of Ontario as now called was
Lawyer of the First Part

And
Leo. L. Lefler of The Village of Watford
County of Norfolk and Province of
Ontario Clerk of the Second Part

Witnesseth, that in consideration of

Five Hundred dollars of lawful money of Canada
now paid by the said 4 of the Second part, to the said 4
of the first part (the receipt whereof is hereby by him acknowledged),
the said 4 of the first part **Do & Grant** unto the said 4
of the Second part. In Fee Simple

All and Singular those certain parcels or tracts of land and premises,
situate, lying and being in The Village of Watford County
of Norfolk and Province of Ontario Being
Comprised of Village Lots Number Twenty-Eight
to Forty Seven. both inclusive all in Block
"7A" in The said Village of Watford.
And all That portion of Bruce Street in Said
Village of Watford. lying North of The Northernly
limit of Bruce Street produced Easterly to
The Easterly limit of said Bruce Street ^{all} According
to a Map of Said Village registered

Norfolk Registry Office as Plan No 1913.
Said last described parcel of land may be
better described as being that portion of
Bruce Street laid by By Law Number 130
passed by the Municipal Council of the
Village of Watford on the ninth day
of September A.D 1901.

To have and to hold unto the said part 4 of the Second part
his heirs and assigns to and for his and their sole and only use forever
Subject nevertheless, to the reservations, limitations, provisoes and conditions
expressed in the original grant thereof from the Crown.

The said party of the first part **Covenants** with the said party of the Second part **That** he has the right to convey the said lands to the said party of the Second part notwithstanding any act of the said party of the first part.

And that the said party of the Second part shall have quiet possession of the said lands free from all encumbrances.

And the said party of the first part **Covenants** with the said party of the Second part that he will execute such further assurances of the said lands as may be requisite.

And the said party of the first part **Covenants** with the said party of the Second part that he has done no act to encumber the said lands.

And the said party of the first part **Releases** to the said party of the Second part **All his Claims** upon the said lands.

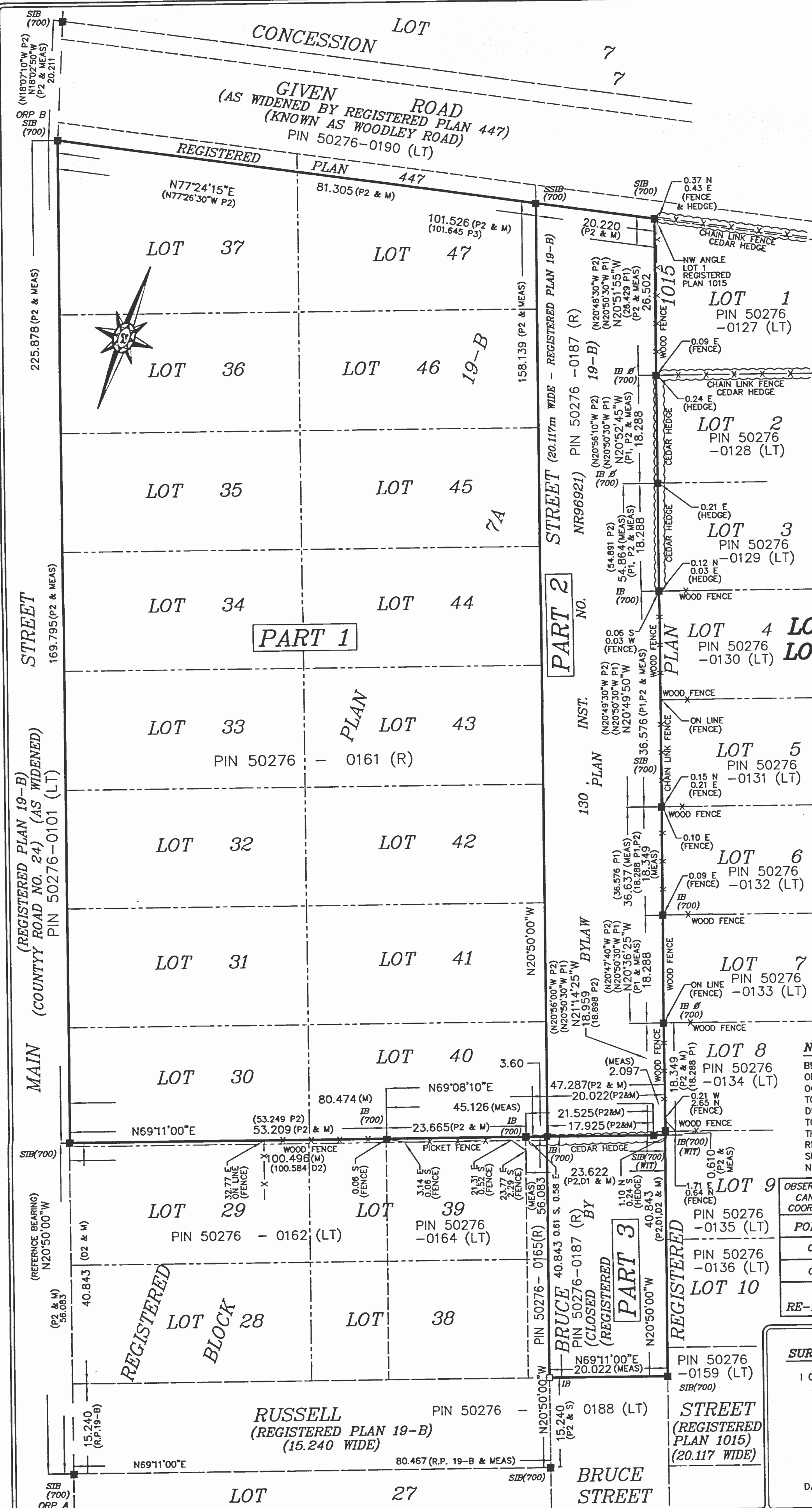
In Witness Whereof, the said parties hereto have hereunto set their hands and seals.

Signed, Sealed and Delibered,

IN THE PRESENCE OF

J. Matchett

Richard S. Robinson



I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE LAND REGISTRY ACT.

DATED FEBRUARY 19, 2021

R. C. DIXON
ONTARIO LAND SURVEYOR

PLAN 37R-11406

RECEIVED AND DEPOSITED

DATED MAR 17 2021

LINDA BURSEY

REPRESENTATIVE FOR THE LAND REGISTRAR FOR THE LAND REGISTRY DIVISION OF NORFOLK (No. 37)

SCHEDULE

PART	LOT/BLOCK	PLAN	PIN	AREA (Ha.)
1	PART OF LOTS 30, 37, 40 AND 47; BLOCK 7A AND ALL OF LOTS 31, 32, 33, 34, 35, 36, 41, 42, 43, 44, 45 AND 46; BLOCK 7A	REGISTERED PLAN 19-B	ALL OF PIN 50276-0161(R)	1.32 Hectares
2	PART OF BRUCE STREET (CLOSED BY BY-LAW No. 130; INSTRUMENT No. NR96921)	REGISTERED PLAN 19-B	PART OF PIN 50276-0187(R)	3134 sq.m
3	PART OF BRUCE STREET (CLOSED BY BY-LAW No. 130; INSTRUMENT No. NR96921)	REGISTERED PLAN 19-B	PART OF PIN 50276-0187(R)	818 sq.m

PARTS 2 & 3 COMPRISE ALL OF PIN 50276-0187(R)

PLAN OF SURVEY OF

LOTS 31, 32, 33, 34, 35 AND 36
LOTS 41, 42, 43, 44, 45 AND 46

AND PARTS OF

LOTS 30, 37, 40 AND 47
BLOCK 7A

AND PART OF

BRUCE STREET

(CLOSED BY BYLAW 130, INST. NO. NR96921)

REGISTERED PLAN 19-B

IN THE

TOWN OF WATERFORD

IN

NORFOLK COUNTY

SCALE: 1 : 500



JEWITT AND DIXON LTD.

NOTE:

BEARINGS ARE ASTRONOMIC AND ARE REFERRED TO THE EASTERLY LIMIT OF MAIN STREET AS SHOWN ON PLAN OF SURVEY BY R. C. DIXON DATED OCT 18/ 91, HAVING A BEARING OF N20°50'00"W, AND CAN BE CONVERTED TO GRID BY APPLYING A ROTATION OF 0°27'18" COUNTER CLOCKWISE. DISTANCES AND COORDINATES ARE METRIC GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY A COMBINED SCALE FACTOR OF 0.999685671 THEN DIVIDING BY 0.3048 TO CONVERT TO IMPERIAL. RESULTANT BEARINGS FROM COORDINATE TABLE ARE UTM GRID, DERIVED FROM SIMULTANEOUS GPS OBSERVATIONS ON MONUMENT A TO B, HAVING A BEARING OF N21°17'18"W, UTM ZONE 17, (81° WEST LONGITUDE) NAD83 (CSRS) (2010)

OBSERVED REFERENCE POINTS (ORPs): DERIVED FROM GPS OBSERVATIONS USING THE CAN-NET NETWORK, UTM ZONE 17 (81° WEST LONGITUDE) NAD83 (CSRS) (2010) COORDINATES ARE TO A RURAL ACCURACY AS PER SEC. 14 (2) OF O.REG. 216/10

POINT ID	NORTHING	EASTING
ORP A	4757972.931	544460.573
ORP B	4757987.618	544527.518

COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.

SURVEYOR'S CERTIFICATE

I CERTIFY THAT:

- THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT, AND THE REGISTRY ACT, AND THE REGULATIONS MADE UNDER THEM.
- THE SURVEY WAS COMPLETED ON THE 22ND DAY OF JANUARY, 2021

DATED: FEBRUARY 9, 2021

R. C. DIXON, O.L.S.
FOR JEWITT & DIXON LTD.

JEWITT AND DIXON LTD.
ONTARIO LAND SURVEYORS

R.R.1, SIMCOE, ONTARIO, N3Y 4J9
(51 PARK ROAD)

PHONE: (519) 426-0842 FAX: (519) 426-1034
E-mail: surveyors@amtelecom.net

F.W.	- J.D.
BOOK	- LL-FILE
CALC.	- J.L.M.
PLAN	- W.J.S.
CHECK	- K.H.
CLIENT	- PAJOR
JOB No.	- 16-1393
P21 03 A8711	

LEGEND

2.5cm X 2.5cm X 1.2m STANDARD IRON BARS	SHOWN - SIB
2.5cm X 2.5cm X 0.6m STANDARD IRON BARS	SHOWN - SSIB
1.6cm X 1.6cm X 0.6m IRON BARS	SHOWN - IB
1.6cm ROUND X 0.6m IRON BARS	SHOWN - IB Ø
LOT LINES	SHOWN -
DEED LINES	SHOWN -
FENCE LINES	SHOWN - X-X-X-X-X-X
CENTRE LINES	SHOWN -
ROAD LINES	SHOWN -

JEWITT AND DIXON LTD.
WITNESS MONUMENT
REGISTERED PLAN 1015
PLAN OF SURVEY BY R. C. DIXON, O.L.S. DATED
AUGUST 9, 1990
REGISTERED PLAN 447
PLANTED IRON BARS
FOUND IRON BARS
INSTRUMENT No. NR398556 (PIN 50276-0187)
INSTRUMENT No. NR549856 (PIN 50276-0161)

SHOWN (700)	
SHOWN (WIT)	
SHOWN (P1)	
SHOWN (P2)	
SHOWN (P3)	
SHOWN -	
SHOWN -	
SHOWN (D1)	
SHOWN (D2)	



Working together with our community

Information Memo

To: Council-In-Committee Meeting
Date: November 15, 2023
Division: Corporate Services
Department: Realty Services
Ward: Ward 7
Subject: Bonnieheath Pit – Remediation Progress Update

Recommendation(s):

That the Information Memo regarding the Bonnieheath Pit – Remediation Progress Update be received as information.

Background

The County owned property at 358 Concession Road 12, Townsend, also known as the Bonnieheath Pit, was used for many years as an outdoor firearms training facility by the Ontario Provincial Police (OPP).

In June 2015, by Court Order, Justice Skarica issued an interim and permanent injunction against the use of the property as an outdoor firearms training facility. All relevant parties within the OPP were advised of the court decision, all shooting was ended, and the site was posted as “Closed” on June 20, 2015.

Since that time staff have provided Council with three (3) Information Memos regarding the OPP’s remediation progress of the site. These Information Memos are attached for Council’s information.

The purpose of this Information Memo is to provide Council with the latest update on the progress of remediation as provided by the OPP.

Discussion:

On September 27, 2023, the OPP provided an update on their plans with respect to the former OPP firing ranges located at 358 Concession Road 12, Townsend. In May 2022, the OPP sought funding approval for initiation of soil remediation work in fiscal year 2023-24. In the past two years the OPP have been working on procurements for various environmental remediation projects of former ranges within their portfolio, and as a result they now have a better sense of realistic timelines for the multiple layers of procurement approvals and are modifying procedures to improve the overall delivery of remediation projects. To that end, the OPP is proposing to start with a separate project

to procure environmental services to complete full contamination delineation and obtain more accurate estimates of volumes of contaminated soils, and remedial options analysis. This would be followed by application for funding for remediation and remediation oversight.

The new tentative projected timelines are:

- Fiscal year 2023-24 and into 24-25: Procure environmental services consultant who will complete contamination delineation and remedial options report. No monitoring is currently planned for this fiscal year (2023-24).
- Fiscal Year 24-25: OPP applies for funding approval for remediation based upon full delineation report.
- Fiscal Year 25-26: Procurement for remediation and remediation oversight.

Financial Services Comments:

There are no immediate tangible financial implications associated with the implementation of the proposed remediation activities as outlined in this report.

Attachment(s):

- Attachment A: Information Memo dated October 27, 2017
- Attachment B: Information Memo dated May 18, 2018
- Attachment C: Information Memo dated August 18, 2020

Conclusion:

Staff will continue to monitor the progress of the remediation and provide Council with further updates as required.

Approval:

Approved By:
Al Meneses, CAO

Reviewed By:
Heidy Van Dyk,
General Manager, Corporate Services.

Prepared By:
Lydia Harrison,
Specialist, Realty Services

Information Package Memo

To: Mayor Luke and Members of Council
Cc: Senior Leadership Team
Andy Grozelle, Clerk / Manager, Council Services
Shelley Darlington, Manager, Corporate Support Services
From: Lydia Harrison, Property Management Coordinator
Date: October 27, 2017
Re: Bonnieheath Pit – Remediation Progress Update

The purpose of this information memo is to provide Council with an update as to the progress of the remediation of the Bonnieheath Pit.

Corporate Support Services staff has contacted Duncan McLelland, Facilities Management Coordinator for the Ontario Provincial Police (OPP).

Mr. McLelland advised County staff that the last Environmental Site Assessment Phase I and II reports were completed in 2015. As there was firearms training occurring after this period, the OPP, as part of their due diligence wants to ensure they remove all contaminated areas where they conducted training.

They are in the procurement stage for an environmental consultant to update the previous reports. These updated reports will be for both soil and water sampling to use as a baseline for the remediation project.

Their Request for Proposal (RFP) is being released in early November; it is currently with their legal department for final review before being issued, with onsite testing in the first quarter of 2018. This will allow the consultant to determine the appropriate remediation method and removal of any contaminated soil caused by the OPP during its time of shooting at the site. The final report when completed will be forwarded to

Norfolk County and the Ministry of Environment and Climate Change, along with the full work plan and rollout of timing.

Corporate Support Services staff will continue to monitor the progress of the remediation of the Bonnieheath Pit and provide a further update to Council in the first quarter of 2018.

Please contact me if you require any additional information.

Prepared By:
Lydia Harrison
Property Management Coordinator
For more information, call:
519-426-5870 ext. 1323

Information Package Memo

To: Mayor Luke and Members of Council
Cc: Senior Leadership Team
Andy Grozelle, County Clerk
Shelley Darlington, Director, Corporate Support Services
From: Lydia Harrison, Realty Services Coordinator
Date: May 8, 2018
Re: Bonnieheath Pit – Remediation Progress Update

The purpose of this information memo is to provide Council with an update as to the progress of the remediation of the Bonnieheath Pit since staff's previous update provided to Council at the November 7, 2017 Council-in-Committee meeting.

Corporate Support Services staff has contacted Duncan McLelland, Facilities Management Coordinator for the Ontario Provincial Police (OPP).

Mr. McLelland advised County staff that the OPP have engaged EXP Environmental (Environmental Consultants) to review a number of gun range sites in the Province on their behalf, with the Bonnieheath Pit being one of the sites to be reviewed. The expected completion of their work is to be September 2018.

From EXP Environmental's study of the Bonnieheath Pit site they will be providing the OPP with remediation options. The OPP will then provide Norfolk County with a copy of the Environmental Site Assessment (Phase I and Phase II) reports related to the Bonnieheath Pit site and will also send a copy to the Ministry of the Environment and Climate Change (MOECC) for their records. As the OPP develop the finalized remediation option for the site they will engage Norfolk County and the local MOECC representative on timelines and next steps.

Corporate Support Services staff will continue to monitor the progress of the remediation of the Bonnieheath Pit and provide a further update to Council in the last quarter of 2018.

Please contact me if you require any additional information.

Prepared By:
Lydia Harrison
Realty Services Coordinator
For more information, call:
519-426-5870 ext. 1323

Information Memo

To: Mayor Chopp and Members of Council
Cc: Senior Leadership Team
Andy Grozelle, County Clerk
From: Shelley Darlington, Interim General Manager
Date: August 18, 2020
Re: **Bonnieheath Pit – Remediation Progress Update**

The purpose of this information memo is to provide Council with an update as to the progress of the remediation of the Bonnieheath Pit since staff's previous update provided to Council at the May 8, 2018 Council-in-Committee meeting.

OPP engaged EXP Environmental (consultants) to review a number of gun range sites in the Province on their behalf, with Bonnieheath Pit being one of the sites to be reviewed.

OPP have now advised Norfolk County of the results of their Environmental Site Assessment work completed in 2018 and 2019. This work was required in order to assist with remedial action planning to ensure the sites meet the Ministry of Environment, Conservation and Parks Site Condition Standards for metals in the environment.

The results of the assessment confirmed soil exceedances of copper, lead, arsenic and antimony. Sampling of the existing groundwater monitoring wells did not identify exceedances for metals in the groundwater.

The recommendation from the OPP is to adopt a monitoring strategy until such time as a full remediation can take place. The OPP are fully committed to the remediation of this property but until such time as funding can be obtained and the work can be completed, the OPP will continue to access the site to complete on-going monitoring which would include yearly groundwater sampling and visual assessment of the site. Staff will continue to monitor the progress of the remediation.

First Name

Barry

Last Name

LaPlante

Email

[REDACTED]

Phone Number

[REDACTED]

Meeting Type

Council-in-Committee

Agenda Item

Revitalization of Wellington Park

Meeting Date

11/15/2023

Purpose of Deputation (Minimum required text: 100 characters)

To request support for the Simcoe Lions Clubs vision and plan to revitalize Wellington park in the form of several phases. Phase one being upgrade electrical and water services plus build a gazebo or gazebo/stage where the existing fountain now stands. Followed by other phases to be discussed.

This will be a great project hopefully involving the community, other service clubs, businesses and of course the County wherever possible.

Do you have material or presentation for distribution to Council/Committee?

Yes

File

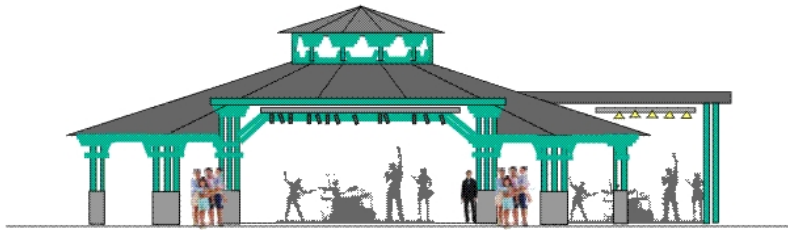
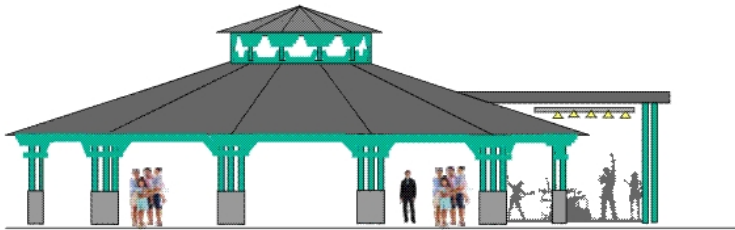
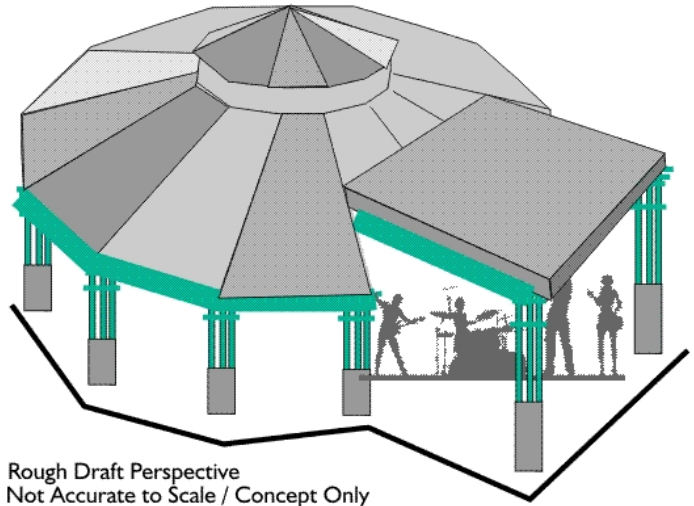
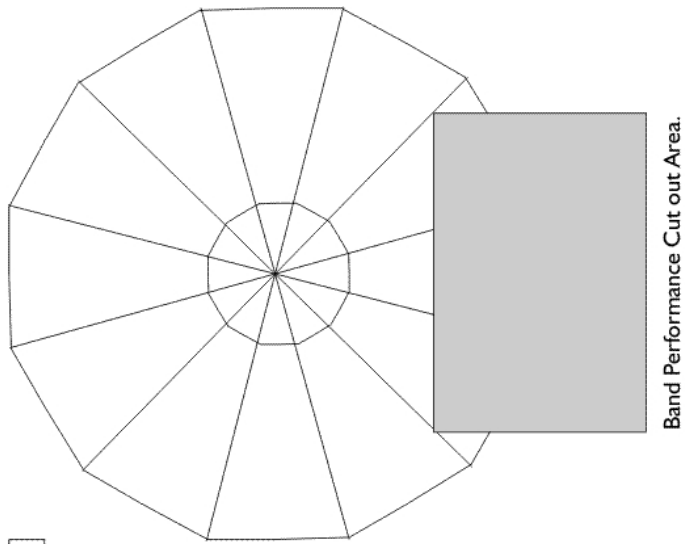
- [Unknown-31.jpg](#)
- [park.PNG](#)
- [Gazebo-for-Presentation-11x8.51.jpg](#)

Deputation Location

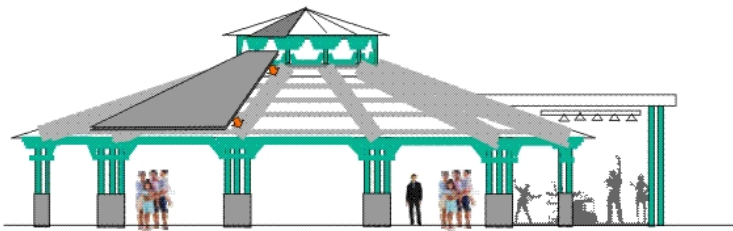
In-person

Consent

- I agree to the Notice of Collection Statement



Band Performance Cut out Area.



Rough Construction Concept





SIMCOE LIONS

Wellington Park Reimagined

Illustration June 6, 2023



Conceptual Design Only

Wellington Park Gazebo Reimagined

Section raised to provide a
Band Performance Stage

First Name

Shivani

Last Name

Chotalia

Email

[REDACTED]

Phone Number

[REDACTED]

Meeting Type

Council - Deputations for this specific meeting type must pertain to a matter listed on the meeting agenda

Agenda Item

Municipal Support for Proposed Simcoe Battery Energy Storage Project

Meeting Date

11/15/2023

Purpose of Deputation (Minimum required text: 100 characters)

We have a proposed energy storage project in Norfolk and have been in contact with Mayor, Councillors and County staff regarding the project. The project will be on the agenda of the Nov 15th meeting and we were requested to provide a deputation in order to present the project and directly answer any questions Councillors may have.

This project is being developed by NRStor, an industry leading Canadian energy storage developer, owner and operator, in partnership with Mississaugas of the Credit Business Corporation and Six Nations of the Grand River Development Corporation. We have identified a 100MW battery project that can support energy resilience within Norfolk as well as provide capacity to the Ontario grid. We aim to secure Norfolk County's support for this project via a Municipal Council Support Resolution, as per the form included in the council meeting's agenda.

Do you have material or presentation for distribution to Council/Committee?

Yes

File

- [20231108_NRStor-Simcoe-Battery-Project.pdf](#)

Deputation Location

In-person

Consent

- I agree to the Notice of Collection Statement



NRStor Simcoe Battery Project

100MW Battery Energy Storage System (BESS) in Norfolk County

November 15, 2023



Agenda

- Background
 - About NRStor, SNGRDC and MCBC
 - About Energy Storage
 - IESO LT1 RFP
- Proposed Simcoe Battery Project
 - Project at a Glance
 - Status
 - Project Benefits
- Thank You & Next Steps



NRStor Overview

NRStor works closely with communities, utilities and energy consumers to identify opportunities and deliver world class projects

- NRStor was founded in 2012 to develop low cost, reliable energy storage projects that provide value-add services to customers
- Our success stems from our:
 - **Woman-Led Management Team.**
 - **Proven Track Record Deploying First of Kind Projects.**
 - **Partnership-First Business Model.**
 - **Diversified Value Streams and Monetization Strategy.**
 - **Trusted Relationships.**
 - **Impact Investments.**



Utilities

Enabling clean, flexible and reliable electricity systems through large-scale energy storage projects



Microgrids

Partnering with remote communities and mines to reduce dependence on diesel fuel using clean energy microgrids



Commercial & Industrial

Delivering savings to large energy users with emissions-free, behind-the-meter energy storage solutions (*Sold to Blackstone 2019)



Distributed & Residential

Empowering residential customers to take control of their energy supply

Partnership Overview

NRStor works in partnership with Indigenous partners to deploy energy storage in a way that advances economic reconciliation.



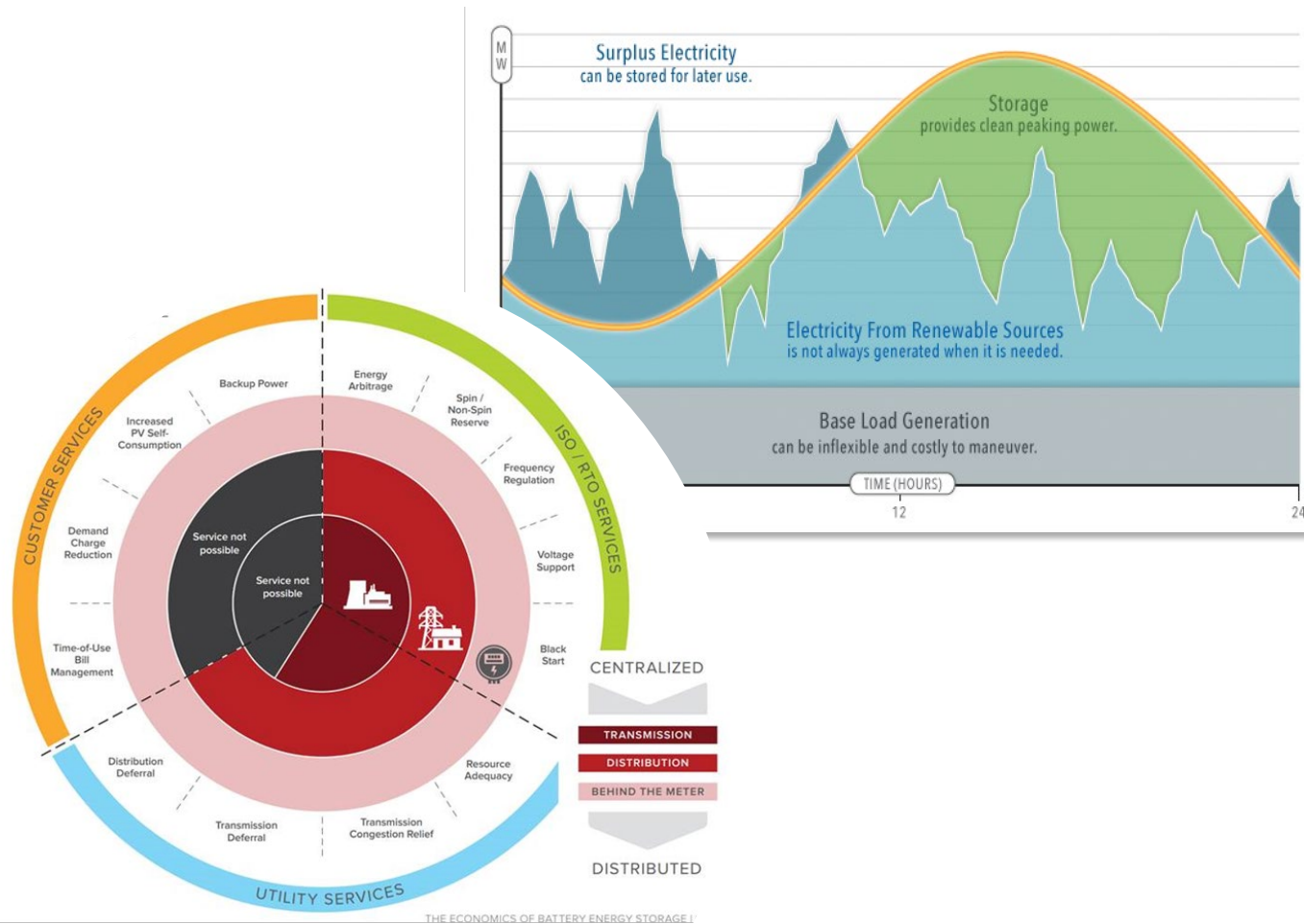
- Six Nations of the Grand River Development Corporation (SNGRDC) was launched in May 2015 with the mission to achieve economic self-sufficiency without compromising the values of the Six Nations people.
- The purpose of SNGRDC is to generate income, outside of the federal funding, to tackle community priorities that affect the Six Nations Community as a whole. This includes improving social conditions, aiding in infrastructure development and creating a healthy & sustainable environment for individuals, families and businesses to thrive.



- Mississaugas of the Credit Business Corporation (MCBC), founded in 2018, is the wholly owned business development corporation of MCFN. MCBC acts as the general partner of MCBLP, of which MCFN is its sole limited partner.
- MCBLP exists to build long-term wealth generation and develop short-term income opportunities for MCFN and its membership. In its pursuit of these goals, MCBLP always seeks to maintain a respected and reputable profile for itself, as well as represent the history, culture and values of MCFN with honour, in the business community.

What is Energy Storage

Energy storage can unlock local and system benefits providing better value and utilization at a lower cost



- Storage takes energy when it is not needed and supplies that energy when it is needed
- Storage provides clean peaking capacity that is provided by gas plants today
- Storage can manage & store clean energy when gas plants cannot
- Storage manages the volatility brought on by climate change
- Storage is modular and scalable
- **Energy storage improves the efficiency of the whole system**

We have been operating energy storage projects since 2014



2MW Minto Flywheel Facility	4MW Strathroy Battery Facility	2MW Goderich CAES Facility	Cecil Virtual Power Plant Pilot w/ 13.5kWh Powerwalls
Service: Frequency Regulation	Service: Frequency Regulation	Service: Capacity, Operating Reserve	Service: DER Test Cases for Demand Response, Target Ramp, and Operating Reserve
- Flywheel life up to 100,000 cycles. 30 year+ asset.	- BESS life up to 10,000 cycles. Degrades with usage.	- CAES has no degradation. 30 year+ asset.	- 10-year warranty, first major residential battery rental program in Canada
- Flywheel RTE ~95%	- BESS RTE 85-95%	- CAES RTE 40-70%	- PW RTE 90%

Leveraging Learnings from the Oneida Energy Storage Project

NRStor has launched a 250 MW/1000 MWh Battery Energy Storage Project in Ontario in partnership with Six Nations of the Grand River Development Corporation. The project is now in construction.

Project Highlights:



- Significant Indigenous ownership in low carbon infrastructure assets, training and employment opportunities



- Largest battery storage project in North America and amongst the largest in the world



- 4.1 M tonne reduction in CO2*



- \$400M to \$760M net savings to ratepayers



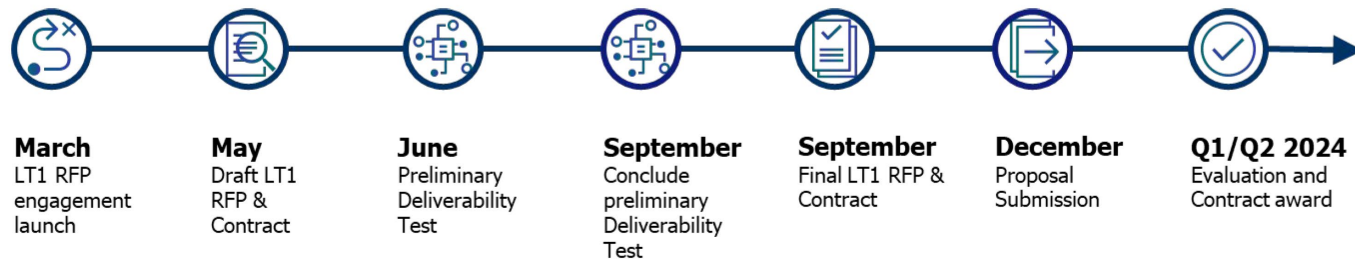
- Over 900,000 hours of local employment*



IESO Has Launched an RFP to Meet Ontario's Energy Capacity Needs

NRStor, SNGRDC and MCBC are working in partnership on a new project in Norfolk County

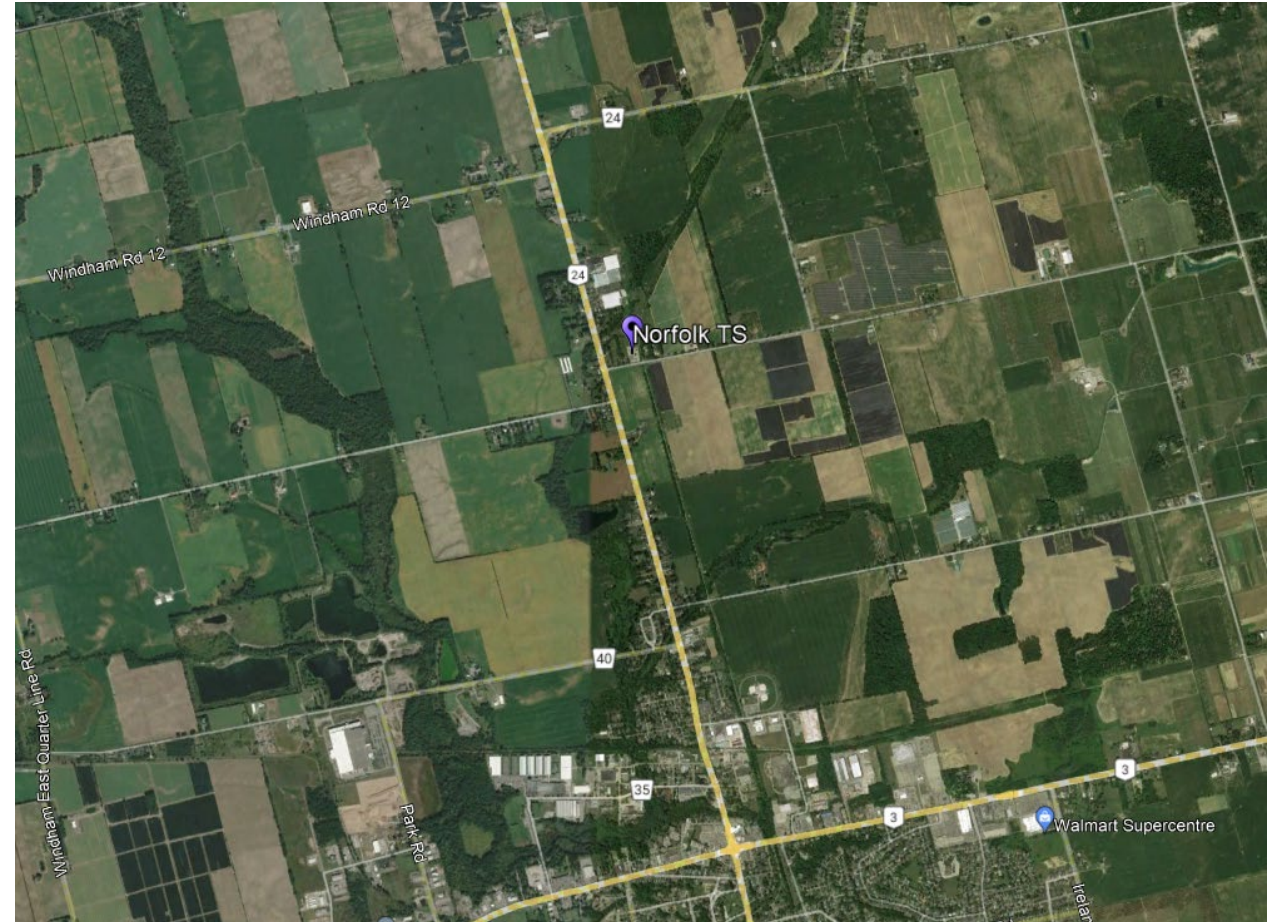
LT1 RFP Procurement Timeline



- IESO has identified a large need for new capacity to meet the energy needs of Ontarians over the coming decade. As such, the **IESO is currently undertaking LT1 procurement process to secure 1600 MW of new energy storage capacity.**
- **NRStor is a Qualified Applicant** for the IESO's RFP process
- The RFP bid deadline which NRStor plans to submit the Simcoe Battery Project into is **December 12, 2023**
- Projects will require a **Municipal Support Resolution**
- The new battery project would be under a **20+ year contract** with the IESO to provide services until April 2048

Simcoe Battery Project at a Glance

- Project Size: 100MW / 400MWh
- The project will provide capacity services to the Ontario grid using emissions-free Lithium-Ion Battery technology
- In addition, the project will provide local grid reliability benefits
- Interconnection is on 115kV lines near the Norfolk TS
- Land size is approximately 20 acres
- Partnership established with NRStor, SNGRDC and MCBC



Project Benefits

System Efficiencies

- Provide capacity and resilience needed today
- Solve today's system flexibility needs
- Ratepayer savings

Environmental Benefits

- Accelerate the transition to renewable energy and reduce reliance on gas

Local and Regional Benefits

- > 300 person-years of employment
- Support local electricity reliability needs
- Enable Indigenous partnerships and economic reconciliation
- Achieve provincial and federal government low carbon objectives
- Position Norfolk County, Ontario and Canada as global leaders in low carbon energy

Alignment with Norfolk County's Strategic Priorities

- **Empowering Norfolk:** Creating a place where businesses and residents can thrive, supporting changing energy needs and encouraging innovation in Norfolk
- **Building Norfolk:** Developing low carbon infrastructure for current and future energy needs, fostering responsible growth
- **Sustaining Norfolk:** Implementing and enhancing climate action strategies with a major project providing emissions reductions.

Request for Norfolk Council Support Resolution

We are seeking a Municipal Support Resolution to make our project bid more competitive in the IESO RFP process

- NRStor, MCBC and SNGRDC are seeking a Municipal Support Resolution from Norfolk County for the Simcoe Battery Project
- The IESO RFP provides bidders with the opportunity to obtain Rated Criteria points, which will be used to more favourably position their bids in the evaluation process
- IESO has provided a Municipal Support Resolution template, and the resolution must be substantially in accordance with this form
- The statement in the resolution may be qualified as being solely for the purposes of enabling the Proponent to receive Rated Criteria points under the IESO RFP, and does not supersede any applicable permits or approvals that may be required.

Thank You & Next Steps

Public Open House:

November 28th 5 – 7pm

Simcoe Recreation Centre Hall
182 South Drive, Simcoe, ON



Ministry of Agriculture,
Food and Rural Affairs

Ministère de l'Agriculture, de
l'Alimentation et des Affaires rurales

Office of the Minister

Bureau du ministre

77 Grenville Street, 11th Floor
Toronto, Ontario M7A 1B3
Tel: 416-326-3074
www.ontario.ca/OMAFRA

77, rue Grenville, 11^e étage
Toronto (Ontario) M7A 1B3
Tél. : 416 326-3074
www.ontario.ca/MAAARO



October 6, 2023

Amy Martin
Mayor
County of Norfolk
mayor@norfolkcounty.ca

Al Meneses
CAO
County of Norfolk
al.meneses@norfolkcounty.ca

Dear Mayor Martin and Mr. Menses:

Thank you and your delegation for meeting with me during the 2023 Association of Municipalities of Ontario (AMO) conference. I appreciated the discussion and look forward to working together to address the concerns that were raised by your municipalities.

Ontario's farmland is critical to the success of our agri-food sector, which is a key driver of the economy and supports hundreds of thousands of jobs.

Through the Grow Ontario Strategy, our government will strengthen the agri-food sector, ensure an efficient, reliable, and responsive food supply and address ongoing vulnerabilities through new innovations. The strategy sets goals of increasing the production of food grown and prepared in Ontario by 30 per cent by 2032. The strategy also includes a goal to make our province the destination of choice for international agri-food workers.

The Ministry of Municipal Affairs and Housing's draft Provincial Planning Statement (PPS) supports the creation of housing opportunities in rural areas, while balancing the need for our agriculture and food industries to grow and remain strong. We have clearly heard the concerns about the proposed lot severances. We appreciate the feedback we have received from the public and stakeholders and will not be moving forward with severances on farmland.

My ministry and I will continue to work closely with our colleagues at the Ministry of Municipal Affairs and Housing to look at ways to benefit farm families.

.../2



Good things grow in Ontario
À bonne terre, bons produits

Ministry Headquarters: 1 Stone Road West, Guelph, Ontario N1G 4Y2
Bureau principal du ministère: 1, rue Stone ouest, Guelph (Ontario) N1G 4Y2

I recognize the workforce challenges many rural communities are facing. Access to labour is a challenge for many, and our government is committed to addressing this issue.

We continue to work with our colleagues across different ministries to support workforce solutions to address the tight labour market and to promote development of in-demand skills needed for the agri-food sector and rural communities.

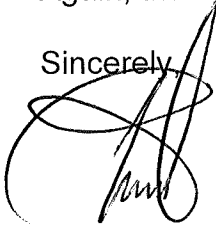
Staff from my ministry closely monitor federal labour policy and we work collaboratively with other levels of government to address key issues in the agri-food and rural sectors.

OMAFRA's Labour Trade and Economic Development Branch has Economic and Business Advisors located throughout the province. The Ministry's Economic and Business Advisor covering Norfolk County is Nick Kinkel. He can be reached at nick.kinkel@ontario.ca or 519-420-7686.

Regarding your concerns about drainage in the county, my ministry knows drainage is critical to supporting agriculture and food production, the environment and economic sustainability in rural Ontario. I encourage you to discuss your issues further with Timothy Brook, OMAFRA's Drainage Program Coordinator.

Again, thank you for meeting with me.

Sincerely,

A handwritten signature in black ink, appearing to read 'Trevor Jones', with a large, stylized initial 'T'.

Trevor Jones
Parliamentary Assistant to the
Minister of Agriculture, Food and Rural Affairs

Did you know about the Farmers' Wellness Initiative?

- Your mental health is important! If you're a farmer or a member of a farm family and in need of mental health support, please call 1-866-267-6255 and arrange to speak with a professional today.
- For additional resources visit: <https://farmerwellnessinitiative.ca/>.

7th Floor, Frost Building South
7 Queen's Park Crescent
Toronto ON M7A 1Y7
Telephone: 416-325-0400

7^e étage, Édifice Frost Sud
7 Queen's Park Crescent
Toronto ON M7A 1Y7
Téléphone: 416-325-0400

880-2023-1652

Her Worship Amy Martin
Mayor
County of Norfolk
amy.martin@norfolkcounty.ca

Dear Mayor Martin:

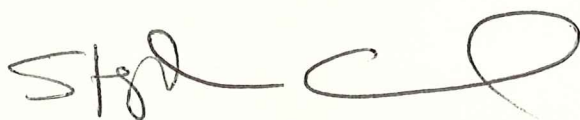
It was a pleasure meeting with you and your delegation at the 2023 Association of Municipalities of Ontario (AMO) Conference regarding municipal revenue tools.

I appreciate hearing about the issues that are important to Norfolk County, including pressures related to post-pandemic population growth and the desire for access to additional revenue tools. I have shared your comments and concerns with Minister Bethlenfalvy.

Maintaining a close relationship with municipal partners remains critical as our government continues to build a strong Ontario. We look forward to working with you as we move forward with building a strong future for our province.

Thank you again for the opportunity to discuss these important issues with you.

Sincerely,



Stephen Crawford
Parliamentary Assistant to the Minister of Finance

CC: The Honourable Peter Bethlenfalvy, Minister of Finance
Ian Freeman, Assistant Deputy Minister, Provincial-Local Finance Division,
Ministry of Finance

Ministry of Indigenous Affairs

Office of the Minister

4th Floor, 160 Bloor Street East
Toronto ON M7A 2E6
Tel: 416-326-4740

Ministère des Affaires autochtones

Bureau du ministre

4^e étage, 160, rue Bloor Est
Toronto ON M7A 2E6
Tél.: 416-326-4740



VIA EMAIL

607-2023-436

October 11, 2023

Her Worship Amy Martin
Mayor
Norfolk County
amy.martin@norfolkcounty.ca

Dear Mayor Martin,

It was a pleasure meeting with you and other municipal leaders, along with Chief Mark Hill from Six Nations of the Grand River, during the Association of Municipalities of Ontario (AMO) conference in London. I appreciated the opportunity to further discussions about consultation and engagement with Haldimand Tract.

I look forward to continuing these important conversations in the future. Again, thank you for meeting with me during the AMO conference. Please accept my best wishes.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Rickford".

The Honourable Greg Rickford
Minister of Indigenous Affairs



Norfolk County Office of the Mayor



October 11, 2023

Sent by e-mail to: minister.mah@ontario.ca

The Honourable Paul Calandra
Minister of Municipal Affairs and Housing
College Park, 17th Floor
777 Bay Street
Toronto, Ontario M7A 2J3

Dear Minister Calandra

Subject: Responding to the Housing Affordability Task Force's Recommendations

Thank you for your letter dated September 15, 2023 regarding your request for response to the list of 74 Task Force housing recommendations by October 16, 2023. I am responding today to re-iterate Norfolk's strong desire to work with the province to help deliver on needed housing growth and infrastructure expansion in our municipality.

As you know, creating an environment for growth and increasing housing approvals requires a concerted effort from all levels of government. Our government is doing everything it can to streamline approvals of applications – including a 66% reduction in site plan approval timelines, a month-and-a-half reduction in the average rezoning (with the majority occurring within 90 days), delegated minor zoning bylaws, and other efficiencies.

The Association of Municipalities Ontario (AMO) has provided a response letter dated October 3, 2023 with a sector-wide perspective. They have identified a number of recommendations that could be supported including a sustainable funding framework to support infrastructure and growth. With all of the recent changes, municipalities must be "made whole" so that growth is not unduly subsidized by existing property taxpayers. In Norfolk, we are investing in our water and wastewater systems which will not only provide stability for existing residents but will support growth for generations to come.

Housing, and in particular affordable housing, is a critical issue, including in Norfolk. We feel there are actions listed in the Housing Affordability Task Force recommendations that could be reasonably supported and many that requires additional clarification and come with potential challenges to implement. Several recommendations require further information in order to understand the potential implications to help make a determination. In some cases, further clarity amongst partners and stakeholders may be required in order to help directly implement the action.

There are several recommendations that either aim to establish new, continually-changing or confusing regulations, could further impact the public process or would have direct financial impact on municipalities. Well-informed policy objectives and decisions affecting the municipality and residents are important in the interests of Norfolk and Ontario residents.

1 | Page



There are a number of recommendations that could be supported as they benefit the facilitation towards or the creation of long-term housing options. Other recommendations that the municipality could directly play a role in are supportable, provided additional clarification is provided to fully understand the intent and meaning of the recommendation. From an initial review, and in the absence of clarification on the meaning of some of the recommendations, below are the top 5 recommendations to support:

Please identify the top 5 HATF recommendations that you support, and rationale / comments	
1.	<p>5) Permit “as of right” secondary suites, garden suites, and laneway houses province-wide.*</p> <p>Comments: <i>Norfolk County amended its land use documents in Sept. 2022 to fully permit and promote additional residential dwelling units (ARDUs). As Mayor, I have taken a strong stance – particularly with new developments – to push for the creation of more of these types of units. We have now seen an increase in permits for ARDUs and any additional information (to reduce NIMBYism) or funding opportunities to directly incent the conversion and creation of these units is appreciated.</i></p>
2.	<p>20) Fund the creation of “approvals facilitators” with the authority to quickly resolve conflicts among municipal and/or provincial authorities and ensure timelines are met.*</p> <p>Comments: <i>From a day-to-day standpoint, this would have a direct impact on making the development process smoother, more understandable and a dedicated problem-solver to help applicants register their plans and deliver on new housing starts. If the province helped fund or create “approval facilitators” within municipalities and with authority to make decisions to achieve timelines, this would deliver on housing.</i></p>
3.	<p>42) Provide provincial and federal loan guarantees for purpose-built rental, affordable rental and affordable ownership projects.</p> <p>Comments: <i>Rental housing developers and affordable housing providers are telling us that with the increase in construction costs and other factors, despite any incentives that our municipality currently provides (such as Development Charge exemptions or even providing land at no cost)- the financing margins are so thin that they cannot raise the capital to build. Providing (interest-free) loan guarantees would help provide needed assurance for these type of developments to build.</i></p>
4.	<p>B-3) Create an Affordable Housing Trust from a portion of Land Transfer Tax Revenue (i.e., the windfall resulting from property price appreciation) to be used in partnership with developers, non-profits, and municipalities in the creation of more affordable housing units. This Trust should create incentives for projects serving and brought forward by Black- and Indigenous-led developers and marginalized groups.</p>



	<p>Comments: <i>Having a dedicated funding source that could directly be accessed for new affordable housing units would go a long way. Experience has shown that with any provincial or other funding envelope provision, there are developments lined up to access and many successful builds have occurred. This Trust fund should be further explored.</i></p>
5.	<p>C-1) to C5) Review surplus lands and accelerate the sale and development through RFP of surplus government land and surrounding land by provincially pre-zoning for density, affordable housing, and mixed or residential use / include affordable housing component / upzone Crown property and reoccupy as a tenant in higher density buildings or relocate services outside major population centres.</p> <p>Comments: <i>Norfolk has undertaken a process to review and identify our vacant and underutilized land. To date, we have identified several parcels that could be utilized for a range of housing opportunities – including for affordable housing. We are going through a public process and in cases where pre-zoning is required to bring the lands to market we are pursuing completion of that. Other provincial and public land could be reviewed to determine which properties could be capitalized on for new housing. Relocation of services outside major centres to areas such as Norfolk is an attractive and financially beneficial proposition for the province.</i></p>

As you know, it will be increasingly important to focus on specific actions that governments can help implement or work with the private and non-profit housing sector and providers to deliver on the most needed housing types and affordabilities.

As per your letter, we too look forward to our partnership that will ensure our residents have an affordable place to call home.

I look forward to meeting you and hope to connect at ROMA.

Thank you,

Amy Martin

Mayor, Norfolk County

Attachment: Letter dated October 3, 2023 from AMO President
Letter dated September 15, 2023 from The Hon. Paul Calandra

Sent by e-mail to: minister.mah@ontario.ca

October 3, 2023

The Honourable Paul Calandra
Minister of Municipal Affairs and Housing
College Park, 17th Floor
777 Bay Street
Toronto, Ontario M7A 2J3

Dear Minister Calandra:

I am writing today to convey a sector-wide perspective on the September 15th request you sent to mayors regarding the June 2022 recommendations of the government's Housing Affordability Task Force. As you know, the housing supply and affordability crisis is of top concern for municipal governments and we welcome the opportunity to work with you on this critical issue. As you also know, housing crisis challenges and solutions are complex and nuanced – not easily reduced to “yes” or “no” answers. We trust that this exercise is only the beginning of an ongoing partnership between provincial and municipal governments to proceed in a manner that reflects informed decision-making in the interests of Ontario's residents and communities.

The Housing Affordability Task Force did not include members representing the experience, expertise, or interests of Ontario's municipal sector. Nor did it consider the full range of circumstances of the nation-wide housing supply and affordability crisis apparent at the time, including industry supply management, interest rates, the actions of property investors vs. homebuyers, decades long under-investment in community housing stock, and many other elements integral to truly complex challenge.

The most immediate outcome of the Task Force's recommendations was Bill 23, which was introduced on October 25th and passed on November 28th, 2022. Bill 23 was subject to extensive criticism from Ontario's municipal sector, outlining among other concerns, substantial financial impacts that would limit the ability to invest in the infrastructure needed to support growth. That said, AMO and its members were pleased in November 2022, when the Government of Ontario committed to fully offsetting the financial impacts the Bill. Municipalities continue to look forward to the fulfilment of that important promise.

As an organization committed to good public policy, building sustainable communities and to working with the government to help it meet its ambitious housing targets, AMO wants to ensure that these important public policy matters are given the consideration and

analysis necessary to help the government to fulfil its commitment to objective, well-informed, and evidence-based policy.

Your letter to Mayors requests that they identify those Task Force recommendations that should be prioritized for implementation and that those Mayors with provincial housing targets provide a response to each of the Task Force's 74 recommendations. You indicate that if Mayors decline the opportunity to do so, their communities will be subject to a financial penalty. Given that the request is to Mayors and not to Councils, it is not clear whether Mayors will be able to enlist the support of the municipal public service in order to analyse the impacts of the recommendations. AMO is confident the government understands that any policy decision framework that accounts only for external task force recommendations and the views of individual mayors would not be sufficient to accomplish its own public policy making standards.

In the interest of supporting AMO members, and the government, in advancing good public policy, we are providing information to AMO members which the AMO Board believes they may find useful.

In general, AMO is expressing its support for the bulk of the Government's Task Force recommendations, with a few exceptions noted below, subject to firm conditions the Government will recognize as essential before proceeding to Cabinet.

Municipalities believe that the following conditions are necessary for the successful implementation of the Task Force's recommendations or, indeed, any other actions that the government chooses to pursue to address the housing supply and affordability crisis, including:

- 1) A **fair and sustainable funding framework** to support infrastructure and growth, that is not unduly subsidized by existing property taxpayers.
- 2) A **comprehensive, sequenced implementation plan** that gives both developers and municipalities certainty regarding costs and rules to support effective long-term decision-making.
- 3) An **accountability framework** that accurately recognizes the roles and responsibilities of different housing partners and does not hold municipalities accountable for the actions of developers or provincial ministries. Mechanisms must be included to ensure that public investments are tied to outcomes in the public interest.
- 4) A core focus on **non-market housing**, which was not within the mandate of the Housing Affordability Task Force. A robust non-market housing sector is a critical part of a well-functioning overall housing system and needs to be prioritized by governments.
- 5) A **public policy review by the Ontario Public Service** verifying that each recommendation is feasible, likely to result in increased housing supply and/or affordability and, is in the public interest.

As noted above, AMO is expressing its support for the bulk of the recommendations subject to the conditions noted above. AMO has identified only three of the Task Force's recommendations that cannot be supported at a sector level from a principled perspective:

12. *Support responsible housing growth on undeveloped land, including outside existing municipal boundaries, by building infrastructure necessary to support high density housing and complete communities and applying the recommendations of this report to all undeveloped land.* AMO and many others have identified Intensification is an important principle that should underpin development in Ontario. While building on undeveloped land will be necessary in some small, rural and northern communities, in general it is not required to meet provincial housing targets. Given risks and controversy surrounding recently proposed development outside of municipal boundaries, AMO recommends that scarce resources are best directed elsewhere.
22. *Requiring municipalities to compensate property owners for loss of property value as a result of heritage designations, based on the principle of best economic use of land.* Requiring municipalities to use taxpayer funding to compensate private landowners for implementing provincial legislation is not consistent with the public interest or a well-functioning system of governance.
57. *Reductions in funding to municipalities that fail to meet provincial housing growth and approval timeline targets.* This recommendation stands out as inconsistent on its face with conditions for success, as it fails to appropriately understand and assign accountability for housing development roles.

AMO is also recognizing the following recommendations as its top priorities for consideration, in an effort to assist Mayors in identifying their top-five recommendations as your letter requires. They include:

Recommendations supporting affordable housing. While not requested to provide recommendations on increasing the supply of non-market housing, the Task Force identified a number of recommendations that municipalities believe should be explored on a priority basis as part of a broader strategy to urgently increase the supply of deeply affordable housing in Ontario, including:

66. Create an Affordable Housing Trust from a portion of Land Transfer Tax Revenue (i.e., the windfall resulting from property price appreciation) to be used in partnership with developers, non-profits, and municipalities in the creation of more affordable housing units. This Trust should create incentives for projects serving and brought forward by Black- and Indigenous-led developers and marginalized groups.

67. Amend legislation to:
 - Allow cash-in-lieu payments for Inclusionary Zoning units at the discretion of the municipality.
 - Require that municipalities utilize density bonusing or other incentives in all Inclusionary Zoning and Affordable Housing policies that apply to market housing.
 - Permit municipalities that have not passed Inclusionary Zoning policies to offer incentives and bonuses for affordable housing units.
68. Encourage government to closely monitor the effectiveness of Inclusionary Zoning policy in creating new affordable housing and to explore alternative funding methods that are predictable, consistent, and transparent as a more viable alternative option to Inclusionary Zoning policies in the provision of affordable housing.

Recommendations to enhance supply of skilled trades: Municipalities applaud the actions that the government has taken to date to address these critical labour shortages. Almost without exception, municipalities that submitted housing pledges identified this as a key challenge in meeting housing targets. Continued focus and monitoring are required to ensure that actions are successful in addressing the challenge. As such, AMO prioritizes the following Task Force recommendations:

53. Improve funding for colleges, trade schools, and apprenticeships, encourage and incentivize municipalities, unions, and employers to provide more on-the-job training.
54. Undertake multi-stakeholder education program to promote skilled trades.
55. Recommend that the federal and provincial government prioritize skilled trades and adjust the immigration points system to strongly favour needed trades and expedite immigration status for these workers and encourage the federal government to increase from 9,000 to 20,000 the number of immigrants admitted through Ontario's program.

Recommendations to hold developers accountable for building: Municipalities have continuously highlighted the hundreds of thousands of approvals that sit, sometimes for years, without building permits being pulled. Recommendations like the following can play a critical role in ensuring that zoned and serviced land is developed in a timely way:

51. Enable municipalities, subject to adverse external economic events, to withdraw infrastructure allocations from any permitted projects where construction has not been initiated within three years of build permits being issued.

Recommendations to streamline the approvals process: Municipalities have heard feedback regarding lengthy approvals processes and are supportive of approaches such as province-wide zoning standards – including the following recommendation – and other time-saving mechanisms if they are developed and implemented in a thoughtful way:

15. Establish province-wide zoning standards, or prohibitions, for minimum lot sizes, maximum building setbacks, minimum heights, angular planes, shadow rules, front doors, building depth, landscaping, floor space index, and heritage view cones, and planes; restore pre-2006 site plan exclusions (colour, texture, and type of materials, window details, etc.) to the *Planning Act* and reduce or eliminate minimum parking requirements.

This information is provided in the spirit of collaboration, and to support our shared goals of improved housing affordability and good public policy in Ontario. The AMO Board hopes its members and the Government will find this information helpful as policy discussions and internal Government deliberations continue on these important matters.

Sincerely,



Colin Best
AMO President
Councillor for the Region of Halton

cc: Martha Greenberg, Deputy Minister, Ministry of Municipal Affairs and Housing
Ontario Heads of Council



September 15, 2023

Dear Head of Council,

**Subject: Responding to the Housing Affordability Task Force's
Recommendations**

As you know, in February 2022, the Housing Affordability Task Force delivered [its final report](#) with recommendations to help Ontario tackle the housing supply crisis and build at least 1.5 million homes by 2031. Including sub-items and appendices, the Task Force made 74 unique recommendations. While Ontario has made progress in acting on these recommendations — with 23 implemented to date helping to achieve the highest level of housing starts in over three decades — as the province grows at incredible speed, all levels of government need to do more.

To bring the dream of home ownership into reach for more people, I have asked my ministry to renew its efforts to review and, where possible, implement the Task Force's remaining recommendations with minimal delay. As part of that review, I am asking for your position, as head of council, on all 74 recommendations, as well as for you to prioritize your top five recommendations for future consideration. For these top five priorities, this could include your advice to revisit the way a recommendation has been implemented up to this point (for example, the Task Force's recommendation to allow as-of-right zoning for four units on a single residential lot, compared to the province's current baseline of allowing three units as-of-right with the option for municipalities to adopt a higher density threshold if they choose), as well as how some of the recommendations could or should be implemented with amendments.

Accompanying this letter, you will find a chart containing the full list of 74 Task Force recommendations. Please fill in this chart, indicating whether you as the leader of your municipality support each recommendation. At the top of the chart, I ask that you rank the top five Task Force recommendations that you feel would be, or have been, the most useful in increasing housing supply in your community and across Ontario.

As we look to do more to solve the housing supply and affordability crisis together, it's important for the province to have a full understanding of our municipal partners' positions on these recommendations as quickly as possible. I ask that you **please return the completed chart to housingsupply@ontario.ca no later than October 16, 2023.**

.../2

At the same time, we cannot afford to deploy resources or enable tools where they won't be used or optimized. Now more than ever, we need clarity about your views. As such, failing to return this chart completed in full by October 16, 2023 **will disqualify your municipality from being eligible for the province's new \$1.2 billion Building Faster Fund** that was announced at the Association of Municipalities of Ontario conference in August. To make this process easy and efficient for you, we have standardized the feedback form with very simple 'support' or 'oppose' options.

I look forward to continuing our work together to ensure that more people can afford a place to call home.

Sincerely,



The Hon. Paul Calandra
Minister of Municipal Affairs and Housing

c: Hon. Rob Flack, Associate Minister of Housing
Kirstin Jensen, Interim Chief of Staff, Minister's Office
Martha Greenberg, Deputy Minister
Joshua Paul, Assistant Deputy Minister, Market Housing Division
Sean Fraser, Assistant Deputy Minister, Planning and Growth Division
Caspar Hall, Assistant Deputy Minister, Local Government Division

Attachment:

List of 74 Housing Affordability Task Force (HATF) Recommendations for Response



Norfolk County Office of the Mayor



October 11, 2023

The Honourable Paul Calandra
Minister of Municipal Affairs and Housing
College Park, 17th Floor
777 Bay Street
Toronto, Ontario M7A 2J3

Dear Minister Calandra:

Subject: Municipal Housing Pledges and Targets

Congratulations from Norfolk on your recent appointment to Minister of Municipal Affairs and Housing. I very much look forward to building upon the positive relationship built with your predecessor. Please know that Norfolk and I support the Province and want to be a partner in addressing Provincial priorities, and in particular, playing our part in solving the current housing crisis.

As a formal response to the letter dated June 16, 2023 that the Ministry sent to me concerning the municipal housing pledge and targets (attached), Norfolk Council has had robust discussions about the issue. After considerable debate and feedback from some members of the community, Council was ultimately not able to support the pledge, primarily because of its association with Strong Mayor Powers.

Despite Council's decision, I want to confirm Norfolk's commitment to addressing the housing needs of our community and playing our part in responding to the housing crisis. Our government is doing everything it can to expedite approvals of applications, working with developers on expanding affordability options, taking proactive steps in zoning amendments, and working tirelessly to streamline processes and increase efficiencies. Furthermore, we are well on our way to achieving the provincially mandated targets for our second year in a row where infrastructure permits.

As you know, creating an environment for growth and increasing housing approvals requires a concerted effort from all levels of government. As we continue to work with various provincial ministries, we very much look forward to further discussions with you and your staff about how Norfolk can meet and exceed the housing targets that the province has laid out for our community.

Norfolk will be reaching out to talk to you soon so we can continue to play our part in collaborating with the province in meeting our collective priorities.

Thank you,

A handwritten signature in black ink that reads "Amy Martin".

Amy Martin
Mayor, Norfolk County

Attachment: Letter dated June 16, 2023, from MMAH, RE: Municipal Housing Pledges and Targets

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17^e étage
Toronto (Ontario) M7A 2J3
Tél. : 416 585-7000



234-2023-3202

June 16, 2023

Your Worship
Mayor Amy Martin
Norfolk County
amy.martin@norfolkcounty.ca

Dear Mayor Martin:

Subject: Municipal Housing Pledges and Targets

Our government is committed to bold and transformative action in order to tackle Ontario's housing supply crisis and reach our goal of building 1.5 million homes by 2031. We recognize that municipalities are critical partners in achieving this goal, and it is in that spirit that I am writing to you today.

While many municipalities have taken significant steps to increase their local housing supply, Ontario needs an unprecedented amount of new homes to meet current and anticipated demand. You may be aware that in Fall 2022, our government requested Municipal Housing Pledges for 29 of Ontario's largest and fastest-growing municipalities. To reach the goal of 1.5 million homes built by 2031, Ontario will need municipalities across the province to do their part in providing homes for future population growth.

Today, I am asking Norfolk County to demonstrate its commitment to accelerate housing supply by:

- Identifying a locally appropriate Housing Target (i.e., new housing units) to meet current and future housing needs in your municipality to 2031; and
- developing a Municipal Housing Pledge to increase and accelerate housing supply.

Municipalities are critical partners to help us get more homes built faster. Our intention in requesting a housing pledge is that it will be approved by municipal councils and help codify Council's commitment to their target. A Municipal Housing Pledge would set out a Municipal Housing target to 2031, and the strategies and actions that your municipality will take to accelerate housing development.

As the province and municipalities work together to deliver on a commitment to build 1.5 million new homes by 2031, these pledges are critical to coordinate our efforts across governments. Please see the attachment to this letter for additional information on how to develop a Municipal Housing Pledge

Our government will work with you to address potential policy and implementation barriers as you develop your pledges. I encourage you to send any questions to Andrew Carr, Team Lead, Ministry of Municipal Affairs and Housing, at Andrew.Carr@Ontario.ca. The deadline for submitting your Housing Target and Housing Pledge is December 15, 2023.

I look forward to working with you to meet our shared commitments and help build the homes Ontarians need and deserve.

Sincerely,



Steve Clark
Minister

c: The Honourable Nina Tangri, Associate Minister of Housing
Ryan Amato, Chief of Staff, Minister's Office
Martha Greenberg, Deputy Minister
Sean Fraser, Assistant Deputy Minister, Planning and Growth Division
Joshua Paul, Assistant Deputy Minister, Housing Division

Info Sheet: Considerations in Developing Municipal Housing Pledge

The pledge is not intended to be a land-use planning document, and its development should not require external technical expertise. The format and language used in the pledge should be accessible to the general public. The pledge is intended to be approved by municipal councils and should help codify Council's commitment to meeting their municipal housing target.

Municipalities can leverage new and existing policy tools as they develop housing pledges and work towards their housing targets.

Below is a non-exhaustive list of potential strategies and actions that municipalities may include in developing their housing pledges. There may be additional opportunities based on local circumstances and the Province is interested in hearing about those ideas and creative solutions.

- Strategies to encourage and promote gentle intensification to enable and expedite additional residential units in existing residential areas
- Outline ways in which funding under provincial programs, such as the Streamline Development Approval Fund (SDAF) or Municipal Modernization Program (MMP), has been used to streamline existing municipal development approval processes
- Information on municipal development approval timelines and whether municipalities are being appealed for non-decisions
- Identify potential measures where current lack of infrastructure capacity (e.g., water/wastewater servicing) may limit future housing development
- Strategies to use municipal surplus lands
- Commitment to plan for, fund, and approve (where applicable) specific critical municipal infrastructure to support growth and new housing (e.g., water, wastewater, transit etc.), which may include expanded capacity as well as fully new facilities/assets
- Priorities for strategic and site-specific planning decisions to expedite housing in priority areas (e.g., around transit stations and in transit-served areas)
- Update zoning by-laws to permit a greater range of housing to be built without the need for costly and lengthy rezoning applications
- Municipalities may also consider existing tools such as the Community Infrastructure and Housing Accelerator, [Community Planning Permit System](#), Major Transit Station Areas, and Protected Major Transit Station Areas.

Below are some of the potential components of a municipal housing pledge. Municipalities are free to choose, alter, or add any new components that seem reasonable. Pledges can be represented in the form of plain text, tables, charts, maps, or a combination of them.

- Municipal Housing Target
- Planned and proposed Municipal Initiatives
- Initiative Owner and Additional Stakeholders
- Context and Description of How Initiative Accelerates Housing
- Number of units per initiative and housing type
- Considerations (Barriers, Implementation, Risks, etc.)
- Potential Mitigation Strategies and Proposal to Accelerate Housing
- Potential Reporting and Monitoring Measures

Municipal housing pledges are intended to be public documents and it's anticipated that municipalities will post them online.

Municipalities can contact Ministry staff with any questions and for clarification.

Ministry of Colleges and Universities

Office of the Minister

438 University Avenue, 5th floor
Toronto ON M7A 0B8

Tel.: 416 326-1600

Ministère des Collèges et Universités

Bureau de la ministre

438, avenue University, 5e étage
Toronto ON M7A 0B8

Tél. : 416 326-1600



September 22, 2023

Amy Martin

Mayor

Norfolk County

By email: amy.martin@norfolkcounty.ca

Your Worship,

I am writing to express my appreciation to you and your colleagues from Norfolk County for the discussion we had at the 2023 Association of Municipalities of Ontario (AMO) conference.

Thank you for bringing forward the county's difficulties in hiring municipal staff and your interest in funding support for more rural satellite campuses.

Our government wants everyone in Ontario to have the education and skills they need to get a good job. As the Minister of Colleges and Universities, I am committed to working closely with all of our partners to make Ontario's postsecondary education system more competitive, accessible and better aligned with labour market needs.

I valued our discussion and look forward to continuing to work with municipalities, including Norfolk County to help Ontarians succeed in their postsecondary education and job goals.

Sincerely,

A handwritten signature in black ink, appearing to read "Jill Dunlop".

The Honourable Jill Dunlop
Minister of Colleges and Universities

cc: Debbie Osske, Deputy Chief of Staff, Minister's Office
David Wai, Deputy Minister, Ministry of Colleges and Universities

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister
777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre
777, rue Bay, 17e étage
Toronto ON M7A 2J3
Tél. : 416 585-7000



283-2023-282

November 1, 2023

Your Worship
Mayor Amy Martin
Norfolk County
amy.martin@norfolkcounty.ca

Dear Mayor Martin:

Re: Strong Mayor Powers and Eligibility for Building Faster Fund

I am writing to acknowledge receipt of your letter dated October 11, 2023, in which you, on behalf of the County Council, decline to commit to your municipality's provincially assigned housing target of 5,700 homes.

Ontario is in a housing crisis caused by a severe lack of supply and our government was given a strong mandate to tackle this crisis by getting 1.5 million homes built by 2031. As all levels of government play an important role in solving Ontario's housing crisis, we were counting on Norfolk County to commit to building 5,700 homes by 2031.

In accordance with correspondence from the former Minister of Municipal Affairs and Housing sent on August 22, 2023, heads of council who committed in writing to their municipality's provincially assigned housing target by October 15, 2023, will receive strong mayor powers as of October 31, 2023, and their municipality will be eligible for the Building Faster Fund. Note that without a commitment, Norfolk County has not received strong mayor powers and will not be eligible for the Building Faster Fund.

Our government is committed to providing every tool at our disposal to empower municipalities that are shovel-ready and committed to growth. I continue to invite all municipalities to help ensure that everyone – newcomers, young families and seniors – can afford a place to call home and encourage your municipality to work towards our shared provincial-municipal priorities of building more homes.

I hope that you will reconsider your commitment status in the future. I further encourage Norfolk County to submit a council-approved pledge by December 15, 2023, outlining the steps you will take to achieve your provincially assigned housing target of 5,700 homes by 2031.

Sincerely,



Hon. Paul Calandra
Minister of Municipal Affairs and Housing

C: Hon. Rob Flack, Associate Minister of Housing
Bobbi Ann Brady, MPP Haldimand-Norfolk
Michael Klimuntowski, Chief of Staff
Martha Greenberg, Deputy Minister
Caspar Hall, Assistant Deputy Minister, Local Government Division
Sean Fraser, Assistant Deputy Minister, Planning and Growth Division
Joshua Paul, Assistant Deputy Minister, Market Housing Division
Genevieve Scharback, County Clerk, Norfolk County
Al Meneses, Chief Administrative Officer, Norfolk County



789 Broadway Street
Wyoming, ON | NON 1T0
519.914.1308
swiftruralbroadband.ca



November 3, 2023

Sent VIA Electronic Mail

Mayor Amy Martin and Members of Norfolk County Council.

RE: 2024 SWIFT Board Member Representation

At the October 20th board meeting the SWIFT Board of Directors set the 2024 Annual General Meeting (AGM) date to May 10, 2024. At the end of the 2024 AGM Norfolk County's representative on the SWIFT board, Tom Masschaele, will end his current two-year term.

At this time, SWIFT asks that Norfolk County either reappoint the current SWIFT representative to the SWIFT Board or nominate a member of council for consideration as a WOWC member representative. This appointment is a two-year term ending at the 2026 AGM.

We respectfully ask that nominees/re-appointees confirm their availability for the May 10, 2024 AGM and Inaugural Board meeting and submit, along with the supporting council resolution, a completed [online application form](#) for SWIFT's consideration.

We ask that Norfolk County Council confirm support for their council nominee through resolution, and that such supported applications be submitted by January 26, 2024 to SWIFT's Executive Assistant Jen Broos jen.broos@swiftruralbroadband.ca. Please find below important dates for the SWIFT Board of Director selection process:



DATE	DESCRIPTION
26-Jan-24	WOWC and Contributing Director Applications due date
09-Feb-24	SWIFT Executive Committee meeting to review applications for eligibility
16-Feb-24	Contributing Members partner and candidate notified
5-Apr-24	WOWC Caucus meeting and approval of SWIFT Director candidates
19-Apr-24	SWIFT New Directors Orientation
10-May-24	SWIFT AGM and Directors confirmation vote
10-May-24	SWIFT Inaugural Board meeting

Should you have any questions regarding the Director selection process, please contact either myself or Executive Assistant Jen Broos.

The SWIFT Board and staff extend their sincere appreciation for your continued support.

Thank you for your attention to this matter.

Regards,

Barry Field

SWIFT Executive Director

519-319-1112

barry.field@swiftruralbroadband.ca

Cc:

Tom Masschaele, SWIFT Board of Director

Al Meneses, Norfolk County CAO

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Board of Directors Terms of Reference

[Board of Directors Application](#)



SWIFT Corporate Policy

Board of Directors Terms of Reference

PL-03-01

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V1.0	Initial Release in Corporate Policy Manual PL-07-18 V4 (Policy #18)	09-Jun-17	8-Nov-19
V2.0	New template, addition of Executive Director, and few minor edits	20-Mar-20	3-Apr-20
V2.1	Annual Review	14-May-21	9-Jul-21
V2.2	Annual Review including minor grammatical corrections, changing strategic review from annual to biennial, and removal of reference to the Strategic Planning Policy of SWIFT.	13-May-22	22-Jul-22
V2.3	Annual review including updating the wording of Chairman to Chair.	19-May-23	14-Jul-23

CONTENTS

1. PURPOSE.....	5
2. SCOPE	5
3. OBJECTIVE	5
4. GOVERNING STYLE.....	5
5. LIMITATION OF MANAGEMENT'S RESPONSIBILITIES AND AUTHORITY.....	5
6. COMPOSITION AND OPERATION	5
7. ROLES, RESPONSIBILITIES AND FUNCTIONS.....	5
7.1. Strategic Planning.....	6
7.2. Policies and Procedures.....	7
7.3. Risk Management	7
7.4. Financial Reporting	7
7.5. Compliance Management	7
7.6. Liquidity and Cash Flow Management	8
7.7. Information Technology and Cyber Security Management	8
7.8. Public Accountant Management	8
7.9. Position Descriptions	8
7.10. Monitoring.....	9
7.11. Reporting and Communication	9
7.12. Board Evaluation.....	9
7.13. Independence.....	10
7.14. Conflict and Complaint Resolution.....	10
7.15. Director Compensation.....	10
7.16. Annual Review of Terms of Reference	10
7.17. Appointment, Training and Monitoring of Senior Management	10
7.18. Meetings	11
8. OVERSIGHT ESSENTIALS.....	11
8.1. Orientation and Training	11
8.2. Continuing Education	11

8.3.	Access to Records	11
8.4.	Committees	11
8.5.	Authority to Engage Outside Advisors	12

1. PURPOSE

Southwestern Integrated Fibre Technology ("SWIFT") shall adhere to the following Policy, which will establish Terms of Reference for the Board of Directors ("Board").

2. SCOPE

The policy applies to the SWIFT Board of Directors.

3. OBJECTIVE

The Board is responsible for operating in accordance with the requirements of SWIFT By-Law No. 1. This document captures additional requirements of the Board. In the event of any conflict between this document and SWIFT By-Law No. 1, the terms of SWIFT By-Law No. 1 shall prevail.

4. GOVERNING STYLE

The Board is directly accountable to the stakeholders and the public for the prudent oversight of SWIFT's operations. The Board is to safeguard the mission and vision of SWIFT and to establish SWIFT's long-term goals and direction. The Board defines SWIFT's values and culture in which it expects the CEO/Executive Director to manage the day-to-day operations. The Board will embody the behaviour necessary to govern with fairness and to the highest ethical and moral standards.

5. LIMITATION OF MANAGEMENT'S RESPONSIBILITIES AND AUTHORITY

The CEO/Executive Director is to be responsible for managing the day-to-day operations of SWIFT. This includes the supervision of the management team and SWIFT's outside consultants. The CEO/Executive Director is responsible for the implementation of SWIFT's objectives and the resolutions of the Board as well as the appropriate and timely feedback on the results of the CEO/Executive Director's efforts.

6. COMPOSITION AND OPERATION

Composition and operation of the Board shall follow the requirements of SWIFT By-Law No. 1.

7. ROLES, RESPONSIBILITIES AND FUNCTIONS

Duties of Directors shall follow the requirements of SWIFT By-Law No. 1.

The Board's fundamental objectives are to enhance and preserve long-term stakeholder value, to ensure SWIFT meets its obligations on an ongoing basis, and that SWIFT operates in a reliable manner. In performing its functions, the Board shall also consider the legitimate interests of other stakeholders of SWIFT. The stewardship of SWIFT involves the Board's participation in strategic planning, financial reporting, risk management and mitigation, senior management determination, communication planning, and internal control integrity.

The Board explicitly acknowledges responsibility for the stewardship of SWIFT, including the following:

- a) Satisfying itself as to the integrity of the CEO/Executive Director and other senior management, as to create a culture of integrity.
- b) Adoption of a strategic planning process and approving on at least a biennial basis, a strategic plan which accounts for the opportunities and risks of SWIFT.
- c) Ensuring management has adopted a process that is in line with the Board's expectations on budgeting and forecasting. This includes formally approving the SWIFT budget and business plan on an annual basis, or more frequently if modifications are required, in accordance with the Budgeting and Forecasting Policy.
- d) Identification of the principal risks of SWIFT and the implementation of appropriate systems to mitigate these risks.
- e) Succession planning including the appointment, training, and monitoring of senior management.
- f) Adopting appropriate reporting and communication processes for SWIFT.
- g) Ensuring the integrity of SWIFT's internal control and management information systems.
- h) Developing SWIFT's approach to corporate governance.

7.1.Strategic Planning

The Board has oversight responsibility in reviewing and approving the mission of SWIFT as well as its goals and objectives. In doing so, the Board shall consider the opportunities and risks of the business. The Board is to review SWIFT's operating and financial performance results relative to the established strategy, budgets and objectives on an annual basis. The Board is also responsible for providing management with input on emerging trends and issues on strategic plans, objectives and goals developed by management.

7.2. Policies and Procedures

The Board is responsible for approving the corporate policies of SWIFT, and applicable procedures where required, which are designed to ensure that SWIFT operates at all times within the applicable laws and regulations and to the highest ethical and moral standards.

The Board is also responsible for carrying out their duties in accordance with such policies and for monitoring compliance with the significant policies and procedures.

The Board is responsible for adopting the written SWIFT Code of Conduct which is applicable to all Directors, officers, and employees of SWIFT. All Directors are also responsible for acknowledging their adherence to the applicable terms of the Code of Conduct at least annually, or more frequently, as modifications occur.

7.3. Risk Management

The Board has the responsibility of understanding the principal risks of the business in which SWIFT is engaged. The Board is to achieve an appropriate balance between risks incurred and the potential return to stakeholders while confirming that there are systems in place which effectively monitor and manage those risks with a view to the long-term viability of SWIFT.

7.4. Financial Reporting

The Board must ensure management has a policy and process for the preparation of financial reports and information internal use by management and directors, and external reporting for use by external stakeholders. The Board must formally approve externally reported financial information and ensure the appropriate reporting process is being adhered to by SWIFT management. This includes ensuring that there is an adequate system in place to maintain financial records.

7.5. Compliance Management

The Board has the responsibility of ensuring SWIFT management is effectively managing any risks relating to compliance management. This is including, but not limited to, regulatory compliance with regards to:

- a) **Procurement:** The Board must ensure management maintains a policy and process over the procurement of goods and services which is in line with any regulatory requirements.
- b) **Privacy:** The Board must ensure management maintains appropriate controls over the gathering, use, disclosure, and management of any confidential information. This includes ensuring the appropriate information systems are maintained.

- c) **Anti-Fraud:** The Board must ensure the appropriate processes and controls have been developed that will aid in the detection and prevention of fraud, misappropriation, and other irregularities, in order to protect SWIFT's reputation, assets and information. The Board must ensure that management reports all instances of known or suspected fraud to the Board and any relevant regulatory bodies.

7.6. Liquidity and Cash Flow Management

The Board has the responsibility of ensuring SWIFT management is effectively managing any liquidity and cash flow risks facing SWIFT, including oversight of SWIFT's borrowing activities. This includes adopting cash management policies and processes that meet the Board's expectations, ensuring the appropriate information is received from management to effectively monitor their processes and borrowing activities, and ensuring the establishment of effective internal controls associated with cash flow management.

7.7. Information Technology and Cyber Security Management

The Board must ensure SWIFT management enforces appropriate requirements for protecting SWIFT's technology and information assets. These requirements must ensure:

- a) SWIFT information systems are adequately protected from security threats (unauthorized access, loss, corruption).
- b) Information security measures are in line with regulatory and legal requirements.
- c) Users (employees, service providers, and other authorized users of SWIFT systems) understand their responsibilities to protect the confidentiality and integrity of data.

7.8. Public Accountant Management

The Members have the ability to appoint a public accountant at each annual meeting. The appointment of a public accountant shall follow the requirements of SWIFT By-Law No. 1.

If appointed, the Board must also determine and approve the remuneration of the public accountant. A process must be in place to monitor the performance of the public accountant against the intended duties. This must occur prior to each annual meeting, at a minimum, or more frequently where required.

7.9. Position Descriptions

The Board is responsible for developing position descriptions for the Chair of the Board, the Chair of each established Board committee and the CEO/Executive Director.

The Board is to develop and approve the corporate goals and objectives by which the CEO/Executive Director is responsible for meeting as well as a description of the responsibilities of the individual Directors. This includes the basic duties of a Director as well as the expectation for attendance at Board meetings and advanced preparation of meeting materials.

Position descriptions shall follow the requirements (duties and powers) of SWIFT By-Law No. 1.

7.10. Monitoring

The Board has the responsibility of reviewing and approving SWIFT's financial statements and overseeing SWIFT's compliance with applicable requirements. The Board is to verify that SWIFT is, at all times, operating within applicable laws and regulations to the highest ethical and moral standards. The Board is responsible for verifying that SWIFT has implemented adequate internal control and management information systems to ensure the effective discharge of its responsibilities.

The Board has the responsibility of adopting processes for the monitoring of the Corporations' progress towards its strategic and operational goals and to alter management's direction in response to changing circumstances which affect SWIFT. If SWIFT's performance falls short of its goals, the Board is to take action. The Board shall approve material transactions outside of SWIFT's ordinary course of business, and in accordance with any approved Corporate Policies.

7.11. Reporting and Communication

The Board is to verify that SWIFT has policies and programs in place to enable SWIFT to communicate effectively with its stakeholders and the general public. The Board shall ensure that the financial performance of SWIFT is adequately reported to stakeholders and regulators on a timely and regular basis.

7.12. Board Evaluation

The Board is responsible for ensuring that the Board, its committees, and each individual Director are regularly assessed regarding their effectiveness and contribution. The Board is to implement a process for assessing the Board and Board committees in consideration of its mandates and the Directors in consideration of the competencies and skills the Director is expected to maintain.

Regular Director terms of office and removal shall follow the requirements of SWIFT By-Law No. 1.

7.13. Independence

The Board is responsible for implementing appropriate structures and procedures to permit the Board to function independently of management.

7.14. Conflict and Complaint Resolution

The Board shall review any complaints identifying that a Director has violated any of SWIFT's policies, such as the written Code of Conduct. The Board shall also review any disputes between Directors that interfere with the Board's ability to carry out its duties and responsibilities. The review of such complaints or disputes will include an opportunity for the Directors involved to present their positions. Complaints may be referred to an independent arbitrator if a resolution cannot be established internally. The recommendations for resolution will be approved by the Board and the ruling of the Board shall be final. If a Director refuses to abide by the ruling, the Board may take disciplinary action as needed.

7.15. Director Compensation

The Board is to review the adequacy and form of compensation provided to the Directors to ensure it adequately reflects the responsibilities and risks involved in being an effective Director, including any policy on per diems.

7.16. Annual Review of Terms of Reference

The Board shall review and assess the adequacy of the terms of reference at least annually. It should also perform a self-review on its adherence to these terms. This self-review could assist in recommending improvements to information (frequency or content) provided to the Board to meet the terms.

7.17. Appointment, Training and Monitoring of Senior Management

The Board shall appoint the CEO/Executive Director and all other senior management. The Board is to develop position descriptions for such persons, approve their compensation, and monitor the CEO/Executive Director's performance against a set of mutually agreed corporate objectives directed at maximizing stakeholder value. The Board may provide advice and counsel in the execution of the CEO/Executive Director's duties as appropriate. The Board is to ensure that a process is established that adequately provides for succession planning including the appointment, training and monitoring of senior management and to establish limits surrounding the authority delegated to management.

Position descriptions shall follow the requirements (duties and powers) of SWIFT By-Law No. 1.

7.18. Meetings

Meetings of the Board shall follow the requirements of SWIFT By-Law No. 1.

8. OVERSIGHT ESSENTIALS

8.1. Orientation and Training

An orientation and education program for newly appointed Directors of the Board will be provided. The orientation program is to familiarize the new Directors with SWIFT's activities, including the reporting structure, strategic plans, management, and significant financial, accounting and risk issues, as well as compliance programs and policies. The training will ensure that the Directors understand the individual contribution they are expected to add to the Board, including the commitment of time and resources. Newly appointed Directors of the Board are expected to attend orientation activities.

8.2. Continuing Education

Continuing education opportunities will be provided for all Directors to ensure that individual Directors maintain and enhance their skills and abilities. Continuing education shall ensure that the Directors' knowledge and understanding of SWIFT's business environment and operations remains current to effectively carry out their duties.

8.3. Access to Records

The Board will be permitted access to all of the records and information of SWIFT that it deems necessary to perform its duties.

8.4. Committees

As authorized by By-Law No. 1 the Board can establish committees to carry out its duties through committees and to appoint directors to be members of these committees. The Board assesses the matters to be delegated to committees of the Board and the constitution of such committees annually or more frequently, as circumstances require. From time to time the Board may create ad-hoc committees to examine specific issues on behalf of the Board.

If a committee is formed, the Board shall elect a Chair of the committee and establish a committee mandate or terms of reference. The mandate or terms of reference will specify the requirements for assessing, appointing, and monitoring its members.

The following are illustrative or commonly used committees that can be established to assist the board:

- d) Executive Committee
- e) Audit and Risk Committee;
- f) Corporate Governance Committee;
- g) Finance Committee;
- h) Human Capital & Compensation Committee;
- i) Nominating Committee

8.5. Authority to Engage Outside Advisors

The Board has the authority to engage outside advisors as it deems necessary to carry out its duties, including the identification and review of candidates to serve as Directors or officers. SWIFT shall provide appropriate funding, as determined by the Board, for payment of the compensation of any advisors engaged by the Board and the ordinary administrative expenses of the Board necessary for the carrying out of duties.



Working together with our community

Page 1 of 8

Council-In-Committee Meeting – November 15, 2023

Subject: GROW Norfolk Study (Municipal Comprehensive Review), Volume 5: Land Evaluation and Area Review & Volume 6: Preferred Directions and Recommendations

Report Number: CD 23-098
Division: Community Development
Department: Planning
Ward: All Wards
Purpose: For Decision

Recommendation(s):

THAT staff report CD 23-098, Grow Norfolk Study (Municipal Comprehensive Review), Volume 5: Land Evaluation and Area Review & Volume 6: Preferred Directions and Recommendations be received for information; and

AND THAT the GROW Norfolk Volume 6: Preferred Directions and Recommendations be endorsed and that the cumulative Grow Norfolk Study information and recommendations inform and be incorporated into the municipally-led, Official Plan Amendment for public consultation.

AND THAT staff be directed to incorporate the findings of the Comprehensive Review Phase 2: Growth Scenarios and Urban Land Needs Analysis, 2023 to 2048, prepared by Watson & Associates Economic Ltd., contained within Attachment B to Staff Report CD 23-098, into long range County wide initiatives throughout the Corporation in which population, housing, and employment data is required.

AND FURTHER THAT the draft Land Evaluation and Area Review (LEAR) Study prepared by Colville Consulting Inc. contained within Attachment A of Staff Report CD 23-098 be further reviewed and utilized to inform the municipally-led, Official Plan Amendment or future Official Plan Reviews for public consultation, including completion of the recommendations as outlined in the Volume 5 Land Evaluation Area Review document.

Executive Summary:

This report provides highlights of the results of the 2nd phase of the Comprehensive Review reports completed by Watson and Associates as well as draft results from the Land Evaluation and Area Review (LEAR) Study completed by Colville Consulting Inc. The full review of these documents, as well as staff's conclusions and recommendations

can be found in Attachment A, Grow Norfolk Study Volume 5: Preferred Directions and Recommendations.

Through the GROW Norfolk Study, staff are ultimately recommending a preferred growth option that optimizes the use of land and infrastructure, provides for a diverse mix of land uses and aligns with the Council endorsed vision and principles for growth. The preferred growth option is intended to provide the greatest balance between meeting market demand for certain forms of housing while utilizing the available land and infrastructure responsibly.

Discussion:

Background

Norfolk County's Comprehensive Growth Management Study, GROW Norfolk, was initiated in mid-2021. The Grow Norfolk study provides guidance on where to direct growth within a municipality to accommodate the projected population and economic growth over the planning horizon. The study is considered a municipal comprehensive review (MCR) that will be utilized to inform a municipally-led Official Plan Amendment (OPA) provincial plan conformity review. According to the Provincial Policy Statement (P.P.S.), 2020, a MCR is defined as an Official Plan (OP) review or an OPA which is initiated by a planning authority, for the purposes of policies 1.1.3.8 (expansion of a settlement area) and/or 1.3.2.4 (conversion of land within Employment Areas). The P.P.S., 2020 identifies that, "In undertaking a comprehensive review the level of detail of the assessment should correspond with the complexity and scale of the settlement boundary or development proposal." The County's Growth Management Study and MCR process is used to establish a long-term vision and planning framework for the municipality that fosters a sustainable approach to future residential and employment growth and development that is backed by data, while also being locally appropriate.

Forecasts

As a part of the Grow Norfolk study, analysis and calculations based on local and regional trends in housing, demographics, the economy and other key markers were completed resulting in three population and employment forecast scenarios for Norfolk County: a Low Scenario, a Medium (Reference) Scenario, and a High Scenario. The utilization of the High Growth Scenario was determined by resolution by Council-in-Committee in May of 2023. Under the High Scenario, the County's permanent population is forecasted to grow at an average annual rate of 1.0% per year. Under this scenario, the permanent population of Norfolk County is anticipated to grow by approximately 23,300 persons, increasing from 69,400 in 2021 to 92,700 by 2051.

Land Needs Assessment

As a part of the Grow Norfolk study, two major components of the community land needs are being evaluated: residential and employment. Through the work completed as part of this project, Watson and Associates and Norfolk staff have identified the projected residential land need in Norfolk for the next 25 years. Existing land designated for development was evaluated in all settlement areas, including hamlets, and it was identified that the County overall has at least a 20 year land supply (made up of

greenfield and intensification/infill lands) for residential development based on past trends and forecasted growth. However, when reviewed at the individual community-scale, there is an identified land deficiency in Delhi, Waterford and Simcoe depending on the growth option.

The work completed as a part of the Grow Norfolk study identifies that a County-wide deficit exists in terms of employment lands and potential. Over the 25-year planning horizon, the County's Employment Areas are anticipated to accommodate approximately 15% of the County's total urban employment growth, totaling about 1,000 employees between 2023 and 2048. Comparing County's supply of designated, developable vacant Employment Areas by urban settlement area against forecast employment land demand generates a County-wide deficit of approximately 52 gross ha (129 gross acres) by 2048. It is noted that the additional industrial Employment Area lands are specifically needed in Delhi, Simcoe, and Waterford, while existing supply is sufficient in Courtland, Port Dover and Port Rowan although suitable, locational criteria is being utilized to assess the most appropriate locations for future industrial Employment Areas within the County.

Evaluation of Growth Options

Four growth options have been identified by Watson and Associates and Norfolk planning staff. These are reiterated in the attached Volume 6 report, but were also presented to Council-in-committee in May of 2023 as the focus of staff report CD-23-037 Volume 4: Land Supply and Options Review. The four options evaluated include:

- Option 1 (Base Case);
- Option 2 (Higher Growth/Growth Allocations Aligned to Land & Planned Servicing Capacity);
- Option 2B (Higher Growth and Allocations Aligned to Available Servicing Capacity); and
- Option 3 (Higher Growth and High Intensification).

The evaluation criteria included high-level analysis and input to the following areas of interest based on the GROW Norfolk themes:

1. Complete Communities
2. Economic Growth
3. Conservation of Prime Agricultural Land
4. Hard Infrastructure – Water, Wastewater, Storm, Transportation, Utilities
5. Community Infrastructure – Parks, Schools, Institutional, Cultural Heritage
6. Conservation of Natural Heritage Resources
7. Fiscal Responsibility
8. Promotion of Intensification

Using the application of the evaluation tool, in the context of the growth options outlined by Watson and staff, key areas were considered including the access to and capacity of infrastructure (water, wastewater and stormwater), as well as the availability of soft infrastructure and community features such as existing commercial, recreational, and

employment areas. Specific attention was paid to the Inter-Urban Water Supply and the ongoing evaluation of the future steps of that project. Consideration for the surrounding land uses, such as key prime agricultural areas including agricultural areas with significant financial investments to the agricultural product; as well as natural and cultural heritage features all also assisted in supporting the overall recommendation of focusing growth around urban settlement areas.

Land Evaluation and Area Review (LEAR) Study

As part of the overall comprehensive growth study work, a Land Evaluation and Area Review (LEAR) Study was conducted by Colville Consulting Inc. A LEAR study is a tool developed by OMAFRA to conduct a quantitative analysis to “evaluate the relative importance of lands for agriculture based on the land’s inherent characteristics and other factors affecting agricultural potential (OMAFRA, 2021). Colville completed the draft report in accordance with the provincial guidelines as outlined by OMAFRA. The resulting parcel-based evaluation from the LEAR study provides valuable information in a map-based format which compliments the comprehensive review data completed by Watson and planning staff by providing valuable insight on the agricultural potential surrounding existing settlement areas. Under the *Planning Act*, the protection of the agricultural resources of the Province is noted as a matter of provincial interest, furthermore it is well known that Agricultural production contributes significantly to the County’s economic vitality. Norfolk County’s Official Plan identifies that the County may “Prohibit the expansion of urban, hamlet and resort areas on to prime agricultural lands without a comprehensive review indicating the need for such expansion and demonstrating that lower quality lands are not available or practical for such expansion.”

The LEAR data was invaluable in the preliminary review of the growth options and will become even more crucial in the evaluation of the appropriateness of any urban boundary expansion requests or any directions for land use and policy updates in the Official Plan (such as consideration of “Rural Lands”). The information will be further reviewed and incorporated into the current, municipally-led OPA and/or future Official Plan Reviews. The draft LEAR Study, including a visual representation of the data as well as an accompanying staff report, is included in Attachment A to this report.

Recommended Growth Option

In order to move to next steps with GROW Norfolk, a decision on the preferred growth option is necessary. In the attached Volume 6 report, staff outline a quasi-hybrid option as the preferred growth scenario. It includes the following features:

- Based on the population and employment High Growth Scenario forecast of 1.0% and 1.1% respectively
- Directs more growth to urban areas with treatment plant servicing capacity in the short term - (e.g., the highest proportions of population growth to Delhi, Simcoe, Waterford) compared to areas with ongoing servicing upgrades/ expansions and sufficient lands (e.g., Port Dover, Port Rowan) with additional minor growth to Courtland (subject to existing partial servicing)

- A housing mix target made up of 55% low density, 27% medium density and 18% high density
- An intensification target for all, fully serviced urban areas of 30% for new residential dwelling units.
- A Greenfield Density/Mixed Use Target for all, fully serviced urban areas of 45 residents and jobs per hectare for urban residential and 20 jobs per hectare for urban employment.

The review and rationale is more fully explored in Attachment B to this report and it is the opinion of staff that the recommended option is reasonable.

Next Steps

In Q1 2024, the draft Official Plan amendment to implement the growth management strategy, to address the requirements of the municipal comprehensive review and to provide updated policies to conform to the Provincial Policy Statement (PPS) will be released for engagement. A statutory open house and public meeting is intended be held in Q1 2024. Indigenous engagement is planned to continue through Q4 of 2023 and Q1 2024. While to date staff have reviewed and utilized the PPS, 2020 for conformity, it is expected that the province may release a new PPS potentially early in 2024 given a first draft was released in mid-2023. The intent is that Norfolk will be ready to immediately pivot and implement updated Official Plan policies with this provincial policy conformity amendment. Depending upon the scale and scope of any new PPS changes, a recommended Official Plan Review Amendment is anticipated to be brought to Public Hearing Committee and Council for decision in Q2 2024. At this point, it is anticipated that this comprehensive review and the next steps will provide sufficient justification for settlement area and employment lands/protected industrial recommendations.

Following the OPA, the next step would be to update the supporting and secondary by-laws and policies to ensure conformity with the any updates to the Official Plan. This will include an update to the Zoning By-law as well as potential land use permissions to ensure that land and buildings are used in ways that align with our Official Plan and complement and support growth. This is also anticipated to be supported by the completion of urban area plans and master servicing strategies. These plans will be led by the Planning Department and the Community Development Division in collaboration with the Environmental and Infrastructure Services Division.

Consultation(s) -

Engagement has been conducted throughout the study with various groups such as:

- Project Internal Working Group
- Provincial and other Agencies
- Landowner/Development Industry Stakeholders
- Public
- Planning Advisory Committee

The public have been able to engage throughout the GROW Norfolk project through various streams, as originally outlined in previous report regarding the GROW Norfolk project. Most recently, the public had the opportunity to look at the Growth Options through a public engagement opportunity on August 15, 2023. The public was provided a brief presentation and were provided the opportunity to explore the growth options, evaluate proposed boundary expansions, and explore draft results of the LEAR mapping. More than 50 members of the public attended the event, all of whom were invited to follow along and provide input on the project through the Engage Norfolk page for the project and via a digital survey. Feedback from the survey identified an interest in protecting natural heritage and focusing on affordability and providing housing options in the community. General inquiries about the project have also been fielded throughout the process by staff. What required one-on-one meetings and discussions with interested members of the public have been facilitated to keep the process as accessible as possible.

The Planning Advisory Committee was established via Terms of Reference in 2023 as an advisory committee for County Council. Prior to this, the Economic Development Advisory Committee (previously the Tourism and Economic Development Advisory Board (TEDAB)) was responsible for periodically functioning at the Planning Advisory Committee as outlined in the Planning Act. Various phases and updates regarding the GROW Norfolk study was presented to TEDAB throughout 2022, and continued updates were provided to EDAC into 2023. Most recently, staff brought the GROW Norfolk study to the Planning Advisory Committee in October of 2023. Unfortunately, due to the committee make up and delays in committees being established, October 2023 was the inaugural meeting of the committee.

The initial feedback from the Planning Advisory Committee provided valuable insight and comments surrounding concerns such as sustainability and environmental impacts of density/ intensification or lack thereof as well as broader concerns and benefits around potential intensification from environmental, economic, and social standpoints.

Indigenous engagement was facilitated in 2022 and continued engagement and consultation is expected to continue in Q4 of 2023 and into the new year on any next steps.

Interdepartmental Implications

As noted above, a project working group of departmental representatives has provided input and review to the project. The growth for Norfolk over the next 25 years will have implications to a number of departments. It is suggested that through reports on new development applications and the recommended annual monitoring report that additional steps to quantify the number of new lane kilometers, services, parks/stormwater/green space and other aspects that would ultimately become part of the lifecycle maintenance and operation portfolio be tracked and some triggers developed as to when additional resourcing may become required.

Financial Services Comments:

There are no direct financial impacts from this report. As noted, however, the directions and recommendations in this report will have a lasting impact on the growth of the County over the next 30 years, which will leave a financial footprint. Participating in and undergoing growth planning exercises, such as the Grow Norfolk Study, are critical for both asset management and financial planning. Any growth will have a positive impact on future assessment growth and water / wastewater users, particularly relating to intensification opportunities.

For Norfolk County, knowing and directing where growth will occur is also necessary for determining future infrastructure requirements. Without this information, growth can occur in an unpredictable fashion, which makes it challenging to ensure the appropriate infrastructure is planned, funded, and utilized in an efficient and timely manner.

Growth related infrastructure should be paid for through the collection of development charges (DCs). Having thorough, up to date infrastructure plans will ensure DCs are collected for required infrastructure as soon as possible. A future DC Background study will be able to take into account the potential impacts of the Grow Norfolk plans. For example, the high growth scenario referenced in this report could cause downward pressure on future DC collections if the matching infrastructure needs aren't identified.

As noted in this report, work plans for the County's Inter Urban Water Supply (IUWS) play a significant role in how planning can be directed, as it will serve as a major infrastructure project for providing a core service to existing and ongoing development. Through *Report CS-23-147 Inter Urban Water Supply – Financial Analysis Update*, presented at the October 11th, 2023 CIC meeting, Council endorsed Option 2C, a decelerated approach contingent on receiving two-thirds external funding. The opportunity or availability of funding for IUWS could alter the timing of certain phases of the project, which may make servicing become more or less available to certain geographic areas of the County than what has been included within this study.

Other financial considerations include staff working to implement the acceptance of surety bonds as security on development agreements which may help the development community to enable growth and investigating the implementation of front-ending agreements to help pay for growth faster.

In 2022, a project for the Land Evaluation and Area Review was approved with a budget of \$65,000. As noted in this report the project is reaching completion, and will likely close on the upcoming Capital Status Report, under budget.

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority Building Norfolk - Develop the infrastructure and supports needed to ensure complete communities.

Explanation: Completion of the Grow Norfolk Comprehensive Growth Plan aligns with all three pillars of the "Building Norfolk" priority including:

- Ensure the health, safety and well-being of the community
- Provide a solid infrastructure foundation
- Ensure responsible growth policies and strategies

The study is intended to identify future population projections and land requirements for the County which will help ensure responsible growth, whether it includes boundary expansions and/or employment area conversions and ensures safe and economical sound development is facilitated in the community.

Conclusion:

Through the Grow Norfolk, Study, two additional components of the workplan have been completed: the 2nd phase of the Comprehensive Review reports completed by Watson and Associates as well as draft results from the Land Evaluation and Area Review (LEAR) Study completed by Colville Consulting Inc.

Through the GROW Norfolk Study, staff are ultimately recommending a preferred growth option that is a hybrid of two of the proposed options presented by Watson and Associates. The preferred growth option is recommended by staff as the best option to optimize the use of land and infrastructure, provides for a diverse mix of land uses and align with the Council endorsed vision and principles for growth. The preferred growth option is intended to provide the greatest balance between meeting market demand for diverse housing forms and options while utilizing the available land and infrastructure responsibly.

Attachments:

- Attachment A – Volume 5: Land Evaluation and Area Review
- Attachment B – Volume 6: Preferred Directions and Recommendations

Approval:

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Community Development Division
Planning Department



Volume 5: Land Evaluation and Area Review



Table of Contents

Volume 5: Land Evaluation and Area Review	0
Executive Summary	3
Land Evaluation and Area Review Report	4
Background	4
Policy Framework.....	5
Methodology	6
Study Area.....	7
Overview of Analysis and Recommendations.....	7

Attachment: Draft Norfolk County Land Evaluation and Area Review (LEAR), prepared by Colville Consulting Inc.

Executive Summary

In the summer of 2022, Colville Consulting Inc. was retained to develop a Land Evaluation and Area Review (LEAR) for Norfolk County using the methodology outlined in *A Guide to the Land Evaluation and Area Review (LEAR) System for Agriculture* (OMAFRA, 2002). This study was carried out as part of Norfolk County's Growth Management Study to identify prime agricultural areas and have these areas recognized in the County's Official Plan in order to conform to the 2020 Provincial Policy Statement (PPS).

The Provincial Policy Statement, 2020 includes specialty crop areas, Canada Land Inventory Classes 1, 2 & 3, and any associated Class 4 through 7 lands within the prime agricultural area, in this order of priority. Norfolk County contains large areas of prime agricultural lands that produce a variety of field crops and specialty crops. These areas comprise the County's prime agricultural areas. Within this area are large contiguous natural heritage features such as woodlands and wetlands.

The LEAR is based on two components: the LE which represents the soil capability and AR factors which collectively represents other land use characteristics that influence the agricultural priority of lands. The Norfolk County LEAR methodology was developed in consultation with the County's planning staff who received input from members of the Norfolk Agricultural Advisory Committee and the Ontario Ministry of Agriculture, Food and Rural Affairs land use planning staff. The Norfolk County LEAR assigned a weighting of 65% for the LE component and 35% for the AR component. The three AR factors settled upon included potential conflicting land uses (both major and minor), parcel size and the percentage of each parcel in agricultural production.

Not surprisingly, the study has identified that the majority of lands within Norfolk that are not within settlement areas and which do not have other factors such and natural heritage features are prime agricultural areas. Additionally, through the analysis it was determined that Norfolk also has areas which could be considered as specialty crop based on the definition outlined in the PPS, 2020.

The complete draft report as completed by Colville is attached to this Volume 5 Technical Paper.

Land Evaluation and Area Review Report

Background

A LEAR study is a tool developed by OMAFRA to conduct a quantitative analysis to “evaluate the relative importance of lands for agriculture based on the land’s inherent characteristics and other factors affecting agricultural potential (OMAFRA, 2021).

A LEAR study is comprised of two major components:

1. Land Evaluation (LE), which assesses inherent soil and climatic conditions for agriculture. This is done by using mapping (GIS systems) to identify and compare the agricultural capability for common field crops.
2. Area Review (AR), which considers other factors important to agricultural potential such as fragmentation of the land base and how land is used.”

Scores from both components are weighted and combined to provide an overall LEAR score for each evaluation unit in the study area. The highest scoring evaluation units represent areas with the greatest agricultural potential. For the Norfolk County LEAR study, a weighting of 65% for the LE component and 35% for the AR component was utilized. The three AR factors identified in collaboration with the Agricultural Advisory Committee included potential conflicting land uses (both major and minor), parcel size and the percentage of land in agricultural production. These values were calculated over a 500-meter evaluation area surrounding each parcel. The consultants have recommended a threshold value of 650 was used to identify candidate areas for inclusion within the County’s prime agricultural area. All lands equal to or exceeding this threshold were considered for inclusion within the prime agricultural area. Based on the draft works completed, staff recommending consideration of a threshold of 600, of which additional context is outlined below and within the attached draft LEAR.

A LEAR study identifies prime agricultural areas and may be supplemented with additional studies and analysis prior to designating agricultural areas as prime agricultural areas (OMAFRA, 2021). A LEAR study not only identifies prime agricultural land and areas, but in turn also identifies what is not considered to be prime agricultural land, and other specialized areas. This is done through the use of GIS technology to digitally analyze the data to develop quantitative scores for land within the study area.

Policy Framework

The *Planning Act*, R.S.O. 1990, Chapter P.13 provides the fundamental land use planning framework in Ontario. Section 2 of the *Act* identifies matters which municipalities must have regard to. These matters address themes of environmental protection, cultural heritage conservation, health and safety, energy efficiency, transportation and infrastructure, accessibility, affordable housing, and meeting the needs of the community. One of the areas of interest listed is the protection of the agricultural resources of the Province. To further address this and the other matters of provincial interest and provide guidance, the Provincial Policy Statement (PPS) was also established.

The Provincial Policy Statement (PPS) was most recently updated in 2020. It is a consolidated statement of the government of Ontario's policies on land use planning. The PPS, 2020 provides policy direction on key land use planning issues such as the efficient use and management of land, environmental protection which includes farmland, housing, as well as providing direction on where development can take place.

The PPS, 2020 defines rural areas as a system of lands within municipalities that may include rural settlement areas, rural lands, prime agricultural areas, natural heritage features and areas, and resource areas. The Norfolk County Official Plan identifies rural areas to include all land outside of the Urban Areas, Hamlet Areas, and Resort Areas. The Rural Area includes lands designated for Agricultural, Major Institutional, Major Public Infrastructure, Parks and Open space, Hazard Lands, Provincially Significant Wetlands, and Industrial Influence Area. Despite this, Norfolk County does not have a Rural Lands designation, nor is it defined in the Official Plan. Additionally, Norfolk County does not have a designated specialty crop area.

Each of the following Land Use designations are currently defined within the PPS, 2020 but are not fully reflected in the Norfolk County Official Plan. They are as follows:

Prime Agricultural Area means “areas where prime agricultural lands are prominent. This includes areas of prime agricultural lands and associated Canada Land Inventory Class 4 through 7 lands, and additional areas where there is a local concentration of farms which exhibit characteristics of ongoing agriculture. Prime agricultural areas may be identified by the Ontario Ministry of Agriculture and Food using guidelines developed by the Province as amended from time to time. A prime agricultural area may also be identified through an alternative agricultural land evaluation system approved by the Province.”

Prime Agricultural Land means “specialty crop areas and/or Canada Land Inventory Class 1, 2 and 3 lands, as amended from time to time, in this order of priority for protection.”

Specialty Crop Area means areas designated using guidelines developed by the Province, as amended from time to time. In these areas, specialty crops are predominantly grown such as tender fruits (peaches, cherries, plums), grapes, other fruit crops, vegetable crops, greenhouse crops, and crops from agriculturally developed organic soil, usually resulting from:

- a) soils that have suitability to produce specialty crops, or lands that are subject to special climatic conditions, or a combination of both;
- b) farmers skilled in the production of specialty crops; and
- c) a long-term investment of capital in areas such as crops, drainage, infrastructure and related facilities and services to produce, store, or process specialty crops.

Rural Areas means a system of lands within municipalities that may include rural settlement areas, rural lands, prime agricultural areas, natural heritage features and areas, and resource areas.

Rural Lands means lands which are located outside settlement areas, and which are outside prime agricultural areas.

Following the completion of the LEAR, additional technical data will be available in which identification of particular areas and implementation of these terms will be possible.

Methodology

A LEAR Study is the provincial standard for the identification and refinement of prime agricultural areas by municipalities. A LEAR Study is a technical assessment which, in addition to the Canada Land Inventory (CLI) soil capability, allows other factors to be considered in identifying prime agricultural areas.

The Colville study used factors that are selected, weighed, scored, and applied to land parcels within a Study Area to identify recommended prime agricultural areas for land use planning purposes.

The current Norfolk County Official Plan land use schedules make no distinction between prime agricultural areas and rural areas. This LEAR Study will enable Norfolk County to identify its prime agricultural areas and be consistent with current Provincial policies and guidelines.

When conducting a LEAR Study, the Province provides a set of principles to ensure the Study meets certain requirements.

The LEAR methodology was developed using the following principles:

1. Alignment with provincial objectives and policies.

2. Use of the most recent and robust data available for the entire study area.
3. Factors are mutually exclusive to avoid double counting.
4. The number of factors is limited to avoid diffusing the importance of each factor.
5. Factors are well-reasoned and understandable to the public, agricultural stakeholders, and decision-makers.
6. The method addresses differences between municipalities.
7. A balanced approach is used where agriculture and natural heritage overlap.

The LEAR Study completed by Colville adheres to the principles set forth by the Province and the Guide to the LEAR System for Agriculture published by OMAFRA.

LEAR studies performed by other municipalities and the province, used the census of agriculture and the agricultural crop inventory to evaluate the methodology for Norfolk County's LEAR study. Additional work was performed by staff to inventory growing areas for specialty crops in Norfolk County. This included detailed mapping comparisons and application of layers to further verify area crops and uses, furthermore, input from the knowledge base stakeholders and staff to verify the data layers.

Study Area

The Study Area is defined by the boundaries of Norfolk County and considers all lands outside of designated urban areas, hamlets, and settlement areas (i.e., Simcoe, Port Dover, Waterford, Delhi, Courtland, Port Rowan, etc.). The lands adjacent to the County's boundaries were reviewed to determine whether it was likely that they would have any influence on the results of the LEAR evaluation. It was concluded that the adjacent lands would have a minimal influence on the LEAR calculations and therefore were not considered for the LEAR evaluation.

Overview of Analysis and Recommendations

The draft LEAR as completed by Colville and attached to this Volume 5 document provides a detailed description of the study methodology including evaluation units, components, factors, ratio, scoring, and threshold value.

It was recommended to Norfolk County that a single threshold score of 650 be used to identify candidate prime agricultural areas. This threshold value represents approximately 65% of the LEAR score and is equivalent in productivity to CLI Class 3 lands. The province defines prime agricultural lands as CLI Classes 1, 2 and 3. The Norfolk County LEAR will therefore identify the most productive lands in the County. All EUs with a value of 650 or greater will be considered for inclusion within the prime agricultural area. The threshold value aligns with other LEARs produced by municipalities in Ontario and accepted by OMAFRA.

The Land Evaluation scores were calculated using a GIS analysis. The most up to date soils and CLI data were overlaid with the LEAR evaluation units, allowing for the CLI

Classes in each evaluation unit (EU) to be identified. Most EUs contain multiple CLI Classes. To determine a single LE score for each EU, the CLI classes were weighted by the percentage of land they covered within that EU.

An Evaluation Unit (EU) refers to a chosen geographic unit used for the calculation of a LEAR score. For Norfolk County's LEAR study MPAC property parcels were utilised. The evaluation unit scores then formed the basis for determining the significance of land for agriculture.

The total LEAR score for each EU was calculated by combining LE score to the total AR score. These results are shown in Figure 5 of the Colville draft LEAR report as attached to this document, which shows that the majority of the County meets or exceeds the LEAR threshold value of 650.

The result of the draft analysis indicates that the majority of the County exceeds the threshold value of 650 indicating that the majority of the County is a candidate for identification as prime agricultural area. Some borderline areas were identified with scores between 600 to 649 and Colville has recommended that these areas be considered for inclusion within the prime agricultural area category. It was further indicated that if the majority of these borderline EUs are adjacent to lands scoring less than 600, these borderline areas should be further evaluated for consideration of possible rural land use designation. This would not preclude the sites from condition to be farmed and would include sites that were surplus farm dwelling and have already been severed away from the primary farm operation.

Staff compared and contrasted the results of the provincial run LEAR study with the results of the draft analysis performed by Colville. Staff additionally overlaid the results of the draft analysis with the location of fields known to grow certain crops, CLI class mapping, the agricultural crop inventory, locations of important agricultural infrastructure (processing facilities, storage facilities, bunkhouse locations etc.), natural heritage locations and physiography.

The final recommendation for additional technical evaluation was reconnaissance level site investigations with members of the LEAR Working Group or other knowledgeable and qualified agrologists to review these borderline areas to determine whether they should be included as prime agricultural area or rural designation. Another consideration is for the technical process be peer reviewed prior to finalization of the policy recommendations that would be based on this LEAR document.

NORFOLK COUNTY

LAND EVALUATION AND AREA REVIEW (LEAR)

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
1. INTRODUCTION	2
1.1 Background.....	2
1.2 Objectives.....	3
2. POLICY CONTEXT	4
2.1 Provincial Policy Statement.....	4
2.2 Norfolk County Official Plan	4
3. AGRICULTURAL PROFILE FOR NORFOLK COUNTY	5
3.1 Soil Resources.....	5
3.2 Climate	5
3.3 Agri-Food Sector	5
3.3.1 Agricultural Crop Statistics	5
3.3.2 Employment	6
3.3.3 Farm Values.....	6
4. STUDY METHODOLOGY	7
4.1 Study Area	7
4.2 Evaluation Unit	9
4.3 LEAR Working Group	9
4.4 LEAR Components.....	9
4.4.1 LE Component: Canada Land Inventory (CLI) Information	9
4.4.2 AR Factors.....	10
4.5 LE:AR Ratio	14
4.6 LEAR Score	14
4.7 Threshold Value.....	15
4.8 Land Use Designation	15
4.8.1 Candidate Prime Agricultural Areas	15
4.8.2 Candidate Rural Lands	15

4.8.3	Borderline Candidate Areas	15
5.	RESULTS.....	16
5.1	LE Component	16
5.2	AR Component.....	18
5.2.1	AR1	18
5.2.2	AR2	18
5.2.3	AR3	18
5.2.4	Combined AR.....	18
5.3	LEAR Score.....	20
5.4	Identifying Candidate Prime Agricultural Areas.....	20
5.4.1	Prime Agricultural Areas.....	20
5.4.2	Borderline Area.....	20
6.	CONCLUSIONS.....	23
7.	LITERATURE CITED.....	24

LIST OF TABLES

Table 1.	Table 1. LE Component.....	10
Table 2.	AR1 – Potential Conflicting Land Use - Major.....	12
Table 3.	AR1 – Potential Conflicting Land Use - Minor.....	12
Table 4.	Parcel Size	13
Table 5.	Percentage of EU in Agricultural Production	13
Table 6.	LE Factor Sample Calculation.....	16

FIGURES

Figure 1:	Study Area.....	8
Figure 2:	LEAR Flowchart	14
Figure 3:	LE Mapping.....	17
Figure 4:	AR Mapping	19
Figure 5:	LEAR Mapping.....	21
Figure 6:	Candidate Prime Agricultural Areas	22

APPENDICES

- Appendix A: List of Acronyms
- Appendix B: Previously Completed LEARs - Factors and Weighting
- Appendix C: Land Use Examples
- Appendix D: AR1 Mapping
- Appendix E: AR2 Mapping
- Appendix F: AR3 Mapping

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EXECUTIVE SUMMARY

The Provincial Policy Statement includes specialty crop areas, Canada Land Inventory Classes 1, 2 & 3, and any associated Class 4 through 7 lands within the prime agricultural area, in this order of priority. Norfolk County contains large areas of prime agricultural lands that produce common field crops and specialty crops. These areas comprise the County's prime agricultural areas. Within this area are large areas containing natural heritage features such as woodlands and wetlands. There are six urban growth centres and several hamlets in which development is encouraged. Opportunities for development outside of these settlement areas is limited and there is no rural designation.

In the summer of 2022, Colville Consulting Inc. was retained to develop a Land Evaluation and Area Review (LEAR) for the County using the methodology outlined in *A Guide to the Land Evaluation and Area Review (LEAR) System for Agriculture* (OMAFRA, 2002). This study was carried out as part of Norfolk County's Growth Management Study to identify candidate prime agricultural areas and have these areas recognized in the County's Official Plan in order to conform to the 2020 Provincial Policy Statement (PPS). The LEAR is based on two components; the LE which represents the soil capability and AR factors which collectively represents other land use characteristics that influence the agricultural priority of lands.

The Norfolk County LEAR methodology was developed in consultation with the County's planning staff who received input from members of the Norfolk Agricultural Advisory Committee and the Ontario Ministry of Agriculture, Food and Rural Affairs land use planning staff. The Norfolk County LEAR assigned a weighting of 65% for the LE component and 35% for the AR component. The three AR factors settled upon included potential conflicting land uses (both major and minor), parcel size and the percentage of each parcel in agricultural production. A threshold value of 650 was used to identify candidate areas for inclusion within the County's prime agricultural area. All lands equal to or exceeding this threshold were considered for inclusion within the prime agricultural area. Lands that fall below this threshold may be included within a rural designation.

1. INTRODUCTION

Colville Consulting Inc. was retained by Norfolk County to undertake a Land Evaluation and Area Review (LEAR) Study. The LEAR methodology was developed by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) in 1997 and revised in June 2002 (A Guide to the Land Evaluation and Area Review (LEAR) System for Agriculture). The LEAR system is comprised of two main components: the land evaluation (LE) which relates to the soil's agricultural capability (i.e., the CLI Capability Classes 1-7); and the area review (AR) which relates to other factors important to agriculture (e.g., agricultural production, fragmentation, conflicting land uses, etc.). The two components are then combined to obtain a LEAR score. Those areas with scores above a pre-determined threshold value are considered for inclusion within the municipalities prime agricultural area. A significant number of acronyms are used throughout this report and are summarised in Appendix A.

1.1 Background

Norfolk County is in the process of completing a Growth Management Study (GMS), comprehensive review, and a Provincial Policy Statement (PPS) conformity exercise. Colville Consulting Inc. was retained to complete a LEAR Study, which is a component of the County's GMS. Currently, the Norfolk County Official Plan recognizes the "Rural Area" as all lands outside of Urban Areas, Hamlet Areas, and Resort Areas, and designates land uses within the Rural Area as Agricultural, Major Institutional, Major Public Infrastructure, Parks, and Open Spaces. The Rural Area also includes Hazard Lands and Provincially Significant Wetlands. Within the Agricultural land use designation, there is no distinction between prime agricultural area and rural lands.

The PPS defines prime agricultural areas as "areas where prime agricultural lands predominate. This includes areas of prime agricultural lands and associated Canada Land Inventory Class 4 through 7 lands; and additional areas where there is a local concentration of farms which exhibit characteristics of ongoing agriculture. Prime agricultural areas may be identified by the Ontario Ministry of Agriculture and Food using guidelines developed by the Province as amended from time to time. A prime agricultural area may also be identified through an alternative agricultural land evaluation system approved by the Province."

As permitted by the PPS, many municipalities have used an alternative method to identify their prime agricultural areas. The two recognized methodologies for informing the designation of prime agricultural areas are the Land Evaluation and Area Review (LEAR) methodology and the Agricultural Land Evaluation System (ALES) methodology.

The LEAR methodology has been used by a number of municipalities since its development to identify Prime Agricultural Areas. As part of the GMS, Norfolk County has decided to develop its own LEAR to reflect to the agricultural nature that is specific to the area. The results of the LEAR will assist the municipality identify its prime agricultural areas.

1.2 Objectives

The objectives of this review are:

- to develop a LEAR methodology specific to Norfolk County; and
- to identify candidate Prime Agricultural Areas within Norfolk County.

The identification of candidate Prime Agricultural Areas will bring Norfolk County into compliance with Section 2.3.2 of the PPS, which states that “Planning authorities shall designate prime agricultural areas and specialty crop areas in accordance with guidelines developed by the Province, as amended from time to time.”

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2. POLICY CONTEXT

2.1 Provincial Policy Statement

Land Use Policy and development in Ontario is directed by the Provincial Policy Statement (2020). The PPS was issued under the authority of Section 3 of the Planning Act and the latest version came into effect on May 1, 2020. Section 3 of the Planning Act states that decisions affecting planning matters “shall be consistent with” policy statements issued under the Act.

The PPS defines prime agricultural lands as “specialty crop areas and/or Canada Land Inventory Class 1, 2, and 3 lands, as amended from time to time, in this order of priority for protection.”

Section 2.3 of the PPS specifically deals with agricultural policy. Section 2.3.1 states that “Prime agricultural areas shall be protected for long-term use for agriculture”. Further, Section 2.3.2 states that “Planning authorities shall designate prime agricultural areas and specialty crop areas in accordance with guidelines developed by the Province, as amended from time to time.”

2.2 Norfolk County Official Plan

The Norfolk County Official Plan was adopted by Council on May 9, 2006, and most recently consolidated on January 1, 2021. Section 6.7 of the Norfolk County Official Plan introduces the “Rural Area” of the County, which includes all lands outside of the Urban Areas, Hamlet Areas, and Resort Areas. Within the Rural Area, the various land use designations include Agricultural, Major Industrial, Major Public Infrastructure, Parks, and Open Spaces. The Rural Area also includes Hazard Lands and Provincially Significant Wetlands.

Policies for the Agricultural land use designation are discussed in Section 7.2 of the Norfolk County Official Plan. One of the primary objectives of the Agricultural land use designation is to persevere and foster a thriving agricultural industry and associated rural lifestyle. Therefore, the agricultural land base must be protected by promoting agricultural-related land uses.

Norfolk County recognizes the potential influx of large numbers of incompatible land uses in agricultural areas as being the main threat to the preservation of the rural character of the Agricultural land use designation.

The Norfolk County Official Plan states that “agricultural land in the County is predominately Class 1 to 3, or prime agricultural land. These classifications of agricultural land are fundamentally important in considering possible future expansions of the Urban Areas and Hamlet Areas.” This LEAR study will evaluate the lands of the County to identify prime agricultural areas and will be used to help inform Norfolk County’s planning decisions regarding future growth.

3. AGRICULTURAL PROFILE FOR NORFOLK COUNTY

3.1 Soil Resources

The soils of Norfolk County have developed in soil parent materials ranging in texture from heavy clays to coarse gravels. Most soil differences are related to these textural differences, as well as variability in drainage, topography, climate, and vegetation.

The majority of the lands in Norfolk County consist of prime agricultural lands.

3.2 Climate

Climate data is available through Environment Canada's National Climate Data and Information Archive's online database. Climate Normals and Extremes for Delhi CDA Station (1981-2010) were obtained from the online database.

Records show that this area receives an average of 1035.8 mm of precipitation annually: 906.4 mm of rainfall and 129.5 cm of snowfall. The daily average temperature ranges from a high of 21.1°C to a low of -5.4°C.

The Ministry of Agriculture and Food Factsheets provide data on crop production and growing seasons across Ontario. The rate of development of crops from planting to maturity is mainly dependent upon temperature. Areas within Norfolk County begin to experience average temperatures greater than 10°C starting April 30th before reaching temperatures greater than 12.8°C for 3 consecutive days around May 13th. During this time and up until the season's average ending date, October 4th, the area accumulates an average of 3040 crop heat units (CHU).

On average, the last spring frost in Norfolk County occurs on May 9th. The first fall frost is expected on October 1st. This provides the surrounding area with a frost-free period of approximately 145 days. The climate in Norfolk County provides a good overall growing period that can support a wide range of crops, including specialty crops.

Norfolk County's close proximity to Lake Erie allows for Lakeshore areas to benefit from microclimatic conditions. Through a GIS review and aerial photographic interpretation, it was determined that specialty crops are not more abundantly grown in Lakeshore areas than the remainder of Norfolk County. Although this area may benefit from microclimatic conditions, the land uses observed in this area are not representative of a specialty crop area.

3.3 Agri-Food Sector

3.3.1 Agricultural Crop Statistics

Norfolk County has a diverse agricultural sector that produces a wide range of locally grown products that include both common field crops and specialty crops. Agricultural statistics are available from OMAFRA and Statistics Canada's Agriculture and Food Statistics Census of Agriculture. The Census South Ontario Region, Haldimand Norfolk data was accessed to provide a general overview of agriculture and agri-food operations in the area but is unlikely to be inclusive of all operations present at the time of this report.

The County and Township Agricultural Profile for Norfolk County includes data from the 2011, 2016, and 2021 census periods. The total number of farms in Norfolk County decreased from 1,307 in 2016 to 1,140 in 2021. Total cropland also decreased from 196,403 acres in 2016 to 180,466 acres in 2021.

For the interpretation of the Canada Land Inventory agricultural land classification, the province considers Common Field Crops to include “corn, soybeans, small grains and perennial forages”. Specialty Crops include all fruit and vegetable crops, and crops such as ginseng, tobacco, and hemp. The term Field Crops in the Agriculture Census data refers to crops that include both common field crops and specialty crops.

The Field Crops commonly grown in Norfolk County include corn, soybeans, rye, winter wheat, ginseng, potatoes, and sweet potatoes. According to Statistics Canada’s Census of Agriculture, a total of 157,855 acres of land in Norfolk County were used for the production of field crops and hay in 2021.

Fruit crops grown in Norfolk County include apples, sour cherries, watermelons, strawberries, blueberries, raspberries, grapes, and peaches. According to Statistics Canada’s Census of Agriculture, a total of 3,763 acres of land in Norfolk County were used for the production of fruits in 2021.

Vegetable crops grown in Norfolk County include pumpkins, sweet corn, asparagus, squash/zucchini, tomatoes, cabbage, cucumber, and green and wax beans. According to Statistics Canada’s Census of Agriculture, a total of 18,229 acres of land in Norfolk County were used for the production of field vegetables in 2021.

According to Statistics Canada’s Census of Agriculture in 2021, Norfolk County had approximately 152,207 acres of land in production of common field crops and 27,640 acres of land in production of specialty crops. This shows that the majority of lands in agricultural production in Norfolk County are used for the production of common field crops (84.6%), while the lands used for specialty crop production (15.4%) are lesser but still significant.

3.3.2 Employment

The agriculture and agri-food sector is one of the largest primary goods producing sectors and plays a key role in the Norfolk County economy. According to Census of Agriculture data from 2021, the agriculture, forestry, fishing, and hunting industry employed approximately 2,130 individuals Norfolk County, which is a decrease from the 2,485 individuals employed in 2016. Within Norfolk County, there were approximately 1,413 agri-food businesses in 2021, which is a slight increase from the 1,383 agri-food businesses recorded in 2016.

3.3.3 Farm Values

As of 2021, of the 1,140 total farms within Norfolk County, 41 farms were valued under \$200,000, 60 farms were valued between \$200,000 and \$499,999, 214 farms were valued between \$500,000 and \$999,999, and 825 farms were valued \$1,000,000 and over. Over the past three census periods, the number of farms valued at \$1,000,000 and over has increased substantially, with the number of farms valued under \$1,000,000 decreasing each year.

4. STUDY METHODOLOGY

A LEAR Study is the provincial standard for the identification and refinement of prime agricultural areas by municipalities. A LEAR Study is a technical assessment which, in addition to the Canada Land Inventory (CLI) soil capability, allows other factors to be considered in identifying prime agricultural areas.

Factors are selected, weighed, scored, and applied to land parcels within a Study Area to identify recommended prime agricultural areas for land use planning purposes.

The current Norfolk County Official Plan land use schedules make no distinction between prime agricultural areas and rural areas. This LEAR Study will enable the County to identify its prime agricultural areas and be consistent with current Provincial policies and guidelines.

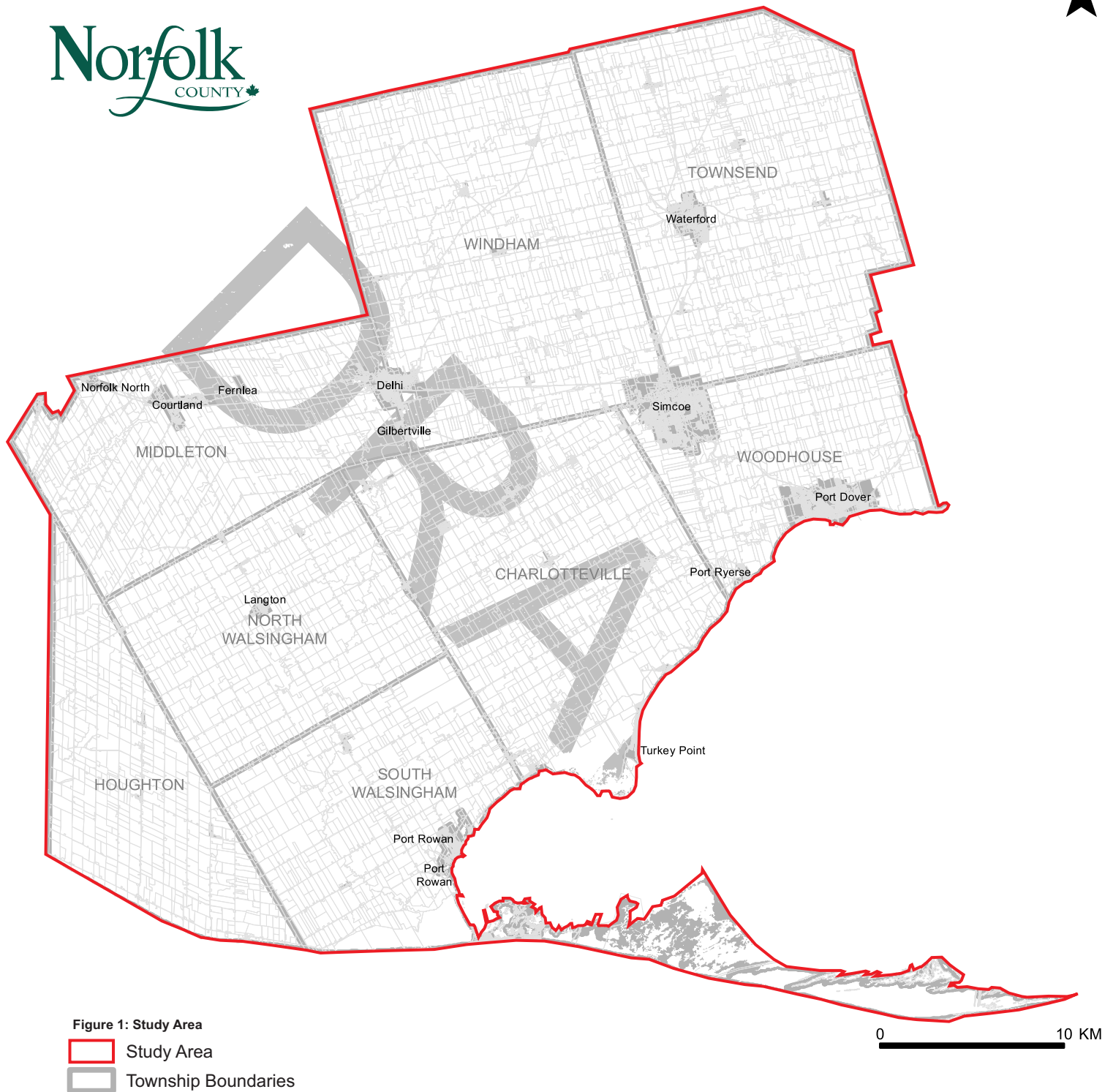
When conducting a LEAR Study, the Province provides a set of principles to ensure the Study meets certain requirements. The LEAR methodology for the Greater Golden Horseshoe was developed using the following principles:

1. Alignment with provincial objectives and policies.
2. Use of the most recent and robust data available for the entire study area.
3. Factors are mutually exclusive to avoid double counting.
4. The number of factors is limited to avoid diffusing the importance of each factor.
5. Factors are well-reasoned and understandable to the public, agricultural stakeholders, and decision-makers.
6. The method addresses differences between municipalities.
7. A balanced approach is used where agriculture and natural heritage overlap.

This LEAR Study adheres to the principles set forth by the Province and the Guide to the LEAR System for Agriculture published by OMAFRA. Examples of LEAR factors and their associated weightings used in LEAR Studies completed in other municipalities can be found in Appendix B.

4.1 Study Area

The Study Area is defined by the boundaries of Norfolk County and considers all lands outside of hamlets or urban growth centers (i.e., Simcoe, Port Dover, Waterford, Port Rowan, etc.). The lands adjacent to the County's boundaries were reviewed to determine whether it was likely that they would have any influence on the results of the LEAR evaluation. It was concluded that the adjacent lands would have a minimal influence on the LEAR calculations and therefore were not considered for the LEAR evaluation. Figure 1 illustrates the Norfolk County Study Area.



4.2 Evaluation Unit

An Evaluation Unit (EU) refers to a chosen geographic unit used for the calculation of a LEAR score. The evaluation unit scores then form the basis for determining the significance of land for agriculture. The LEAR Guidance Document allows for a number of options for determining EUs. These options can range from concession lots to individual parcels. Evaluation Unit options were presented to Norfolk County planning staff, and it was decided that the EUs for the Norfolk County LEAR will be comprised of individual parcels based on Municipal Property Assessment Code (MPAC) roll numbers. This existing dataset was accessed and resulted in LEAR scores given to 12404 discrete EUs.

The MPAC data was provided by the County of Norfolk and each EU was analyzed using Geographic Information System (GIS) software linked to the City's property information system. Each property was assigned a unique LEAR Identification Number (LIN).

Properties and land parcels less than 0.1 ha were not assigned a LEAR score as these small parcels are unlikely to be associated with an agricultural operation. These parcels were considered during the calculation of AR components of the LEAR.

4.3 LEAR Working Group

A Guide to the Land Evaluation and Area Review (LEAR) System for Agriculture (LEAR Guidance Document) requires the establishment of a LEAR working group which may include:

- ♦ County, Region, Town, City and Township representatives; municipal planners; conservation authority representatives;
- ♦ other local government officials;
- ♦ agricultural leaders;
- ♦ farmers;
- ♦ representatives of farm organizations;
- ♦ representatives from local public-interest groups;
- ♦ others with interest and knowledge of Provincial or local planning needs and goals; and
- ♦ staff from the OMAFRA Agricultural Land Use Unit.

The LEAR Working Group for this Study is comprised of Norfolk County planning staff, members of the Norfolk Agricultural Advisory Committee (NAAC), and input from the OMAFRA land use planner responsible for Norfolk County. Norfolk County planning staff have led the discussions with the members of the LEAR Working Group.

4.4 LEAR Components

4.4.1 LE Component: Canada Land Inventory (CLI) Information

OMAFRA's LEAR Guidance Document requires that the LE component represents a minimum of 50% of the LEAR score. Municipalities, through an interpretive process, can select the percentage that best represents the municipality's circumstances. The LE factor is derived from the CLI Soil Capability Ratings but can also include climatic conditions that may benefit or inhibit agricultural crop production.

The Norfolk County LEAR only uses the CLI Soil Capability Ratings to derive the LE component. Climate data was reviewed and compared to crop production to determine whether the specialty crops grown in

the County rely on special climatic conditions, such as proximity to Lake Erie. No discernable areas of significant size within the County were identified that clearly demonstrated a dependence on special climatic conditions. Specialty crops are grown throughout the County and seem to be more influenced by soil conditions rather than climatic conditions. Therefore, climate was not included as one of the LE factors.

The LEAR Guidance Document recommends the following points (field crop points) based on the percentage of CLI Class lands within an EU. The LE score is derived from adding the LE products generated by multiplying the percent of each CLI Class within the EU (column 2) by the field crop points (column 3). Table 1 below shows the field crop points assigned to each CLI Class.

Table 1. LE Component			
Soil Capability Class (CLI)	% of EU	Field Crop Points	LE Score (Points X65)
1		10.0	
2		8.0	
3		6.5	
4		5.5	
5		5.0	
6		4.0	
7 & Organic		0.0	
	100%		Total Score for EU =

4.4.2 AR Factors

In a LEAR system, the AR component can include a variety of factors ranging from an assessment of land use characteristics and the level of fragmentation to socio-economic factors involving aspects such as the level or presence of agricultural investments, agricultural census data, and the proximity to farm services. The selected AR factors can influence the suitability of an evaluation unit for agricultural uses. An EU which is not actively farmed and smaller in size would have a lower priority for inclusion in the prime agricultural area than an EU that is actively farmed, larger in size, and is surrounded by other actively farmed lands.

Through consultation with Norfolk County, it was determined that the following three Area Review (AR) factors would be used in the Norfolk County LEAR:

- ♦ AR1 – Percentage of lands surrounding EU with conflicting land uses;
- ♦ AR2 – Parcel size; and
- ♦ AR3 – Percentage of EU in agricultural production.

AR1: Potential Conflicting Land Use

The AR1 factor measures the percentage of all potential conflicting land uses within a certain distance from the Evaluation Unit (EU). Norfolk County planning staff confirmed that a distance of 500 m from the EU would be most appropriate for the AR1 factor.

Potential conflicting land uses are commercial, industrial, institutional, recreational uses, settlement areas, and rural residential clusters. Non-conflicting land uses include agricultural, agriculture-related, and on-farm diversified uses.

Settlement areas include urban growth centres and hamlets. The urban growth centres are considered to be potential major conflicting land use. The AR evaluation includes the six urban growth centres in the County (Courtland, Delhi, Waterford, Simcoe, Port Dover, and Port Rowan) and Tillsonburg, which is located immediately adjacent to the northwestern corner of the County. Minor conflicting land uses include hamlets and residential clusters. Norfolk County provided the settlement area boundaries for the urban growth centres and hamlets. Residential clusters are defined as four or more contiguous residential lots. These were identified using GIS software and the County's digital parcel fabric layer.

The MPAC data was also used to identify the potential conflicting land uses. The MPAC Codes used:

- ♦ 100 series: Vacant land; and
- ♦ 200 series: Farm

to confirm non-conflicting land uses; and

- ♦ 300 series: Residential (340, 341, 352, 361 and 374 - Multi-Residential);
- ♦ 400 series: Commercial;
- ♦ 500 series: Industrial;
- ♦ 600 series: Institutional;
- ♦ 700 series: Special & exempt; and
- ♦ 800 series: Government

to identify conflicting land uses.

The MPAC 300 – 800 series are all considered to be minor conflicting land uses. Conflicting land uses within settlement areas were screened out to avoid double counting. A list of conflicting and non-conflicting land use examples evaluated for the Norfolk County LEAR is provided in Appendix C.

Table 2 shows the points and AR1 scores based on the percentage of the parcel within 500 m of a major conflicting land use. The weighting factor for major conflicting land uses is 5. Therefore, to obtain the AR1 Major score, the points were multiplied by 5.

Table 2. AR1 – Potential Conflicting Land Use - Major		
% of lands Surrounding EU = Conflicting Land Use	Points	AR1-Major Score (Points X5)
85 - 100%	0	
70 - <85%	1	
55 - <70%	2	
40 - <55%	4	
25 - <40%	6	
10 - <25%	9	
0 - <10%	10	

Table 3 shows the points and AR1 scores based on the percentage of the parcel within 500 m of a minor conflicting land use. For minor conflicting land uses the weighting factor used is 10. Therefore, to obtain the AR1 Minor score, the points were multiplied by 10.

Table 3. AR1 – Potential Conflicting Land Use - Minor		
% of lands Surrounding EU = Conflicting Land Use	Points	AR1-Minor Score (Points X 10)
85 - 100%	0	
70 - <85%	1	
55 - <70%	2	
40 - <55%	4	
25 - <40%	6	
10 - <25%	9	
0 - <10%	10	

The total AR1 score is arrived at by adding the AR1 Major and AR1 Minor scores together.

AR2: Parcel Size

Parcel size is a relatively straightforward analysis. The AR2 points are based on the parcel size as shown in Table 4. The larger the parcel, the greater the points awarded to the parcel. Parcels that are <1 ha in size were not given an AR2 score. The points were then multiplied by 5 (the weighting factor used for AR2) to obtain the AR2 score. The parcel size data used in the analysis was provided by Norfolk County.

Table 4. Parcel Size		
Parcel Size	Points	AR2 Score (Points X5)
36.4 +ha	10	
20.2 - <36.4 ha	9	
10.1 - <20.2 ha	6	
4.5 - <10.1 ha	4	
1 - <4.5 ha	2	
<1 ha	0	

AR3: Percentage of EU in Agricultural Production

The AR3 factor represents the percentage of land within each EU that is in agricultural production. Lands in agricultural production include lands used for growing crops, fallow lands, farmsteads, hedgerows, and small treed areas. The MPAC Codes (Series 100 and 200) identified the parcels in agricultural production.

The Ministry of Natural Resources and Forestry (MNRF) data (woodland and wetland layers) was used to identify those portions of each EU that are not in agricultural production. In some cases, this data layer showed orchard lands as forested. Therefore, aerial photographic interpretation was required to confirm that the woodland layer did not include orchard lands.

Table 5 shows the points (column 2) assigned to each percent class for land in agricultural production (column 1). The points were then multiplied by 15 (the weighting factor used for AR3) to obtain the AR3 score for each EU.

Table 5. Percentage of EU in Agricultural Production		
% of EU in Agriculture	Points	AR3 Score (Points X15)
85 - 100%	10	
70 - <85%	9	
55 - <70%	8	
40 - <55%	7	
25 - <40%	4	
10 - <25%	2	
0 - <10%	1	

4.5 LE:AR Ratio

A Guide to the Land Evaluation and Area Review System for Agriculture (OMAFRA, 2002) generally recommends a ratio of 1:1 for LE and AR scores when evaluating the LEAR score. However, each municipality can adjust the LE to AR ratio to best represent its own unique circumstances. For example, it can choose to strengthen the LE component and reduce the influence of the AR factors. The LE factor can never represent less than 50% of the total LEAR score.

Various options were presented to Norfolk County planning staff who ultimately decided that the ratio of LE to AR for the Norfolk County LEAR would be 65:35. That is, for each EU, 65 % of the LEAR score was derived from the LE score and 35% was derived from the AR scores. A ratio of 65:35 will place a greater emphasis on soil capability classes and further emphasize Norfolk County's expansive area of prime agricultural land. The maximum LEAR score that an EU can achieve using the Norfolk County LEAR methodology is 1000.

4.6 LEAR Score

The formula used to calculate the LEAR score is shown below.

$$\text{LE Score} + [\text{AR1} \{(\text{AR Major Score} \times \text{Weight}(5)) + (\text{AR Minor Score} \times \text{Weight}(10))\} + (\text{AR2 Score} \times \text{Weight}(5)) + (\text{AR3 Score} \times \text{Weight}(15))] = \text{Final LEAR Score}$$

The weighting assigned to each component and factor are shown in the flowchart below (Figure 2).

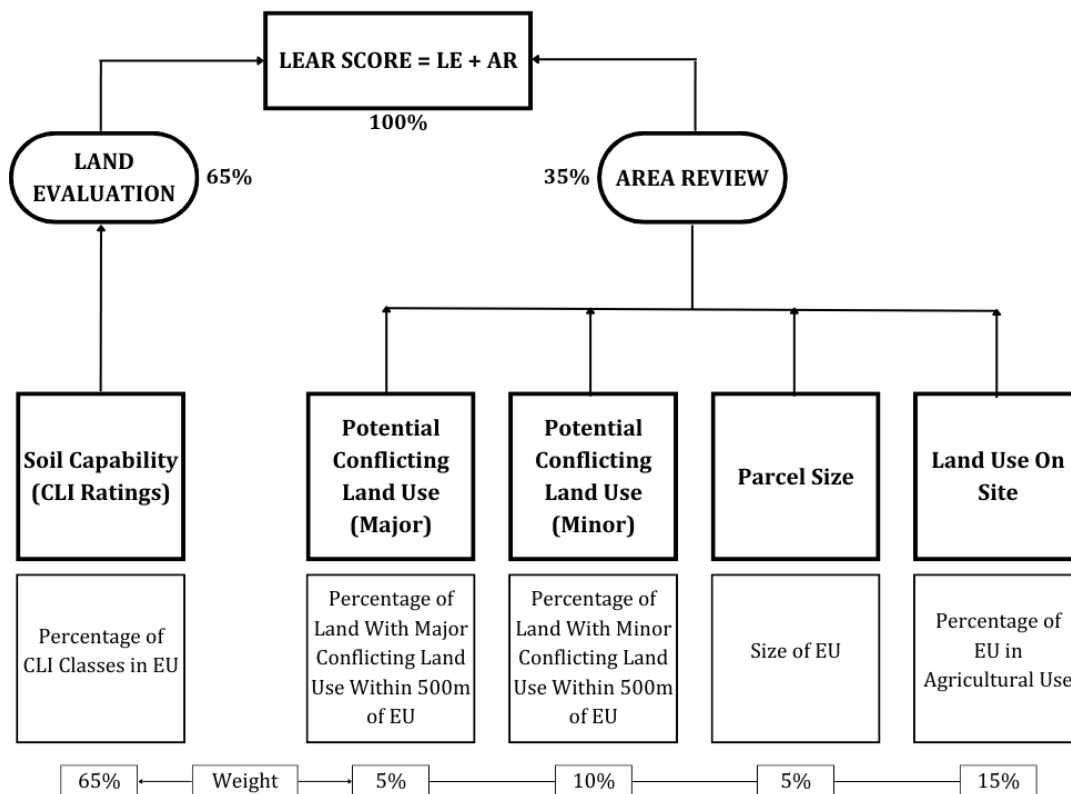


Figure 2: LEAR Flowchart

Based on the ratio of 65:35, the LEAR score was calculated by adding the LE score multiplied by 65 and the total AR score to achieve a value between 0 and 1000. The AR score is obtained by adding the total scores of AR1, AR2, and AR3 factors based on their associated weighting.

4.7 Threshold Value

It was recommended to Norfolk County that a single threshold score of 650 be used to identify candidate prime agricultural areas. This threshold value represents approximately 65% of the LEAR score and is equivalent in productivity to CLI Class 3 lands. The province defines prime agricultural lands as CLI Classes 1, 2 and 3. The Norfolk County LEAR will therefore identify the most productive lands in the County. All EUs with a value of 650 or greater will be considered for inclusion within the prime agricultural area. The threshold value aligns with other LEARs produced by municipalities in Ontario and accepted by OMAFRA.

4.8 Land Use Designation

4.8.1 Candidate Prime Agricultural Areas

As per PPS Policy 2.3.2, municipal planning authorities are responsible for identifying and designating prime agricultural areas and specialty crop areas in accordance with guidelines developed by the Province, such as a LEAR. The Norfolk County LEAR has identified large areas of land that qualifies as candidate areas for inclusion within the County's prime agricultural area. The candidate areas include areas in which the majority of EUs have LEAR scores that are contiguous and exceed 650 points.

To be consistent with provincial practices, the minimum size of these candidate areas should be approximately 250 ha in size or greater. In some cases, such as when identifying specialty crop areas, prime agricultural areas can be smaller if the municipality feels there is a need to protect the types of agricultural operations and activities.

4.8.2 Candidate Rural Lands

Similar to the process used to identify prime agricultural areas, the LEAR can be used to identify candidate areas suitable for inclusion within a rural designation. Lands that are 250 ha or larger and below the LEAR Threshold value (650) are suitable candidate areas for inclusion within a rural designation.

4.8.3 Borderline Candidate Areas

The LEAR identified EU's that scored between 600 and 649. These areas are considered to be borderline candidate areas. They can be considered for possible inclusion within the prime agricultural area depending on the proximity to higher scoring lands.

5. RESULTS

5.1 LE Component

The Land Evaluation scores were calculated using a GIS analysis. The most up to date soils and CLI data were overlaid with the LEAR evaluation units, allowing for the CLI Classes in each EU to be identified. Several EUs encompassed multiple CLI Classes. To determine a single LE score for each EU, further data manipulation was completed by exporting the data to a spreadsheet.

Within this spreadsheet, the percentage occurrence of each CLI Class within the EU was calculated. As explained in the previous section, the percentage of each CLI Class was multiplied by the Provincial points system for the associated CLI Class. These points were summed and then multiplied by 65 to determine the final LE score for each EU. An example of LE score calculations for individual EUs is shown in Table 6 below.

Soil Capability Class (CLI)	% of EU	Field Crop Points	EU Points (%EU X Points)	LE Score (EU Points X65)
1	0.6	10.0	6	390
2	0.0	8.0	0	
3	0.0	6.5	0	
4	0.0	5.5	0	
5	0.4	5.0	2	130
6	0.0	4.0	0	
7 & Organic	0.0	0.0	0	
Total	1.0		8	520

The Land Evaluation scores generated by the GIS analysis are shown in Figure 3 below. This figure shows that the majority of EUs have an LE score greater than 350. This is indicative of the presence of prime agricultural lands common throughout the County.

Notably, EUs around Long Point and portions of the Lakeshore area had lower LE scores which reflect the presence of the wetlands and other non-agricultural lands.

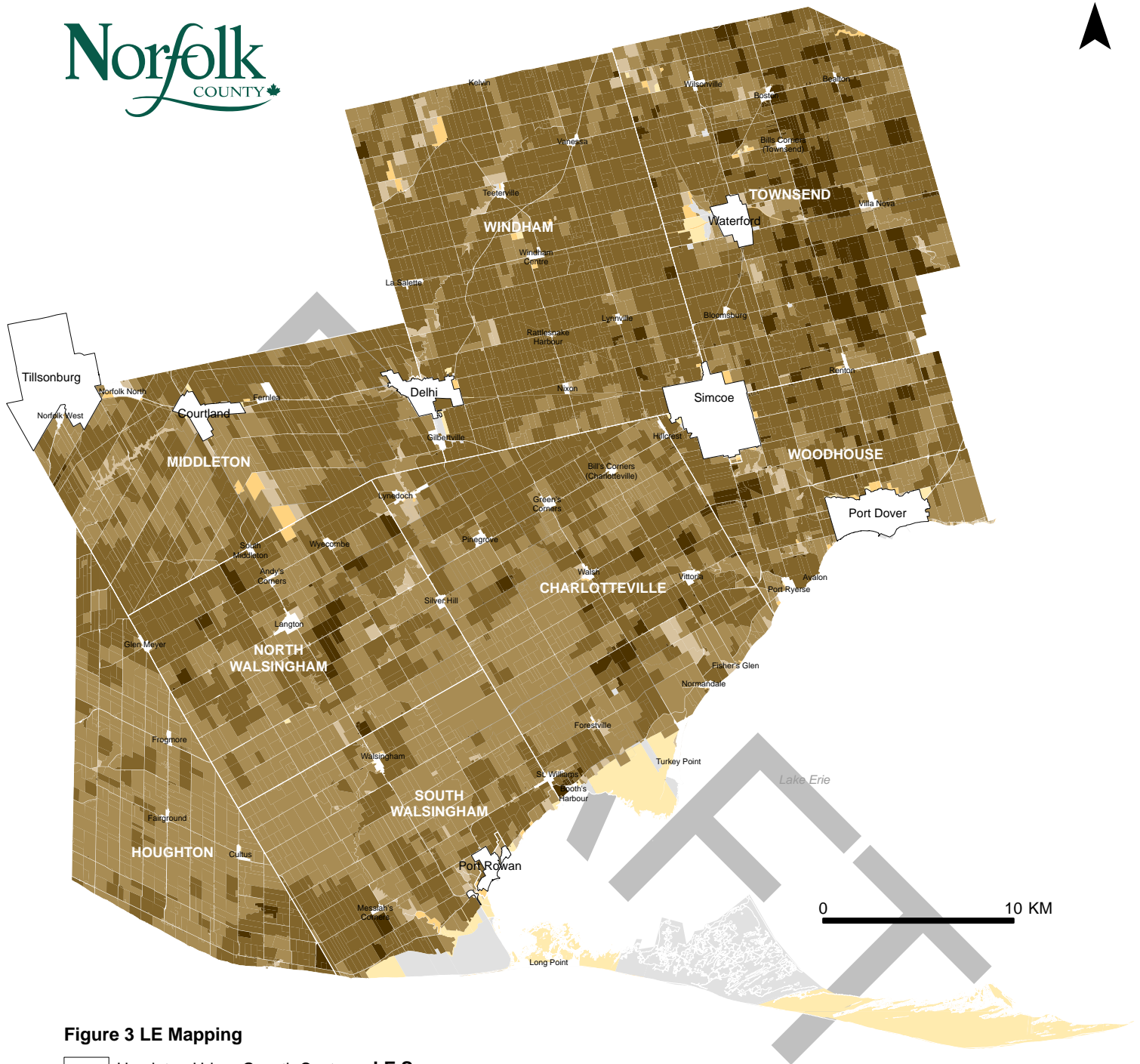










Figure 3 LE Mapping

 Hamlet or Urban Growth Centre

LE Score

	0 - 49
	50 - 149
	150 - 249
	250 - 349
	350 - 449
	450 - 549
	550 - 650

5.2 AR Component

The Area Review component represents 35% of the overall LEAR score. There are three AR factors that comprise the AR component. These are:

- ♦ AR1 – Percentage of lands surrounding EU with potential conflicting land uses;
- ♦ AR2 – Parcel size; and
- ♦ AR3 – Percentage of EU in agricultural production.

5.2.1 AR1

The 300 Series – 800 Series MPAC Codes represent non-agricultural uses and were used to identify potential conflicting land uses. The major urban growth centres and hamlets were also identified as potential confliction areas and were screened out of the analysis to avoid double counting.

Potential conflicting land uses were separated into major and minor potential conflicting land uses. Major urban growth centres (i.e., Tillsonburg, Courtland, Delhi, Waterford, Simcoe, Port Dover, and Port Rowan) were considered to be major potential conflicting land uses. Hamlets and residential clusters were considered to be minor potential conflicting land uses.

The results of the AR1 analysis are shown in Appendix D. It shows that those EUs in close proximity to the urban growth centres (a potential major conflicting land use) are most influence on the AR1 score. Whereas the minor potential conflicting land uses have a smaller influence on the AR1 score, as anticipated.

5.2.2 AR2

Parcel size data provided by Norfolk County was utilized to determine AR2 scores. Each EU is represented by an individual parcel, which allowed for a relatively straightforward analysis and points to be calculated for each EU as described in the methodology section above. The AR2 results are shown in Appendix E.

5.2.3 AR3

The AR3 factor represents the percentage of each EU in agricultural production. The result of this analysis is located in Appendix F. The majority of EUs have more than 55% of land in agricultural production and were calculated to have an AR3 score of >160.

5.2.4 Combined AR

After the three AR factors were weighted, the scores were combined to determine the total AR score for each EU. The Area Review scores were then grouped as shown in Figure 4. This figure shows that the majority of EUs have AR scores that exceed 220. The methodology used to generate the AR component resulted in EUs with lower AR scores where adjacent to Major Urban Centres and those surrounding significant natural heritage features such as Long Point, Turkey Point, and portions of the Lakeshore area. Although the methodology did have an influence on the EUs adjacent to hamlets and residential clusters, the degree of influence was not as great and ultimately does not appear to have reduced the overall LEAR score below the LEAR threshold value (650).

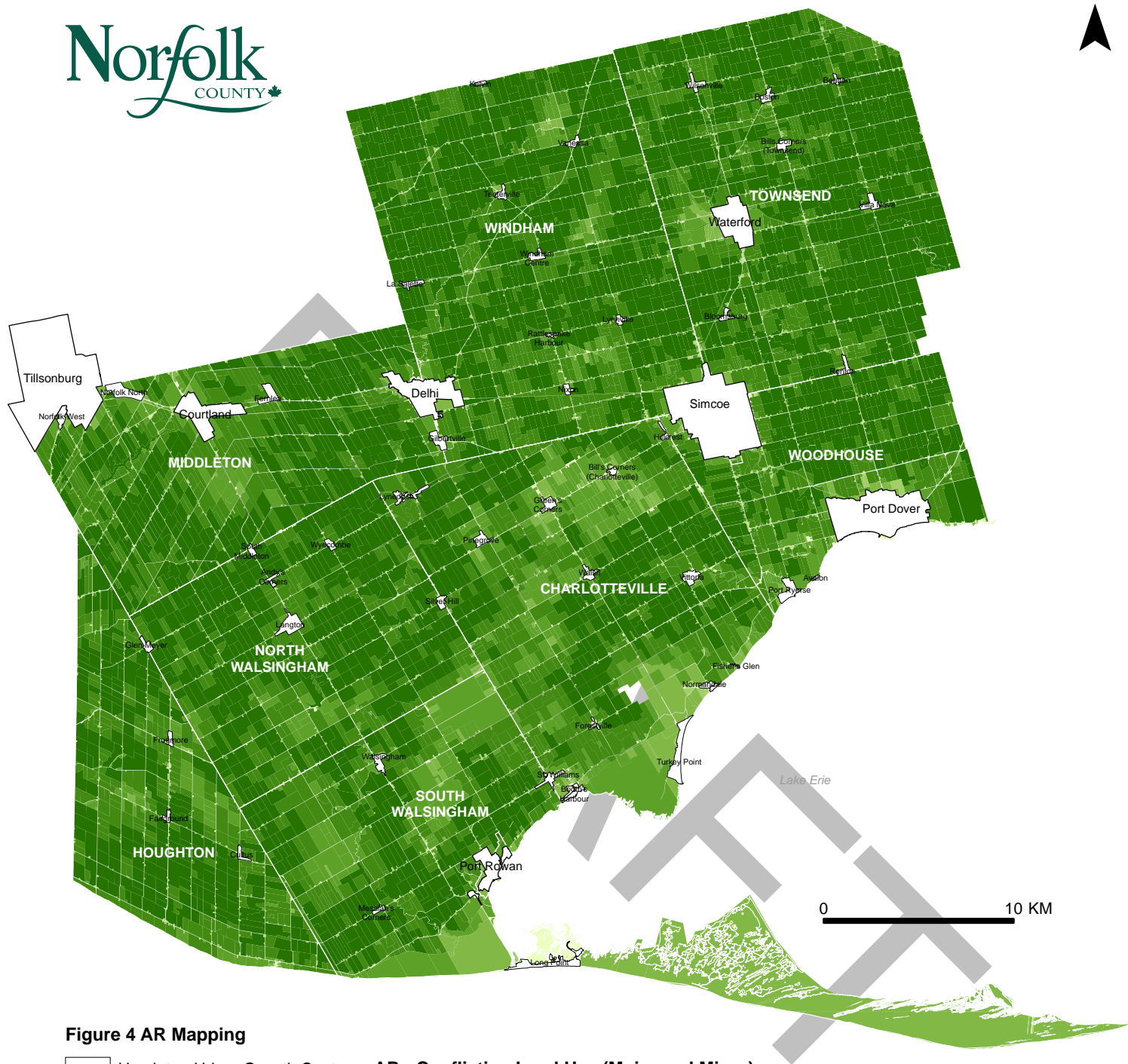


Figure 4 AR Mapping

Hamlet or Urban Growth Centre

AR - Conflicting Land Use (Major and Minor)

0 - 60
61 - 110
111 - 170
171 - 220
221 - 275
276 - 315
316 - 350

5.3 LEAR Score

The total LEAR score for each EU was calculated by combining LE score to the total AR score. These results are shown in Figure 5 which shows that the majority of the County meets or exceeds the LEAR threshold value of 650.

5.4 Identifying Candidate Prime Agricultural Areas

The LEAR study identified candidate prime agricultural areas within Norfolk County using the LE component and the AR factors and weightings previously described. The threshold value for consideration of prime agricultural areas was decided to be 650. Those EUs that have LEAR scores greater than 650 qualify as candidates for inclusion within the prime agricultural area. The prime agricultural areas should be greater than 250 ha and predominantly consist of EUs with LEAR scores 650 or greater.

5.4.1 Prime Agricultural Areas

A range of LEAR scores are shown in Figure 6. It shows that the LEAR scores generated for the majority of the County exceed the 650-threshold value indicating that the majority of the County is a candidate for inclusion with the prime agricultural area..

5.4.2 Borderline Area

Those borderline areas that have LEAR scores between 600 and 649 should be considered for inclusion into prime agricultural areas where they are in close proximity to areas that have LEAR scores of 650 or more. If the majority of these borderline EUs are adjacent lands with less than 600, these borderline areas can be considered for a rural land use designation. For both options, the total area should be at least 250 ha in size.

It is recommended that the County consider reconnaissance level site investigations with members of the LEAR Working Group or other knowledgeable and qualified agrologists to review these borderline areas to determine whether they should be included in the prime agricultural area or rural designation.

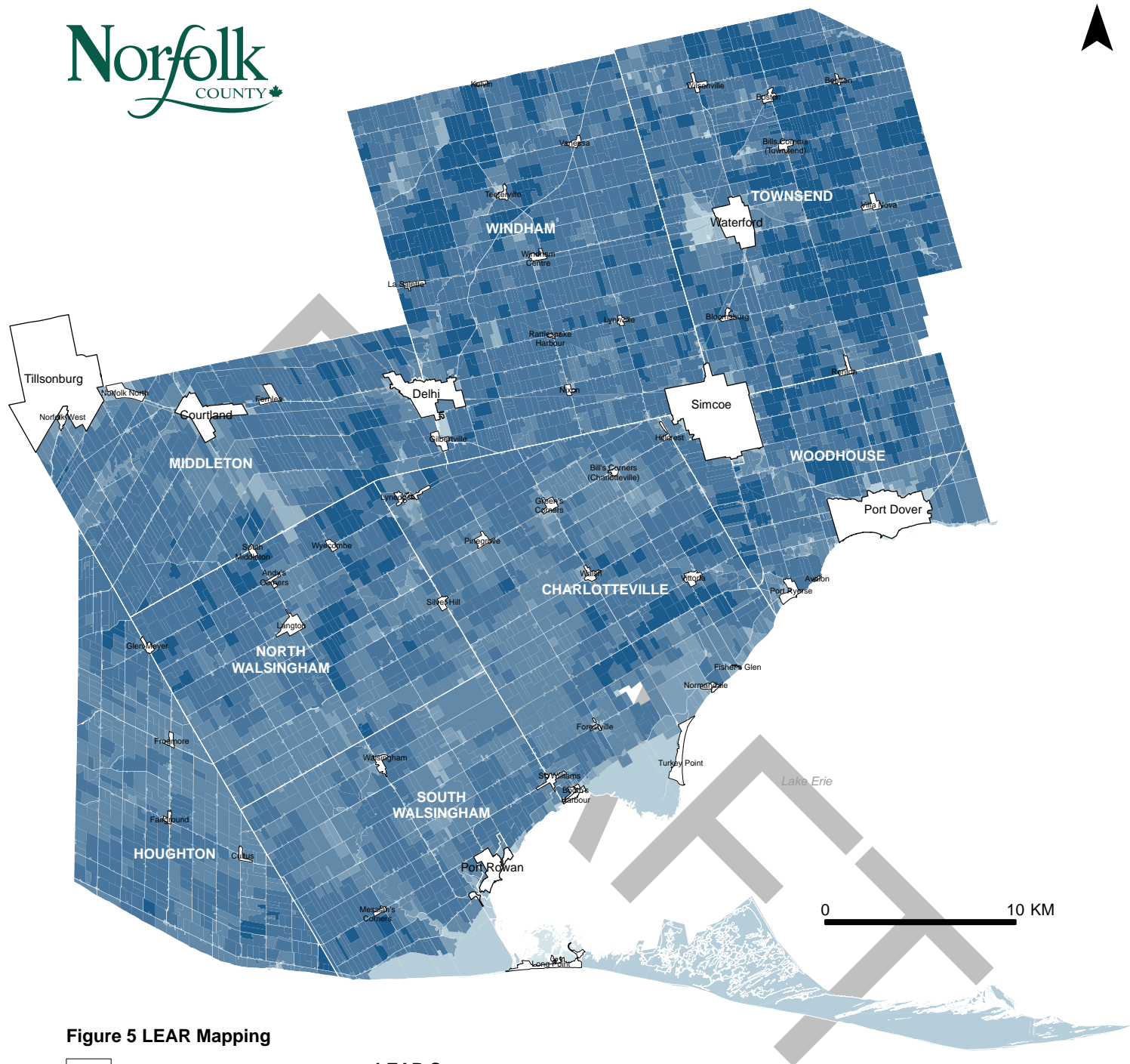


Figure 5 LEAR Mapping

Hamlet or Urban Growth Centre

LEAR Score

0 - 199
200 - 399
400 - 599
600 - 649
650 - 749
750 - 849
850 - 1000



Below LEAR Threshold Value

Above LEAR Threshold Value

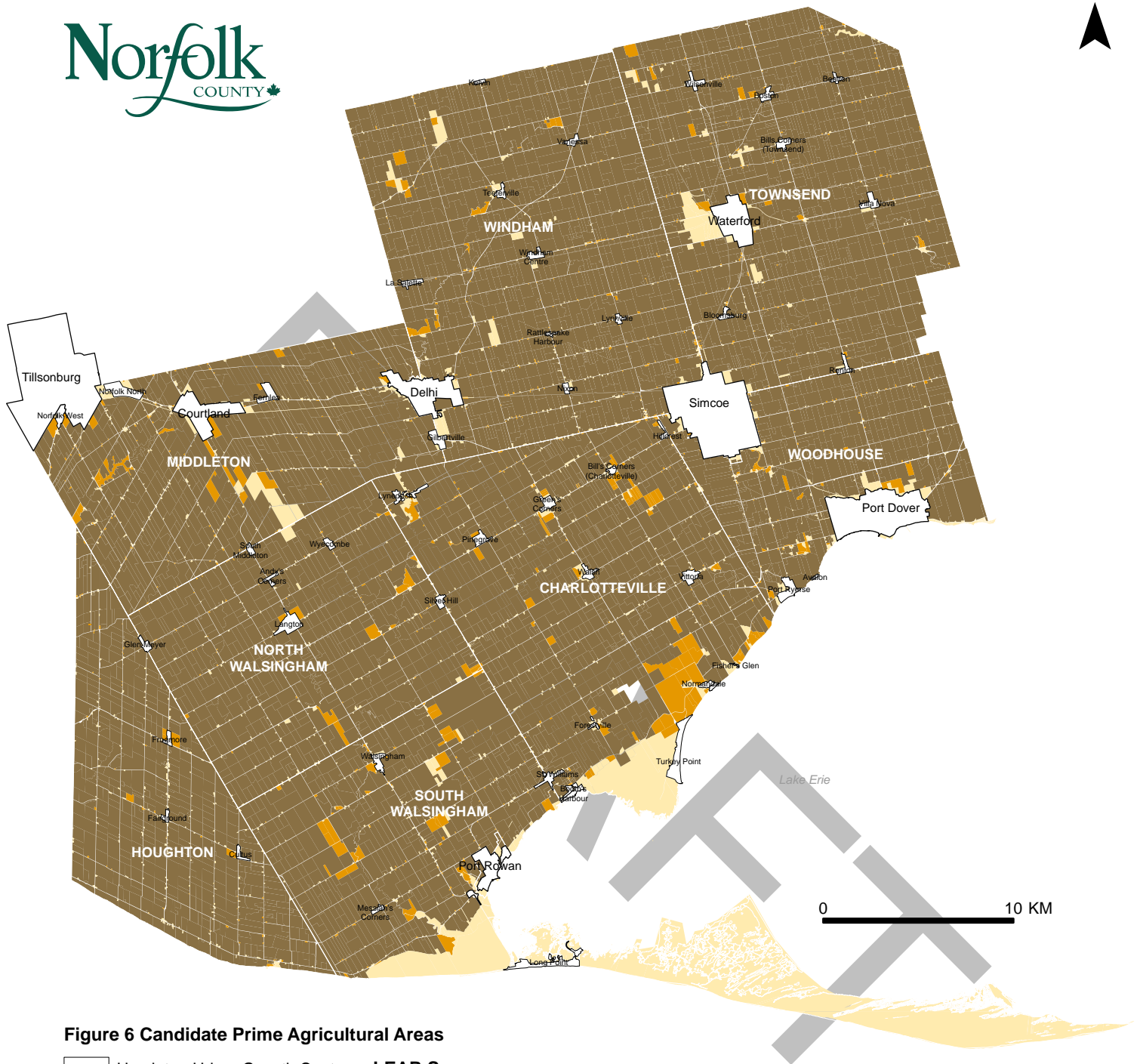
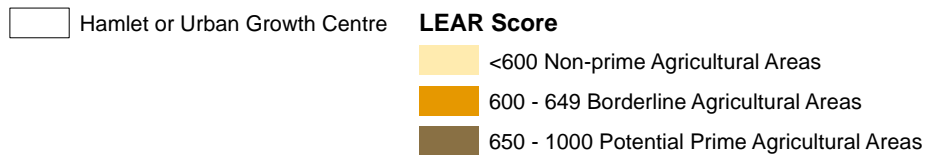


Figure 6 Candidate Prime Agricultural Areas



6. CONCLUSIONS

This LEAR study was carried out as part of Norfolk County's Growth Management Study to identify candidate prime agricultural areas and have these areas recognized in the County's Official Plan in order to conform to the 2020 Provincial Policy Statement (PPS).

The LEAR methodology was designed specifically for Norfolk County and recognizes the high potential for agricultural production in the County. The LEAR methodology developed for Norfolk County, with input and guidance provided by the Norfolk County planning staff, the LEAR Working Group and OMAFRA land use planners, determined that the majority of Norfolk County qualifies as candidate prime agricultural areas.

This report was prepared by:

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APPENDIX A

List of Acronyms

ALES	-	Agricultural Land Evaluation System
AR	-	Area Review
CHU	-	Crop Heat Units
CLI	-	Canada Land Inventory
EU	-	Evaluation Unit
GIS	-	Geographical Information System
GMS	-	Growth Management Study
ha	-	hectare
LE	-	Land Evaluation
LEAR	-	Land Evaluation and Area Review
m	-	meter
MNRF	-	Ministry of Natural Resources and Forestry
MPAC	-	Municipal Property Assessment Code
OMAFRA	-	Ontario Ministry of Agriculture, Food and Rural Affairs
PAA	-	Prime Agricultural Areas
PAL	-	Prime Agricultural Lands
PPS	-	Provincial Policy Statement

APPENDIX B

Previously Completed LEARs – Factors and Weighting

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Table 1: EU Factor Criteria

LEAR Study	Provincial	Greenbelt	Hamilton	Ottawa-Carleton	Stormont-Dundas & Glengarry	Halton	Town of Mono	Region of Peel & Town of Caledon	York Region
Evaluation Unit	Ownership Parcels	Survey Lots and Concessions	Ownership Parcels	Ownership Parcels	Ownership Parcels	Survey Lots and Concessions	Survey Lots and Concessions	Ownership Parcels	Survey Lots and Concessions

Table 2: Criteria for each LEAR

Criteria	Provincial (50:50)	Greenbelt (65:35)	Hamilton (60:40)	Ottawa-Carleton (70:30)	Stormont-Dundas & Glengarry (50:50)	Halton (65:35)	Town of Mono (70:30)	Region of Peel & Town of Caledon (50:50)	York Region (65:35)
CLI Classification	LE = 100 AR = 100	LE = 2 factors: -Soil Class 80% -Climate 20% -CHU Zones -Niagara Grape	LE = -Soil Class	LE = -Field Crop Points	LE = -CLI Class	LE = -CLI Class	LE = -CLI Class -HPI	LE = -CLI Class	LE = -CLI Class
Conflicting Land Use	Percentage of Surrounding Lands in Agricultural Use 85-100% gets perfect score	Number of parcels within 300 m of the evaluation unit 0 to 1 parcels gets perfect score	Proportion of agricultural land within 1 km of each agricultural property	Percentage of Property within 500 m of Non-Conflicting Land Use 0% gets perfect score	Proportion of Surrounding Area (1 km) in Agricultural Land Use 75-100% gets perfect score.	Percentage of Conflicting Land Use (within 2 km of the EU).	Percentage of Evaluation Unit in Agricultural Use.	Percentage of Evaluation Unit in Agricultural Use. Conflicting Land Uses	Conflicting uses were defined based on assessment codes and classification of uses in the Guideline to Agricultural Land Uses.
Parcel in Ag Use or Farm Infrastructure	Percentage of Evaluation Unit in Agricultural Use 85-100% gets perfect score	Number of parcels in the evaluation unit 1 or 2 parcels gets perfect score	Number of residential properties within 1 km of each agricultural property	Percentage of Property in Agricultural Land Use 85-100% gets perfect score	Proportion of Parcel in Agricultural Land Use 75-100% of property in agricultural use gets perfect score	Amount of farm infrastructure within the EU. If EU has infrastructure it receives a higher score. If farm infrastructure does not exist, the EU receives a lower score.	Percentage of Lands Surrounding EU in Agricultural Production	Percentage of agricultural lands in production within 1 km of the evaluation unit.	Percentage of agricultural lands in production within 1 km of the evaluation unit.

Criteria	Provincial (50:50)	Greenbelt (65:35)	Hamilton (60:40)	Ottawa-Carleton (70:30)	Stormont-Dundas & Glengarry (50:50)	Halton (65:35)	Town of Mono (70:30)	Region of Peel & Town of Caledon (50:50)	York Region (65:35)
Parcel Size or Fragmentation	Parcel Size Greater than 36.4 ha gets perfect score	Investment in tile drainage within evaluation unit Tile drainage gets perfect score	Number of properties within 1 km of each agricultural property (exclude residential)	Parcel Size Greater than 36.4 ha gets perfect score	Parcel Size Greater than 36.4 ha gets perfect score	Fragmentation of EU	Lot Fragmentation/ Parcel Size	Fragmentation based on 40 hectare (100 acre) lots. The presence of 8 or fewer abutting lots represents a perfect fragmentation score. <i>Road widths did not constitute a break in the contiguous area boundary;</i>	Fragmentation of EU: the extent that land in each Evaluation Unit has been fragmented.
Economic Characteristics		Economic Structure: Gross farm receipts per cropped acre >\$2500 gets perfect score			Investment in Tile Drainage Has tile drainage gets perfect score		The number of non-farm residences within 300 m of EU.		
Surrounding Land Use					Proximity to Conflicting Land Uses Parcels greater than 400m get perfect score		The percentage of surrounding lands within 300 m with conflicting land uses.		

APPENDIX C
Land Use Examples

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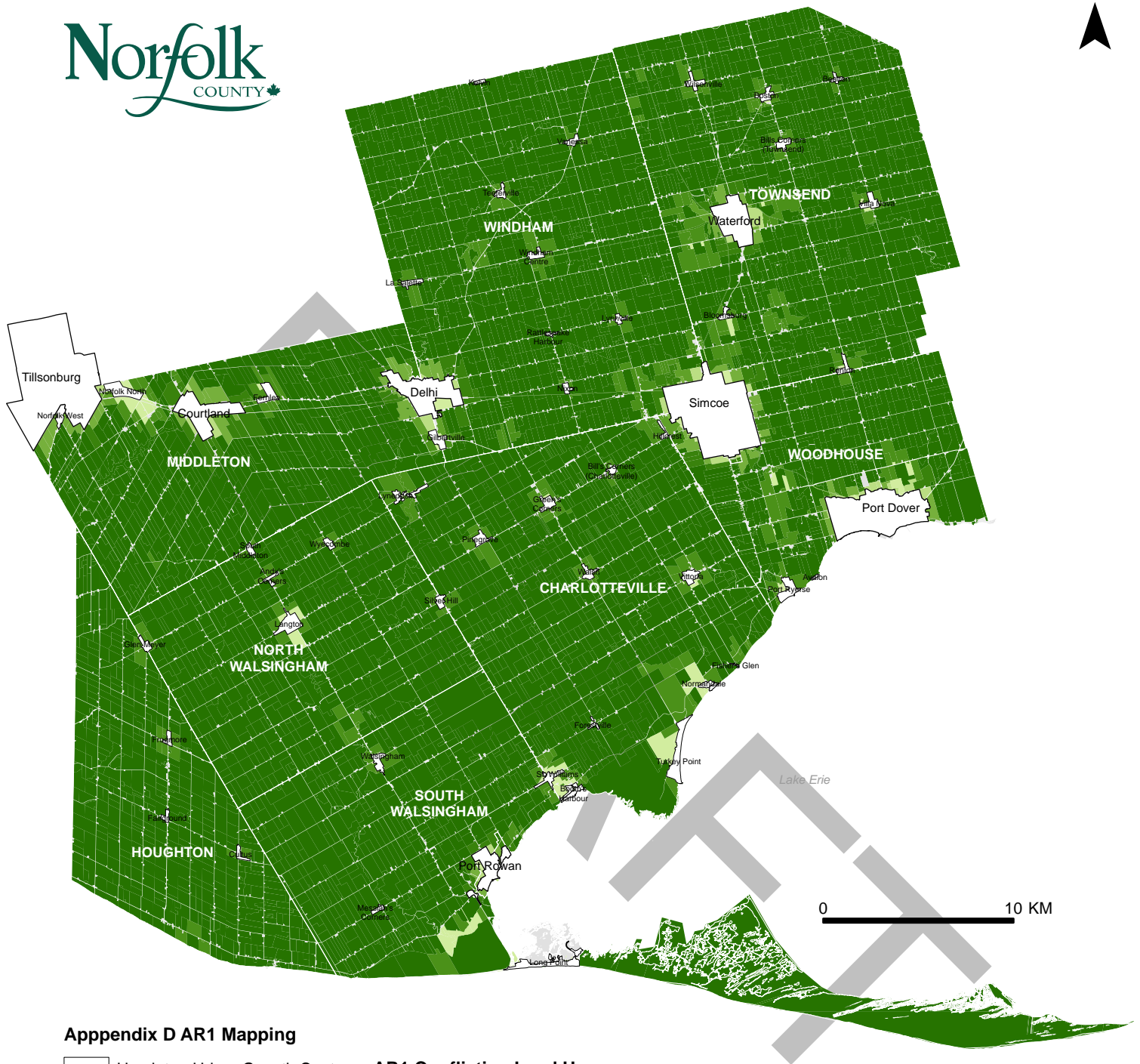
Conflicting Land Use Examples	
♦ Village or hamlet.	♦ Rural residential clusters.
♦ Major urban centers (i.e., Simcoe).	♦ Commercial Light Industrial.
♦ Other health care facilities.	♦ Major institutional.
♦ Industrial land use.	♦ Special Resort.
♦ Suburban and Special Suburban.	♦ Recreational land use.
♦ Restaurants.	♦ Nursing home.
♦ Motel.	♦ Single-family detached/semi-detached residential.
♦ Multi-residential housing.	

Non-Conflicting Land Use Examples	
♦ Farm property without any buildings/structures.	♦ Large scale operation (swine, poultry, cattle, etc.).
♦ Farm with residence or without residence.	♦ Farm with a winery.
♦ Parkland (Provincial Park, Federal Park, or Municipal Park).	♦ Farm with campground/mobile home park.
♦ Conservation authority land.	♦ Tobacco farm.
♦ Farm with gravel pit.	♦ Grain/seed and feed operation.
♦ Large-scale greenhouse operations.	♦ Ginseng farm.
♦ Intensive farm operations.	♦ Nut orchard.
♦ Vacant residential/commercial/industrial land owned by a non-farmer with a portion being farmed.	♦ Exotic farms e.g., emu, ostrich, pheasant, bison, elk, deer.

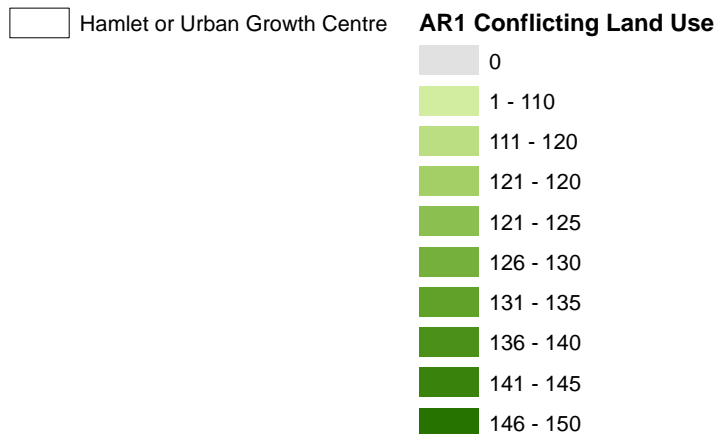
APPENDIX D

AR1 Mapping

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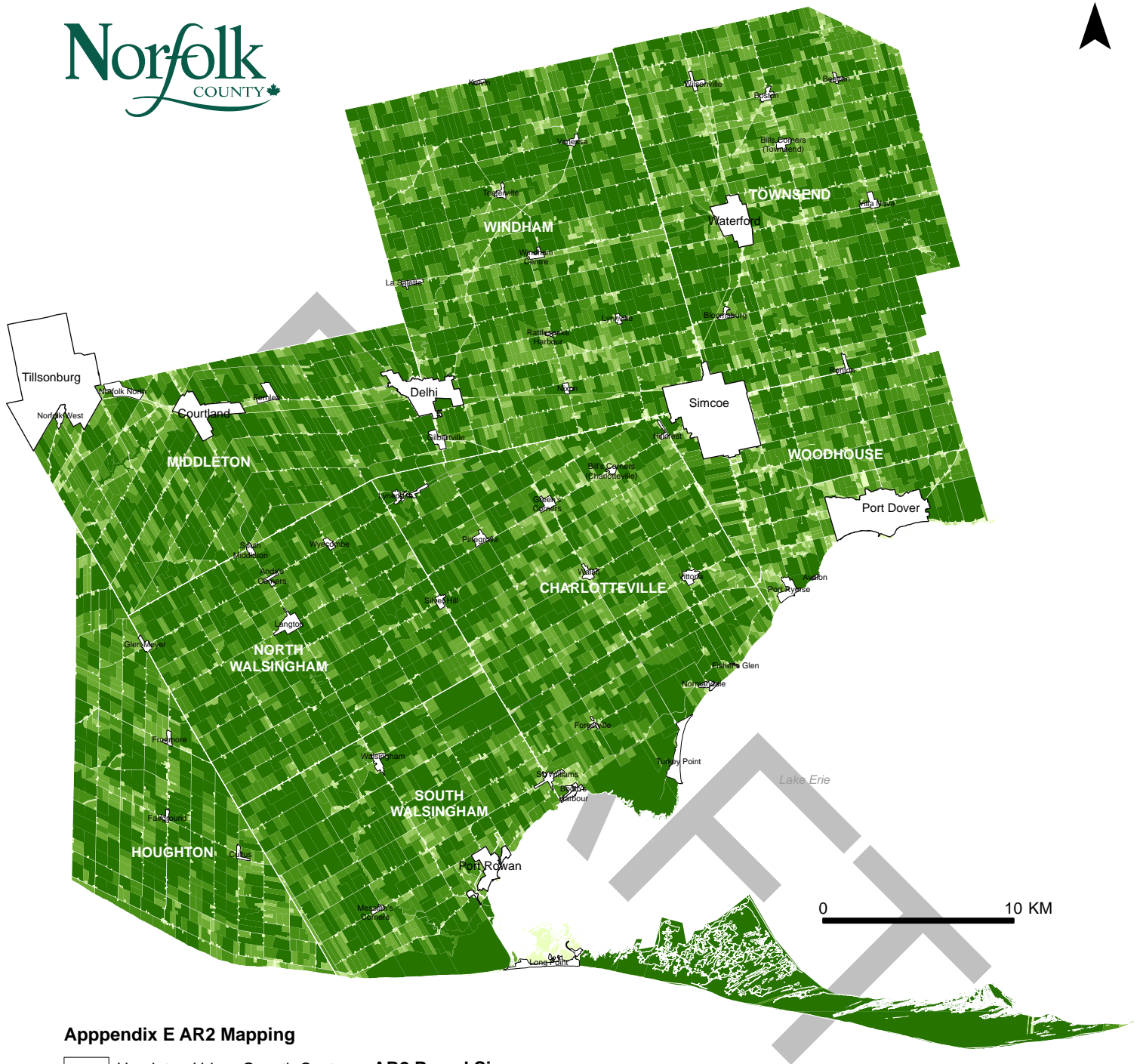
Appendix D AR1 Mapping



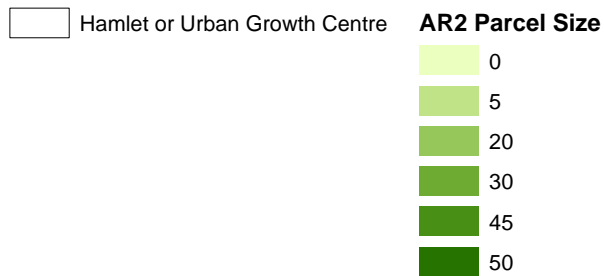
APPENDIX E

AR2 Mapping

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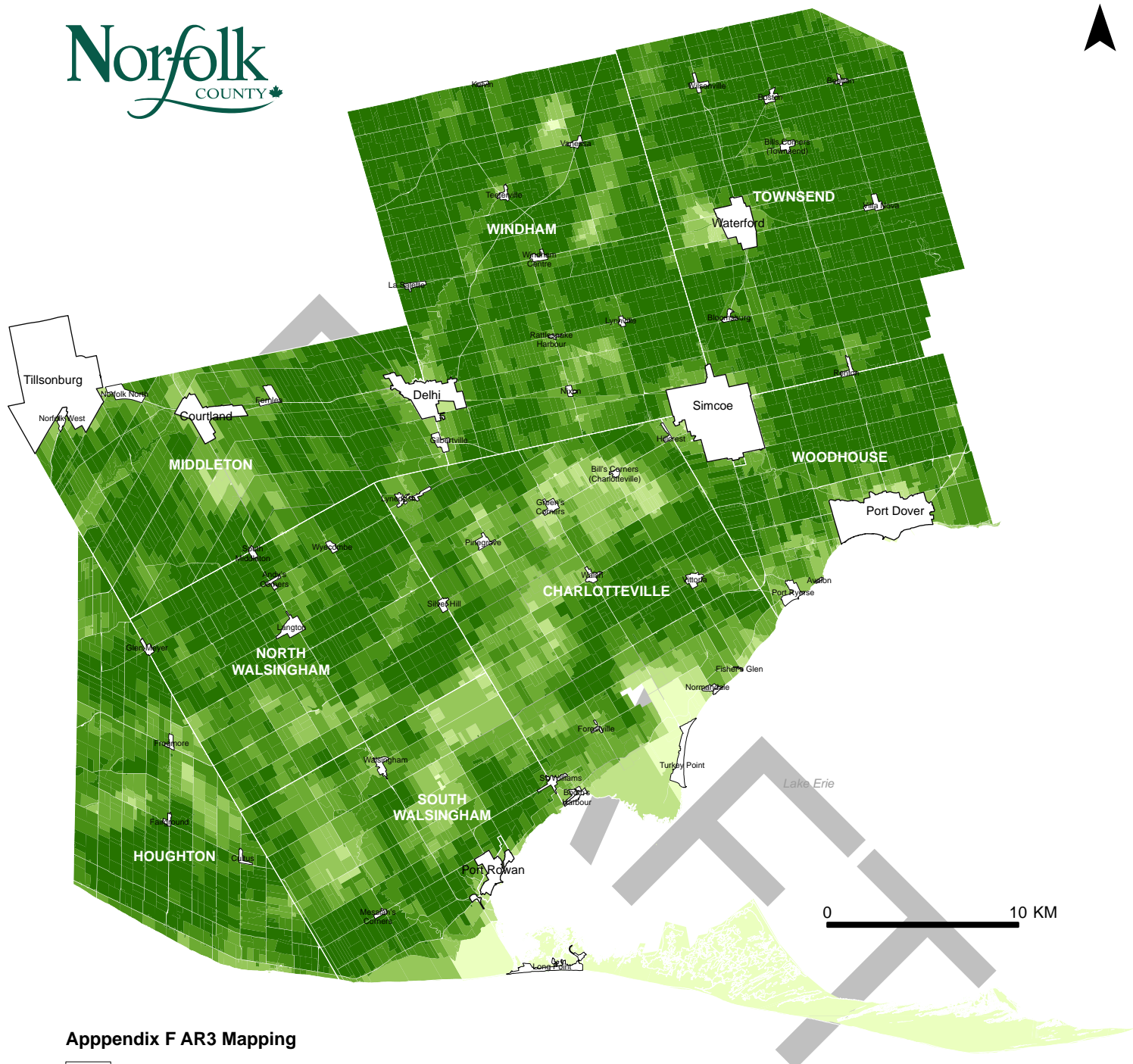
Appendix E AR2 Mapping



APPENDIX F

AR3 Mapping

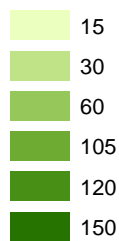
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Appendix F AR3 Mapping

 Hamlet or Urban Growth Centre

AR3 Percentage of Land in Agricultural Production





Volume 6: Preferred Directions and Recommendations



Table of Contents

Executive Summary	4
Project Summary	4
Policy Framework	6
Planning Act	6
Provincial Policy Statement, 2020 and Draft PPS, 2023	6
Comprehensive Review	8
Background	8
Growth Options	8
Option 1 (Base Case)	9
Option 2 (Higher Growth/Growth Allocations Aligned to Land & Planned Servicing Capacity)	9
Option 2B (Higher Growth and Allocations Aligned to Available Servicing Capacity)	9
Option 3 (Higher Growth and High Intensification)	9
Rural Areas in All Options	9
Residential Lands	14
Residential and Population Trends	14
Residential Land Needs	15
Employment Lands	15
Local Economy and Growth Trends	15
Employment Growth Allocations	16
Employment Areas and Vacant Lands	16
Employment Land Needs by Area	17
Employment Area Land Needs	17
Growth Option Evaluation	19
Watson and Associates Review	19
Evaluation Criteria and Tool	19
Analysis	20
Preferred Growth Scenario	21
Recommended Growth Option	22
Recommendations and Next Steps	25

Appendices:	27
Appendix A - Evaluation Framework - Growth Option Summary	27
Appendix B - Phase 2 Comprehensive Review: Growth Scenarios and Urban Land Needs Analysis, 2023 to 2048 prepared by Watson and Associates Economists Ltd, October 10, 2023	27

Table of Figures

Figure 1. Visual depiction of Option 1	10
Figure 2. Visual depiction of Option 2A.....	11
Figure 3. Visual depiction of Option 2B.....	12
Figure 4. Visual depiction of Option 3	13
Figure . Forecast Employment Area Land Needs (Demand Vs. Supply), 2023-2048	17
Figure . Summary of New Residential Dwelling Units - Intensification and Greenfield Development (Urban Areas), 2018-2022	21
Figure . Percent of Intensification by Urban Area, 2018-2022	22
Figure 8. Evaluation Table of Recommended Growth Option and Comparative Options	23

Executive Summary

The purpose of this technical paper is to provide a summary of the research and review completed as a part of the Growth management study, GROW Norfolk, completed to date, provide more detailed analysis of the most recently completed components and to ultimately review and evaluate the information to provide a recommended Growth option. The paper summarizes the most recent components of the **Grow Norfolk Study**: Phase 2 of the Comprehensive Review completed, in part by Watson and a Land Evaluation and Area Review and consolidates and provides recommendations regarding next steps based on the entirety of the works completed as a part of the project.

Project Summary

In mid-2021, the “GROW Norfolk” Study was initiated as a multi-phase, multi-year project to review and provide new forecasts and recommendations for the next 25 years of Growth. The study results would culminate in an update to Norfolk’s Official Plan as part of a formal Amendment to conform to the Provincial Policy Statement, 2020 (PPS). The GROW Norfolk project forms a “municipal comprehensive review” under the current PPS. The study includes initiatives such as new population and employment forecasts, housing review, land evaluation area review (agricultural lands), land supply including intensification and greenfield, industrial lands review, Growth options and implications including macro-level infrastructure review, recommended policy amendments and mapping, and more.

The study consists of 4 phases:

- Phase 1: Project Initiation;
- Phase 2A: Policy Scan & Technical Reports;
- Phase 2B: Growth Projections;
- Phase 3: Opportunities & Options; and
- Phase 4: Preferred Direction and Recommendations.

Within these phases, the following key components have been undertaken to date:

- Phase 1: Terms of Reference and Project Initiation - June 2021
- Phase 1: Engagement Strategy - Summer 2021
- Phase 1: Land Evaluation Area Review Initiation and Initial Phase - Summer 2021-Summer 2022
- Phase 1-2: Internal, Agency and Provincial Ministry Working Group - Fall 2021-Summer 2022
- Phase 2A: Policy Review - Fall 2021/Winter 2022
- Phase 2A: Existing Community Profiles - Fall 2021
- Phase 2A: Growth Management Study Volume 1: Context Report - December 2021

- Phase 2B: Growth Management Study Volume 2: Norfolk County Comprehensive Review, Long-Term Growth Analysis (Watson & Associates Economists Ltd.) - December 2021
- Phase 2A: Growth Management Study Volume 3: Housing Technical Paper - February 2022
- Phase 2A-3: Long Term Growth Analysis & Infrastructure Review (Staff) - Spring-Summer 2022
- Phase 1-2: Advisory Committee Engagement - January 2022
- Phase 1-2: Public Open House, Housing Sessions: Additional Dwelling Units, Short-Term Rentals, Engagement Survey, Stakeholder Interviews - March-June 2022
- Phase 2A-4: Official Plan and Zoning Amendments: Additional Dwelling Units - September 2022
- Phase 2-3: Coordinated Provincial Ministry Meeting - September 2022
- Growth Study: Council Workshop Session - December 2022
- Land Evaluation Area Review: Consultant Phase - Fall 2022-Spring 2023
- Phase 3: Land Study Background, Vacant Land Inventory, Intensification Level Review, Industrial Land Inventory, Preliminary Settlement Boundary Review, and Data Systems (Staff) - Summer 2022-Winter 2023
- Phase 3: Norfolk County Comprehensive Review - Growth Scenarios and Land Needs (Watson) - Winter-Summer 2023
- Phase 3: Growth Management Study Volume 4: Residential Land Study and Options (Staff), including Norfolk County Comprehensive Review - Draft Growth Scenarios and Land Needs (Watson & Associates Economists Ltd.) - May 2023
- Phase 3: Public Information Centre: GROW Norfolk Study - Growth Options and Draft LEAR Study - August 2023
- Phase 3: Growth Management Study Volume 4B: Employment Lands (Staff), including Norfolk County Comprehensive Review - Draft Growth Scenarios and Land Needs: Employment (Watson & Associates Economists Ltd.) - October 2023
- Phase 3: Planning Advisory Committee Engagement - October 2023

Policy Framework

Planning Act

The *Planning Act* plays a crucial role in coordinating provincial interests with municipal planning, aiming for alignment with policies and plans. It empowers municipal councils to make decisions which consider a wide range of factors, including the protection of natural heritage, agricultural resources, infrastructure, and sustainability. These policy statements serve as guiding principles that planning decisions must adhere to.

The *Act*, in detail, outlines the framework for creating and amending Official Plans, Zoning By-laws, and other planning applications like subdivision plans, consents, and minor variances. It also empowers municipalities by allowing them to set policies related to additional residential units, garden suites, and inclusionary zoning. Moreover, it identifies provisions for community improvement areas and community benefits within local official plans. In addition, it gives municipalities the authority to require the conveyance of land for parkland or opt for a "cash-in-lieu" approach. Under Section 3, the Planning Act gives weight to the Provincial Policy Statement (PPS), which was most recently updated in 2020. Planning decisions shall be consistent with the policy statements and shall conform to provincial plans, or at a minimum, shall not conflict them. Specific policies of the PPS are discussed below.

One of the overarching themes of the *Planning Act* is the efficient utilization of land. It directs Ontario's municipalities to make prudent use of land, factoring in infrastructure requirements, sustainability, and the challenges posed by climate change. Additionally, it encourages a focus on long-term financial responsibility. These fundamental concepts will find their way into the objectives and principles of the GROW Norfolk study, influencing the county's Growth management strategies.

Provincial Policy Statement, 2020 and Draft PPS, 2023

The 2020 Provincial Policy Statement (PPS) mandates that a comprehensive review is a prerequisite before any planning authority can establish a new settlement area, expand existing boundaries, or approve the conversion of employment lands. Comprehensive reviews are rigorously defined by the PPS as follows:

1. For policies 1.1.3.8, 1.1.3.9, and 1.3.2.4, comprehensive reviews encompass official plan reviews or amendments initiated by the planning authority. These reviews are based on population and employment projections, consider alternative Growth directions, and prioritize development within existing boundaries while safeguarding provincial interests. They also integrate infrastructure planning and financial viability, ensuring water quality and capacity meet requirements, sewage and water services are provided per policy 1.6.6, and address cross-jurisdictional issues.

2. For policy 1.1.6, comprehensive reviews address long-term population projections, infrastructure needs, and related concerns. They confirm that development lands do not include specialty crop areas per policy 2.3.2 and consider cross-jurisdictional aspects.

Consideration of settlement area expansions and protected employment lands are to occur as part of a comprehensive review.

GROW Norfolk aligns with the PPS's definition of a comprehensive review. The study involves then preparation of new population and employment projections over a 25-year planning horizon; examines the existing land supply (both intensification and greenfield) and compares to forecasted Growth; reviews the existing inventory and the forecasted need for industrial employment land; identifies and examines alternate Growth options; and provides recommendations for prioritizing the approach to future development. Furthermore, the study integrates long-term infrastructure system planning to ensure water and wastewater availability, all while maintaining financial viability for Norfolk County. The study's level of detail corresponds with the complexity and scale of the settlement boundary or development proposal, in compliance with the PPS requirements.

In April of 2023, the Province of Ontario released a draft PPS, 2023. The proposed P.P.S., 2023 has been identified to be intended to simplify and integrate existing provincial policies (A Place to Grow: Growth Plan for the Greater Golden Horseshoe and the P.P.S., 2020) while providing municipalities and the Province with greater flexibility to deliver on housing objectives. A key emphasis of the proposed P.P.S., 2023 is its recognition that the approach to achieving housing outcomes may differ from one municipality to another. As a result, it moves away from a prescriptive guideline approach to Growth forecasting and urban land needs assessment.

According to the proposed PPS, 2023, during each Official Plan update, sufficient land must be allocated to meet a suitable range of land uses to address projected needs for a minimum of 25 years. In contrast, the previous PPS required municipalities to accommodate projected needs only up to 25 years. Additionally, there are no restrictions on designating Employment Area uses beyond a 25-year horizon. While the PPS, 2020 allowed for the long-term protection planning of Employment Areas beyond a 25-year horizon, it did not permit the designation of land beyond that same horizon.

Largely consistent with the P.P.S, 2020, the proposed PPS, 2023 still mandates planning authorities to maintain, at all times, the capability to accommodate residential Growth for at least 15 years through lands designated and available for residential development. It also stipulates that in areas where new development is to take place, planning authorities must maintain, at all times, land with servicing capacity sufficient to provide a three-year supply of residential units through lands suitably zoned. This supply includes units in draft-approved or registered plans.

It should be noted that the draft PPS, 2023 has not yet been formally put into place and the GROW Norfolk project was initiated and continues to proceed under the guidance and in conformity with the Provincial Policy Statement, 2020. It is expected that due to the nature of this municipal comprehensive review that, pending final policies, it should provide sufficient analysis and justification to support settlement boundary and employment land considerations under any updated directions of a new PPS.

Comprehensive Review

Background

Norfolk County retained the services of Watson & Associates Economists Ltd. to assist in the GROW Norfolk project. This included the preparation of new long-term population, household and employment forecasts and allocations to the year 2051. The initial Watson report entitled: Norfolk County Comprehensive Review Growth Analysis was completed as part of Phase 2 of the project, and coincided with staff's preparation of the overall Volume 1 - Context Report at the same time.

As part of Phase 3 of the project (Opportunities and Options), Watson has prepared a Comprehensive Review: Growth Scenarios and Urban Land Needs. This is the second component of the Comprehensive review completed by Watson. This forms part of a comprehensive review studying the County's overall land supply and potential future Growth scenarios as part of an Official Plan provincial policy conformity amendment.

Phase 1 of the Comprehensive Review assessed a range of demographic and economic drivers to arrive at three growth scenarios for Norfolk County's future: a low, medium, and high growth scenario. Under the low scenario, it was assumed that Norfolk County's permanent population base would grow at an average annual rate of 0.7% per year. Accordingly, under this scenario the population would increase from 2016 to 2051 by 18,500. The medium growth scenario forecasted growth at 0.8%. This would result in an expected population of 88,800 by 2051, or an increase of approximately 22,400 from 2016. This was considered the reference scenario, where the population would grow marginally in the latter half of the forecast period due to aging. As a reference scenario this scenario is still well above the historical growth rate of 0.3% achieved in Norfolk County from 2001-2016. The final growth scenario was considered the high scenario with an annual growth rate of 1.0% per year. Under this scenario, the population would grow by 26,300 persons, bringing the population to approximately 92,700 by 2051. In May of 2023, Council-in-Committee provided direction to staff in regard to using the High Growth Scenario for the continuation of the project.

Growth Options

Using the reference and high growth scenarios as data points, Watson and Norfolk identified four (4) potential growth allocations options for the County to pursue (for

the purposes of this report, references to the term “allocation” are not at all referencing servicing allocations, but are referring to the allocation of the projected population and employment growth to a particular area):

Option 1 (Base Case)

Option 1 assumes the Medium Growth Scenario and allocates population and employment generally in accordance with past trends and housing supply opportunities within the County. Option 1 is not recommended for further consideration

Option 2 (Higher Growth/Growth Allocations Aligned to Land & Planned Servicing Capacity)

Option 2A is based on the high Growth scenario. The intensification target assumed for this option is aligned with the County’s current O.P. at 25% and follows a similar housing mix as Option 1. Allocations by urban settlement area take into consideration land availability as well as proposed servicing capacity (including all proposed upgrades/expansions) according to the County’s Servicing Monitoring Report for Water and Wastewater, and the information on Inter Urban Water Supply timelines.

Option 2B (Higher Growth and Allocations Aligned to Available Servicing Capacity)

Option 2B is premised on similar parameters as Option 2A however the growth allocations in this option are further focused towards the urban settlement which have available municipal water and wastewater servicing capacity. Option 2B allocates urban growth in the areas that have sufficient available water/wastewater capacity (Delhi, Simcoe and Waterford), and assumes lower growth in Port Dover and Port Rowan where there is a need for servicing upgrades and expansions.

Option 3 (Higher Growth and High Intensification)

Option 3 assumes a similar growth allocation to Option 2B under the High Growth Scenario but assumes a higher intensification rate of 35%. Accordingly, the housing mix by structure type under Option 3 is shifted further towards medium- and high-density forms. The allocation to the County’s rural settlement areas and remaining rural areas is similar to Options 1 and 2B.

Rural Areas in All Options

In all four of the proposed options, the number of units allocated to the County’s rural settlement areas remains the same. 800 new housing units have been allocated to the rural areas of Norfolk within settlement areas for development.

Below is a visual representation of the Growth options outlined above.

Figure 1. Visual depiction of Option 1
Option 1 (Base Case)

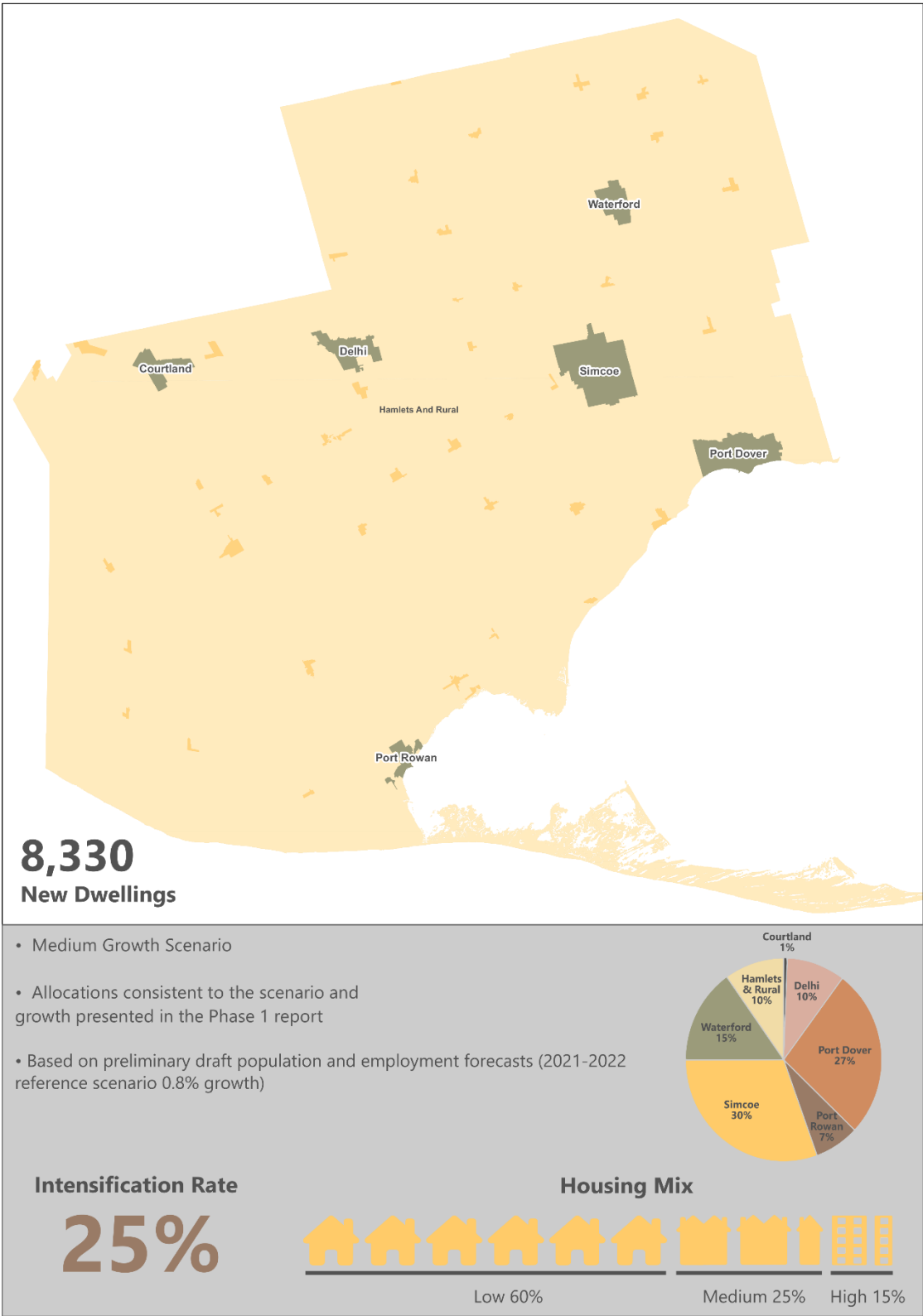


Figure 2. Visual depiction of Option 2A

Option 2A (Growth Allocations Aligned to Available Land & Planned Servicing Capacity)

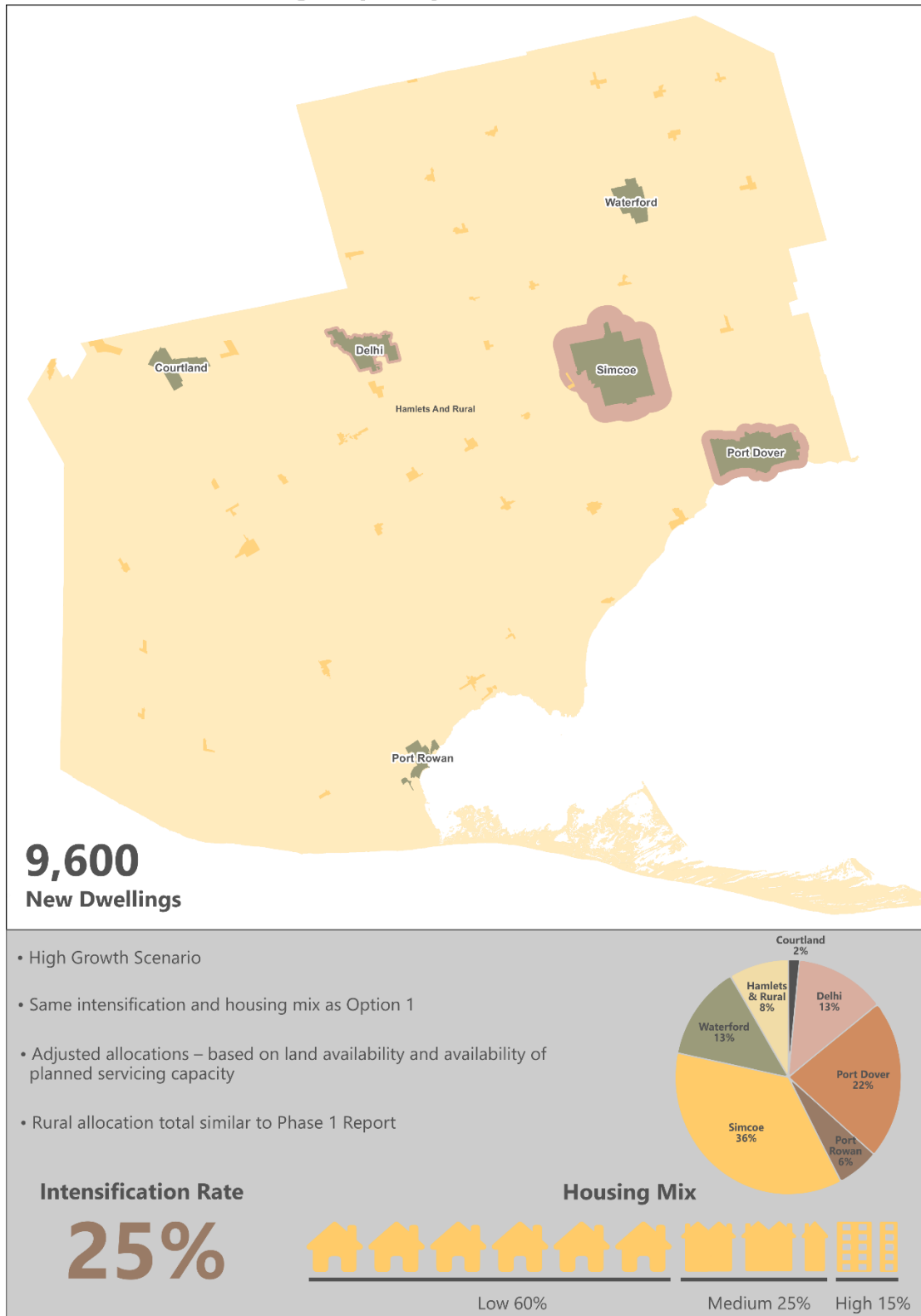


Figure 3. Visual depiction of Option 2B

Option 2B (Growth Allocations Aligned Urban Areas and Available Servicing Capacity)

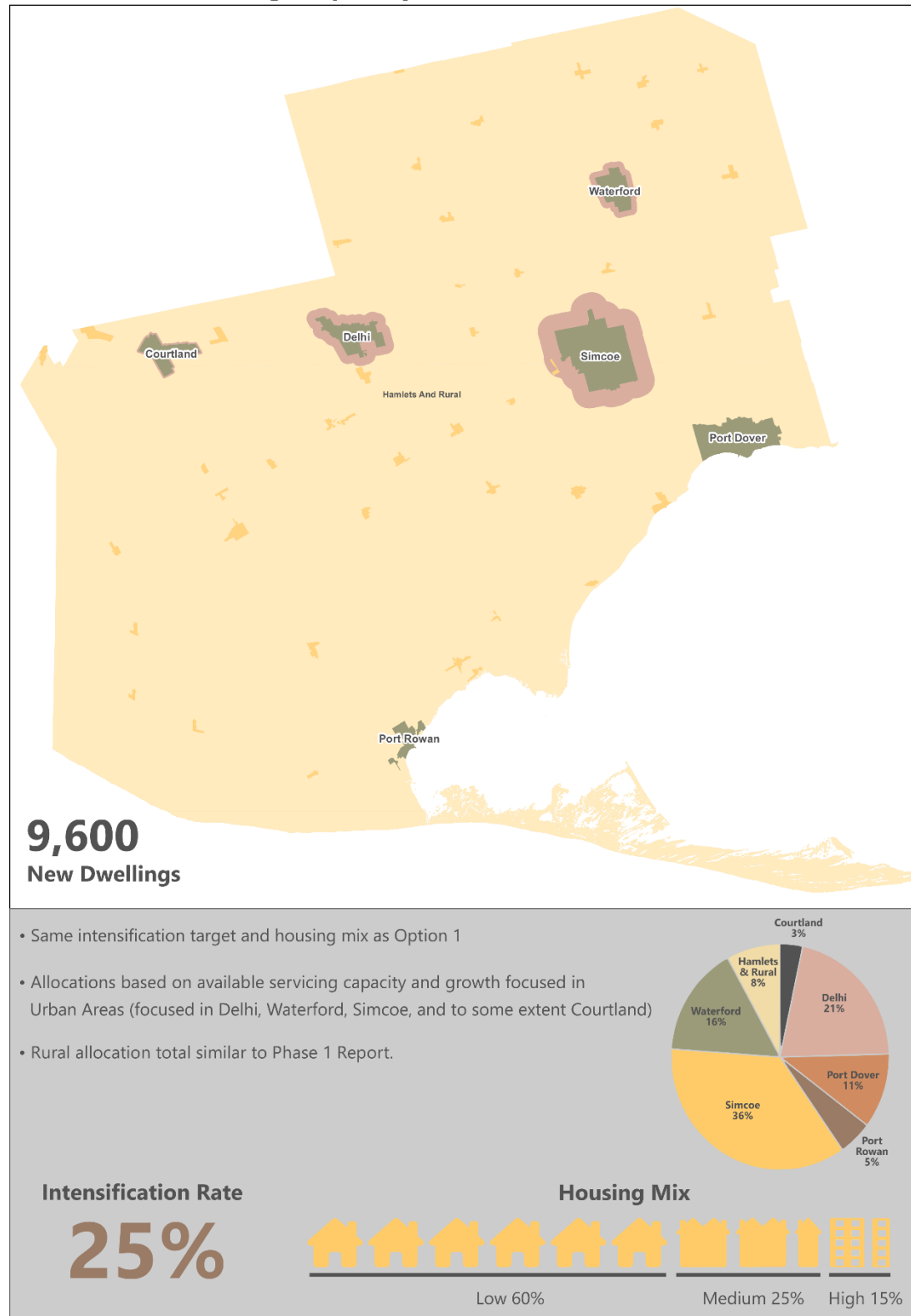
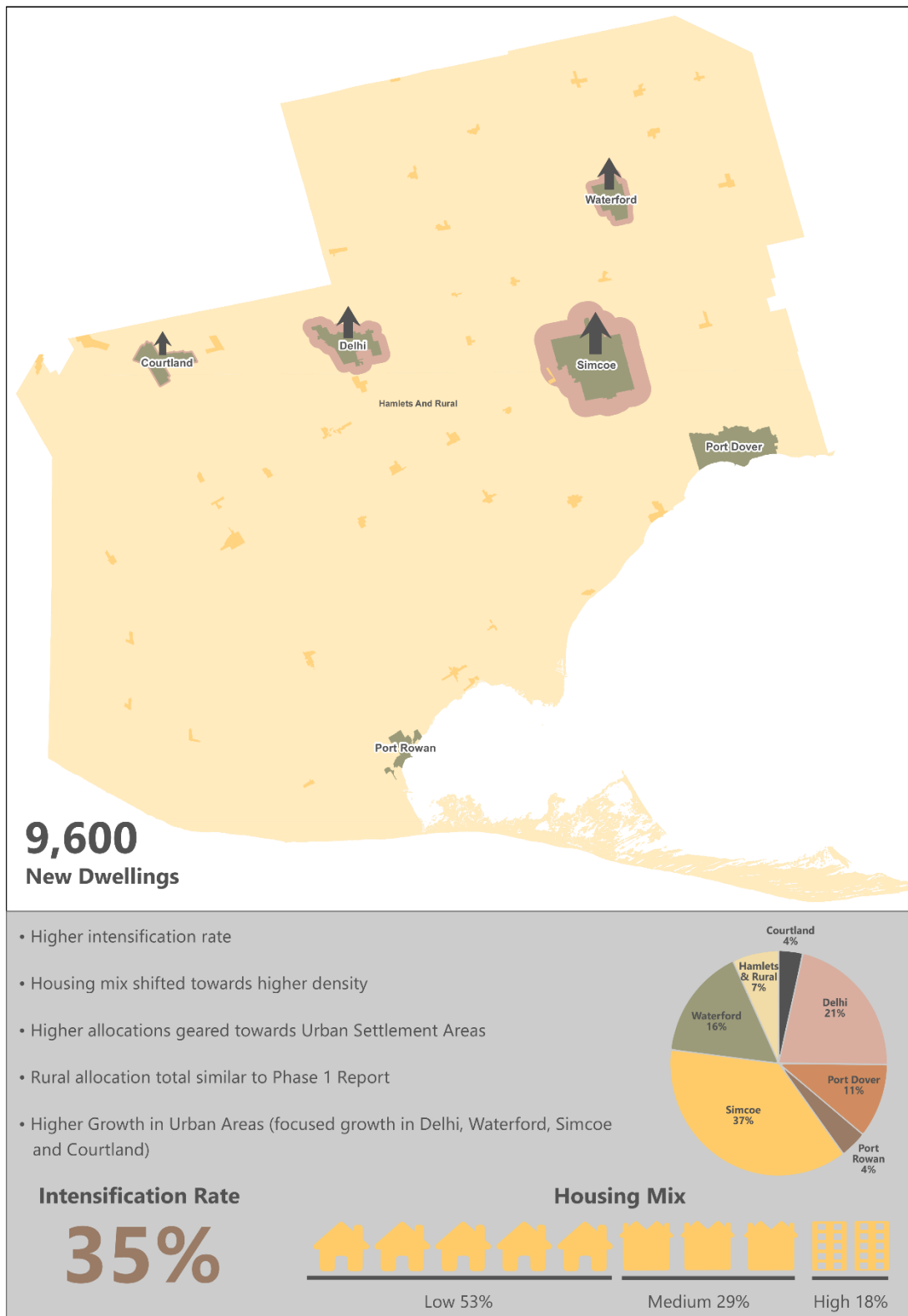


Figure 4. Visual depiction of Option 3

Option 3 (Higher Growth & High Intensification)



Residential Lands

Residential and Population Trends

Over the last two decades, Norfolk has witnessed uneven population growth, largely influenced by fluctuations in regional economic conditions. From 2001 to 2016, Norfolk County experienced a moderate annual population growth rate of 0.3%. However, since 2016, there has been a significant increase in population growth, reaching an estimated annual rate of 1.1% from 2016-2021, driven by consistent net migration across all major demographic groups, including children, adults, and seniors. This surge in population has generated a demand for new housing construction throughout the County. Recent trends suggest that the relatively robust annual construction of new housing is expected to persist over the long-term planning horizon.

Traditionally, residential development in Norfolk County has been heavily concentrated in low-density housing forms, such as single-family homes and semi-detached units. However, from 2016 to 2021 and especially in recent development approvals through 2022 and 2023, the County has seen a shift toward a higher proportion of medium-density and high-density housing forms, which now make up approximately one-third of all new housing construction in terms of units.

Norfolk County has an older-than-average population base, and it is aging slightly faster than the province as a whole. As the Baby Boom generation in the County continues to age, the 75+ age group is expected to be the fastest-growing segment of the population. While strong net migration within the 55+ age group brings economic development opportunities to the region, the aging population also poses challenges. It is likely to slow down long-term population growth due to declining natural increase (births minus deaths), making the County more reliant on net migration for population growth. Additionally, an aging labor force is anticipated to impact long-term economic growth through decreased labor force participation and potential labor shortages.

It's important to note that forecasted population growth rates are not expected to be uniform across the County's urban and rural areas. Less developed settlement and rural areas are projected to have relatively slower population growth in places with limited new housing construction. Conversely, the aging population will put development pressure on more developed urban areas with available municipal servicing capacity. This includes the need for seniors' housing and other housing forms suitable for older adults, such as assisted living, affordable housing, and adult lifestyle housing, which may not be available or feasible in smaller communities or rural areas.

Additionally, efforts at various levels of government, including the federal, could have impacts on populations not only in Norfolk but in Ontario and Canada more generally. For example, an increase in immigration targets in recent years. Norfolk

will require a noticeable increase in net migration to achieve the high growth scenario population numbers.

Residential Land Needs

The analysis identified greenfield as well as intensification opportunities and housing unit potential within the existing designated residential lands within the County. Based on the assessment, the County has a supply potential of 9,316 units of which 1,212 units (13%) are within built boundary or intensification areas and the remaining 8,104 units (87%) are within greenfield areas.

Through the work completed as part of this project, Watson and Associated have identified what they believe to be the residential land need in Norfolk for the next 25 years. Land within the settlement area boundary was evaluated in all settlement areas, and it was identified that the County has sufficient supply of designated, vacant, greenfield or intensification redevelopment lands at the County-wide level to accommodate anticipated housing forecasts over the next 25 years. It was noted, however, that there is a deficiency in Delhi, Waterford and Simcoe depending on the Growth Option that is considered utilizing the High Growth (forecast) Scenario. For Delhi, an urban residential land supply deficit ranging between 27 to 77 gross developable ha has been calculated. For Waterford, a deficit ranging between 19 to 34 gross developable ha has been calculated. For Courtland, an urban residential land supply deficit of approximately 8 to 9 gross developable ha has been calculated.

Employment Lands

Local Economy and Growth Trends

Norfolk County's long-term population and employment growth potential is largely tied to employment opportunities with the County and surrounding market area (i.e. commuter-shed).

The employment base can be grouped into two broad categories - export-based sectors and community-based sectors. The latter primarily refers to local population serving employment. Export-based sectors are comprised of geographically clustered industries which produce goods or services that reach markets outside the community such as manufacturing, research and development, as well as other knowledge-based industries. Ultimately, the aggregate indicators of the regional economic performance are determined in large measure by the competitiveness of their industry clusters.

As of 2023, the estimated employment base in Norfolk County is approximately 29,500 jobs. Over half of those jobs are within the commercial and institutional sectors. 16% falls in the industrial sector, while no fixed place of work and work at home employment with 15% and 11%. Most employment sectors, particularly health care and social assistance, accommodation and food services, as well as manufacturing, have experienced positive employment growth. A few sectors, such as transportation and warehousing, utilities and agriculture sectors have experienced a loss in overall employment, though to a small degree.

Employment Growth Allocations

As noted in regard to the residential growth, three (3) scenarios were identified for growth in Norfolk County: a low, medium and high growth forecast scenario. Under the Medium Growth Scenario, Norfolk County's employment is forecasted to grow at an annual rate of approximately 0.8%. This represents an average annual growth rate that is well above the historical growth rate of 0.3% achieved within Norfolk County from 2001 to 2016. Comparatively, under the High Growth Scenario, the County's employment is forecast to grow at an average annual rate of 1.3% per year. Under this scenario, the employment of Norfolk County is anticipated to Grow by approximately 8,700 persons, increasing from 25,400 in 2016 to 34,100 by 2051.

The highest share of employment growth (30%) is forecasted in the commercial / population related employment sectors. The industrial sector is forecast to have a modest growth and about 15% of the overall county-wide employment forecast. It is noted that the industrial employment growth will have synergies with the broader regional economy, however, municipalities located along the Highway 401 and 403 corridors are anticipated to accommodate a significantly larger share of industrial employment in the surrounding region relative to Norfolk. It is expected that following the last several years of pandemic and major shifts in employment trends that composition in the future employment forecasts may change and will need to be tracked.

Employment Areas and Vacant Lands

Norfolk's Official Plan identifies two designations of employment areas: Protected Industrial and Industrial designated lands. The Protected Industrial areas are lands with high visual profile and accessibility and are generally comprised of industrial, employment, accessory commercial and related uses. Industrial Designation applies to older industrial sites that are under-utilized and poorly situated to attract new industrial investment. Courtland, Delhi, Simcoe and Waterford all currently have employment areas of varying potential. As noted in a previous section, Norfolk County is responsible for ensuring there is available lands for employment area development. Norfolk County currently has approximately 187 gross ha of vacant, designated industrial land. Additionally, some intensification is expected to occur on existing but underutilized lands. This could take the form of expansion or redevelopment. Watson identifies that there is approximately 4.4 ha or about 10 sites that are underutilized that are expected to absorb about 5% of the employment growth as intensification.

Of the 187 ha that were identified, approximately 126 ha are considered available and developable when existing constraints are taken into account. The total net vacant, developable urban industrial land identified within the County, approximately 34% or 43 ha is located in the Courtland, followed by 23% in Delhi, 42% in Simcoe and 1% in Waterford. The remaining urban settlement areas have a limited supply of available vacant employment lands.

Employment Land Needs by Area

Over the 25-year planning horizon, the County's Employment Areas are anticipated to accommodate approximately 15% of the County's total urban employment growth, totaling about 1,000 employees between 2023 and 2048. Comparing County's supply of designated, developable vacant Employment Areas by urban settlement area against forecast employment land demand generates a County-wide deficit of 52 gross ha (129 gross acres) by 2048. This includes a market contingency of an additional 15% of the land requirement to ensure the County has the flexibility to accommodate a range of employment uses. It is noted that the additional Employment Area lands are specifically needed in Delhi, Simcoe and Waterford, while existing supply is sufficient in Courtland, Port Dover and Port Rowan.

Figure 5. Forecast Employment Area Land Needs (Demand Vs. Supply), 2023-2048

Area	Total Employment on Employment Lands	Employment Less Intensification (5%)	Density (Jobs / net ha)	Employment Area Land Demand (Net ha) with market contingency	Employment Area Land Supply (Net ha)	Land Need (Net ha)	Land Need (Gross ha)
Courtland	118	112	6	22	43	+21	No Deficit
Delhi	271	257	8	37	30	-7	-10
Port Dover	0	0	-	0	0	0	No Deficit
Port Rowan	0	0	-	0	0	0	No Deficit
Simcoe	507	482	8	69	53	-16	-22
Waterford	104	99	7	16	1	-15	-20
Total	1000	950		125	126	-18	-52

Employment Area Land Needs

Based on the assessment of macro-economic and regional growth trends and drivers, Watson and Associates recommends that the High Growth Scenario is utilized as the County's employment growth forecast for long-range planning purposes for the County.

In accordance with the County's calculated supply of designated, developable vacant Employment Areas located in urban settlement areas and forecast demand for these lands, a County-wide deficit of 52 gross ha (129 gross acres) has been identified by 2048. For Delhi, Simcoe and Waterford an urban employment land supply deficit of 10, 22, and 20 gross ha has been calculated, respectively. Courtland could have a surplus of 21 net ha of urban employment land. It is also noted that due to the absence or very limited amount of industrial land in Port Dover and Port Rowan, these settlement areas were not forecasted to accommodate significant industrial employment growth over the forecast horizon as there are no lands available;

however, this may be a consideration moving forward when looking at appropriate locations for future employment land within the County and considering complete communities.

Growth Option Evaluation

Watson and Associates Review

Through their evaluation, Watson and Associates have identified Option 2B (Higher Growth and Allocations Aligned to Available Servicing Capacity) as a candidate for the County to consider. Their report indicates that Option 2B represents an appropriate target of housing development through residential greenfield and intensification growth while maximizing existing water and wastewater capacity in Delhi, Simcoe and Waterford. They further recommend that Growth Option 2B be utilized for the consideration of employment growth as well given the correlation with industrial land needs for Delhi, Waterford and Simcoe.

Evaluation Criteria and Tool

In addition to assessing the growth options based on the original guiding growth management themes of the Grow Norfolk Study (see Volume 1: Context Report), an evaluation tool was utilized to conduct a high-level analysis and implications of the various Growth Options using the following criteria:

1. Complete Communities
2. Economic Growth
3. Conservation of Prime Agricultural Land:
4. Hard Infrastructure:... Water, Wastewater, Storm, Transportation, Utilities
5. Community Infrastructure:... Parks, Schools, Institutional, Cultural Heritage
6. Conservation of Natural Heritage Resources
7. Fiscal Responsibility
8. Promotion of Intensification

To assist with the criterion of “Conservation of Prime Agricultural Land” and for consistency with the PPS policies along with conformity to Norfolk Official Plan policies for settlement area considerations, a Land Evaluation and Area Review (LEAR) Study was conducted as part of the Grow Norfolk Study work (see Volume #6), by Colville Consulting Inc. A LEAR study is a tool developed by OMAFRA to conduct a quantitative analysis to “evaluate the relative importance of lands for agriculture based on the land’s inherent characteristics and other factors affecting agricultural potential (OMAFRA, 2021). The resulting parcel-based evaluation from the LEAR study provides valuable information in a map-based format which compliments the comprehensive review data provided by Watson by providing valuable insight on the agricultural potential surrounding existing settlement areas. Under the Planning Act, the protection of the agricultural resources of the Province is noted as a matter of provincial interest, furthermore it is well known that Agricultural production contributes significantly to the County’s economic vitality. Norfolk County’s Official Plan identifies that the County may “prohibit the expansion of urban, hamlet and

resort areas on to prime agricultural lands without a comprehensive review indicating the need for such expansion and demonstrating that lower quality lands are not available or practical for such expansion.” The LEAR data was a valuable component in the preliminary review of the Growth Options and will become even more crucial in the evaluation of the appropriateness of any urban boundary expansion requests as well as the identification of prime agricultural areas and specialty crop areas towards further protecting lands in this important sector.

To assist with the criterion of ‘Hard Infrastructure’ and consistency with PPS, 2020 and conformity with Official Plan policies, previous Integrated Sustainability Master Plan (ISMP 2018) information was utilized, along with significant work undertaken on the Inter-Urban Water Supply initiative, updated analysis of revised Watson forecasts compared to existing and planned water and wastewater treatment plant capacities, high-level modeling/infrastructure review of potential growth option implications and “red-flag review” of the water and wastewater systems through the County’s consultant, and additional staff review. The County does not have significant information or modeling available for scenario review regarding stormwater nor transportation at this time. The new growth forecasts from this study can be utilized in the upcoming ISMP updates (water, wastewater, storm, transportation, etc). Further review of potential implications to all of these systems will be required through that update along with the next steps of the detailed review of settlement boundaries and employment lands as part of the Official Plan Amendment to implement the Growth study. More detailed review would then be done as part of Master Servicing Strategies with the Urban Area Land Use Plans to more specifically identify any capacity or conveyance issues or growth-related infrastructure improvements that may be needed in the future (which could then be considered in future Development Charges Background Study/Bylaw updates).

Analysis

Using the application of the evaluation tool in relation to the proposed boundary expansion sites, in the context of the growth options, key areas included the access to infrastructure, including water and wastewater, but also other services such as existing commercial, recreational, and employment areas. The surrounding land uses, such as key prime agricultural areas including agricultural areas with significant financial investments to the agricultural product; as well as natural and cultural heritage features all assisted in supporting the overall recommendation of focusing growth around urban settlement areas.

Areas with lower scores show servicing constraints, less soft infrastructure, and surrounding prime and active agricultural areas. For any growth option it could have the implication of needing more school and park space with the preference to focus growth in a few key areas versus spreading out everywhere and potentially needed more school and parks in more locations which would have financial and other impacts. The overall analysis is contained within Appendix A: Evaluation Criteria and Tool - Growth Option Summary.

Preferred Growth Scenario

Following review of the Growth Scenarios and Urban Land Needs Analysis provided by Watson (Attachment B to this report), in addition to the evaluation and analysis work completed through the project team, the input of corresponding studies of the GROW Norfolk project, provincial and Official Plan policy review, a number of considerations have emerged. These include:

- Norfolk is a large, geographic area with a significant number of communities that if they all experience increased growth at similar times could put pressures and challenges on hard and community infrastructure and financial affordability of the municipality in the long-run. In addition to the numerous urban areas, this could also include growth pressures for large numbers of hamlet areas as well.
- Norfolk needs a wider range of housing and employment options considering our demographics and forecasted growth (and transportation choice).
- Norfolk is expending significant investment in updating or replacing aging or inadequate infrastructure for the long-term (the most financially significant in terms of Norfolk's history). The direction is to more effectively and efficiently utilize the existing and planned infrastructure.
- Norfolk has actually already achieved a relatively high rate of residential intensification, which achieves many growth management / "smart growth" principles and typically is considered more environmentally, economically and socially beneficial. (see more below)

Existing Official Plan policies (2018) identify that 25 percent of residential growth (new dwelling units) in the Urban Areas should be accommodated through infill, intensification and redevelopment. The County has been successful in achieving or surpassing the 25% intensification rate from 2018 to 2022. As noted in Volume 4: Land Study and Options and the figure below, the County has maintained an average annual rate of 42.5% intensification for the past 5 years.

Figure 6. Summary of New Residential Dwelling Units - Intensification and Greenfield Development (Urban Areas), 2018-2022

Issued Year	Intensification	Greenfield	Total	Intensification %
2018	98	73	171	57.3
2019	186	143	329	56.5
2020	103	196	299	34.4
2021	93	139	232	40.1
2022	27	135	162	16.7
Total	507	686	1193	42.5

Figure 7. Percent of Intensification by Urban Area, 2018-2022

Community	Intensification (2018-2022)
Delhi	40%
Simcoe	39%
Port Dover	54%
Port Rowan	53%
Waterford	36%

Encouraging intensification through an increased target will in turn also promote better utilization of the lands and increase the chances of medium and high density housing opportunities. Looking into the future, there are a number of development applications with preliminary approvals for new apartment buildings, townhouses or stacked townhouses in most Urban Areas (Simcoe, Port Dover, Delhi, Waterford) which should result in an increase and continuation of a fairly steady Intensification level into the next 5 years as those developments are built.

Recommended Growth Option

The Recommended Growth Option is essentially a blend of Options 2B and 3. More growth (than previously forecasted) would be allocated to the urban, serviced areas - specifically Delhi, Simcoe and Waterford which would necessitate additional land supply. Port Dover and Port Rowan would still be allocated an appropriate proportion of the growth; however, both urban areas are going through infrastructure upgrades and should have sufficient land supply to accommodate development for the foreseeable planning horizon. Courtland could also see some moderate additional growth compared to previous forecasts contingent upon continued availability of servicing capacity for water and development on private wastewater systems (e.g., not at higher densities like other urban areas).

To ensure an appropriate amount of employment opportunities and lands in relation to the anticipated population and the available employment land supply, the Recommend Growth Option includes the employment component as well, which includes additional employment land needs in the County - specifically Delhi, Simcoe, Waterford. No major departures from the allocations identified through growth Option 2B is anticipated although the industrial employment area land needs for the County as a whole should be further reviewed against locational criteria for specific land recommendations in the OPA as the next step.

Figure 8. Evaluation Table of Recommended Growth Option and Comparative Options

Option 2B	Option 3	Recommended Growth Option (Hybrid)
High Growth scenario (1.0%)	High Growth scenario (1.0%)	High Growth scenario (1.0%)
More growth to urban areas with treatment plant servicing capacity (Delhi, Simcoe, Waterford) in the short term compared to areas with servicing upgrades/expansions and sufficient lands (Port Dover, Port Rowan)	More growth to serviced urban areas, less in rural settlement areas.	More growth to urban areas with treatment plant servicing capacity (Delhi, Simcoe, Waterford), in the short term compared to areas with servicing upgrades/expansions and sufficient lands (Port Dover, Port Rowan) with additional minor growth to Courtland (subject to existing partial servicing)
Population Forecast Allocation: Simcoe 36% Delhi 21% Waterford 16% Port Dover 11% Port Rowan 5% Courtland 3% All Hamlet / Rural Settlement Areas 8%	Population Forecast Allocation: Simcoe 37% Delhi 21% Waterford 16% Port Dover 11% Port Rowan 4% Courtland 4% All Hamlet / Rural Settlement Areas 7%	Population Forecast Allocation: Simcoe 37% Delhi 21% Waterford 16% Port Dover 11% Port Rowan 4% Courtland 4% All Hamlet / Rural Settlement Areas 7%
Employment Forecast Allocation: Simcoe: 34% Delhi: 22% Waterford: 15% Port Dover: 5% Port Rowan: 4% Courtland: 5% All Hamlet / Rural Settlement Areas: 15%	Employment Forecast Allocation: Simcoe: 34% Delhi: 22% Waterford: 15% Port Dover: 5% Port Rowan: 4% Courtland: 5% All Hamlet / Rural Settlement Areas: 15%	Employment Forecast Allocation: Simcoe: 34% Delhi: 22% Waterford: 15% Port Dover: 5% Port Rowan: 4% Courtland: 5% All Hamlet / Rural Settlement Areas: 15%
Housing Mix: 60% low, 25% medium, 15% high	Housing mix: 53% low, 29% medium, 18% high	Housing Mix: 55% low, 27% medium, 18% high

Intensification target remains 25%	Higher intensification in serviced, urban areas (35%)	Higher intensification in fully serviced, urban areas (30%)
Greenfield Density /Mixed Use Target for fully serviced urban areas: For Urban Residential = 15 units per hectare (equivalent to about 37 residents/ha)	Greenfield Density /Mixed Use Target for fully serviced urban areas: For Urban Residential = 15 units per hectare (equivalent to about 37 residents/ha)	Greenfield Density /Mixed Use Target for fully serviced urban areas: For Urban Residential = 45 residents and jobs per hectare For Urban Employment = 20 jobs per hectare

The housing mix proposed is intended to encourage further diversification in housing options. As noted previously, residential development historically has predominantly been low-density housing. The need for single detached housing is expected to decline as result of the aging population and the shift to medium and higher density building forms, in addition to impacts of housing affordability strains. The proposed housing mix presents a target for the community to continue to shift towards more diversification of housing options and will better meet the needs of all residents into the future.

The Recommended Growth Option includes an intensification rate of 30% for all fully serviced, urban areas, which would be a recommended increase to the existing Official Plan target; however, has been demonstrated to be achieved over the past 5 years and although intensification will become more challenging over time it provides many benefits, will help provide a wider range of housing options for our communities as outlined in the housing mix (including aging in place), and based on recent development approvals and market conditions could be achievable. Future reviews may consider whether a varied rate is appropriate at the time and given the intensification analysis/opportunities.

To help achieve the housing mix and choice, utilize land and infrastructure (both hard and community) more efficiently and effectively along with provide a wider range of opportunities for living/working in closer proximity (such as work from home, live/work, mixed use) and not have entirely new homogenous residential areas only, it is recommended to further review the existing lower density requirement for new residential areas to establish a slightly higher target and one that includes the potential for mixed use in the OPA.

Recommendations and Next Steps

The following are the overall study recommendations, including for next steps:

1. Reconfirming that the High Growth Scenario of 1.0% per annum for residential and 1.1% per annum for employment be utilized as an input to future growth considerations;
2. That the Recommended Growth Option (Hybrid) be endorsed and utilized as an input to amendment and review of the Norfolk Official Plan
3. That the GROW Norfolk Study and its associated reports, volumes and comprehensive review analysis prepared by Watson and Associates be considered a “municipal comprehensive review” as identified in the Provincial Policy Statement.
4. That a municipal-led Official Plan Amendment that includes recommendations on specific lands/parcels as it relates to settlement area boundaries, protected industrial / employment areas, along with review of intensification and greenfield targets to implement the GROW Norfolk Study and municipal comprehensive review proceed for public review and a decision.
5. That further infrastructure (hard and community) analysis be undertaken in the OPA, including scenario modeling where appropriate.
6. That new Land Use Plans and Master Servicing Strategies be prepared following the OPA with prioritization to Delhi, Simcoe, Waterford.
 - a. This should include detailed infrastructure modeling and master planning of the new land use and densities. Implications should be considered in the final plan. Any resultant future growth-related infrastructure needs should be considered in future Development Charges Background Study.
7. In follow-up to the evaluation criteria and provincial policy conformity review, explore the agricultural (potential prime and rural lands) and natural heritage policies and designations in the municipal-led Official Plan Amendment and future Official Plan reviews.
8. That the GROW Norfolk Study, including the High Growth Scenario population and employment forecasts and the Recommended Growth Option (Hybrid) along with any resultant Official Plan Amendment be utilized as an input to future Master Plan updates (infrastructure, parks and recreation, library and fire, development charges, etc.)
9. That an annual Growth Management Monitoring Report be prepared in combination with the annual Servicing Monitoring Report. The report should include at minimum updates on the development rates/amounts of the preceding year (subdivision/vacant land condominium/site plan approvals and registrations along with total building permits by type), intensification level, and land supply updates for greenfield and intensification areas - including identification of sufficient land to meet provincial policy statement minimum targets. The report should track residential, industrial, commercial and institutional uses.
 - a. The monitoring report could also establish further information about the potential housing mix within registered, draft approved, in

circulation/pending, designated land for future development and intensification areas.

- b. The tracking of housing mix and density achievement in new developments could be included with comparison to the Preferred Growth Option
- c. Establish assumptions, reporting procedures and monitoring of mixed-use development.
- d. Further connect development application and approval information such as potential dwelling unit and non-residential development along with assumptions for potential development in designated future development and intensification areas to servicing infrastructure tracking, modeling and monitoring through CityView, GIS and modeling software systems.







Appendices:








Appendix A - Evaluation Framework - Growth Option Summary




Appendix B - Phase 2 Comprehensive Review: Growth Scenarios and Urban Land Needs Analysis, 2023 to 2048 prepared by Watson and Associates Economists Ltd, October 10, 2023

Appendix A









GROW NORFOLK – OPTIONS EVALUATION TOOL

	Grow Norfolk Theme & Corresponding Official Plan Goal / Objective	Scenario – Option 1: Base Case	Scenario – Option 2 a) Higher Growth/Growth Allocations Aligned to Land & Planned Servicing Capacity	Scenario – Option 2 b) Higher Growth and Allocations Aligned to Available Servicing Capacity	Scenario Option 3 Higher Growth and High Intensification
1	Efficient Growth - Complete communities OP: 2.2.4 / 2.2.6				
2	Economic Growth OP: 2.2.1 Create a planning framework that promotes a flexible and adaptable economic environment that encourages investment and a broad range of employment opportunities, supports the growth of tourism in the County, protects the vitality and growth of the agricultural industry, and revitalizes Downtown Areas while recognizing retail trends and community needs.				





	Grow Norfolk Theme & Corresponding Official Plan Goal / Objective	Scenario – Option 1: Base Case	Scenario – Option 2 a) Higher Growth/Growth Allocations Aligned to Land & Planned Servicing Capacity	Scenario – Option 2 b) Higher Growth and Allocations Aligned to Available Servicing Capacity	Scenario Option 3 Higher Growth and High Intensification
3	LEAR – Land Evaluation Area Review – Prime Agricultural Land protection OP: 6.7, 7.2, 2.2.3 Protect the unique character of Norfolk’s cultural landscapes, Urban Areas, Hamlet Areas and Agricultural Area through heritage conservation, community design and redevelopment policies that promote community health, safety and broad aesthetic appeal.				
4	Infrastructure to support growth (HARD INFRASTRUCTURE) OP: 2.2.5, 7.17, 8.0				
4 a)	Transportation OP: 8.2, 8.3				









	Grow Norfolk Theme & Corresponding Official Plan Goal / Objective	Scenario – Option 1: Base Case	Scenario – Option 2 a) Higher Growth/Growth Allocations Aligned to Land & Planned Servicing Capacity	Scenario – Option 2 b) Higher Growth and Allocations Aligned to Available Servicing Capacity	Scenario Option 3 Higher Growth and High Intensification
	<p>Transportation plays an important role in determining the quality of life within a community through the level of service and accessibility to employment, social, recreational and shopping opportunities provided by the transportation network. Road, rail, air and water transportation all play roles in goods movement throughout the County.</p> <p>The County shall ensure the co-ordination between growth management and the transportation systems.</p>				
4 b)	<p>Walking, Cycling and Trails</p> <p>Bicycle and pedestrian trails and paths contribute to healthy communities. This Plan recognizes and supports cycling and walking as alternative sustainable modes of travel. The County encourages the development of enhanced walking and cycling routes designed for people of all ages and abilities.</p>				









	Grow Norfolk Theme & Corresponding Official Plan Goal / Objective	Scenario – Option 1: Base Case	Scenario – Option 2 a) Higher Growth/Growth Allocations Aligned to Land & Planned Servicing Capacity	Scenario – Option 2 b) Higher Growth and Allocations Aligned to Available Servicing Capacity	Scenario Option 3 Higher Growth and High Intensification
4 c)	<p>Water</p> <p>OP: 8.9</p> <p>Municipal water systems exist in all six of the Urban Areas. The County intends to improve and extend municipal water services throughout the Urban Areas. Municipal waste water treatment systems exist in Simcoe, Port Dover, Delhi, Waterford and Port Rowan. There are also a number of private communal water supply systems, principally serving Resort Areas. The balance of the County is serviced by private wells and individual waste water disposal systems. The County will ensure that cost-effective and adequate systems for water supply and wastewater treatment are provided to support, enhance and sustain existing and future residents and businesses in the County.</p>				
	<p>Wastewater</p>				

	Grow Norfolk Theme & Corresponding Official Plan Goal / Objective	Scenario – Option 1: Base Case	Scenario – Option 2 a) Higher Growth/Growth Allocations Aligned to Land & Planned Servicing Capacity	Scenario – Option 2 b) Higher Growth and Allocations Aligned to Available Servicing Capacity	Scenario Option 3 Higher Growth and High Intensification
	Storm water 8.9.4 In the Urban Areas, impermeable surfaces such as building rooftops and parking lots reduce the ability of the land to absorb storm flows. Additionally, the water runs off the land at an increased rate. The impact of this often results in flooding, changes to adjacent watercourses such as erosion of banks, and potential pollution of watercourses. This impacts the quality of surface water as well as the natural environment. Norfolk County shall apply best management practices in dealing with stormwater management to improve the quality of storm water and to minimize flooding.				
4 d)	Utilities OP: 8.7 The continual advancement of utilities and telecommunications technology, coupled with the need for rapid information transfer, will have a significant impact on the future development and economic vitality of the County.				

	Grow Norfolk Theme & Corresponding Official Plan Goal / Objective	Scenario – Option 1: Base Case	Scenario – Option 2 a) Higher Growth/Growth Allocations Aligned to Land & Planned Servicing Capacity	Scenario – Option 2 b) Higher Growth and Allocations Aligned to Available Servicing Capacity	Scenario Option 3 Higher Growth and High Intensification
5	<p>Infrastructure to support growth (SOFT INFRASTRUCTURE)</p> <p>OP: 2.2.3, 2.2.4, 5.0, 5.7</p> <p>Protect the unique character of Norfolk’s cultural landscapes, Urban Areas, Hamlet Areas and Agricultural Area through heritage conservation, community design and redevelopment policies that promote community health, safety and broad aesthetic appeal.</p> <p>Reinforce Norfolk’s strong sense of community through the provision of public services, the development of safe and attractive communities and the celebration of Norfolk’s unique cultural and natural heritage, by involving residents in making decisions on planning matters and by promoting a healthy community through active lifestyles.</p>				

	Grow Norfolk Theme & Corresponding Official Plan Goal / Objective	Scenario – Option 1: Base Case	Scenario – Option 2 a) Higher Growth/Growth Allocations Aligned to Land & Planned Servicing Capacity	Scenario – Option 2 b) Higher Growth and Allocations Aligned to Available Servicing Capacity	Scenario Option 3 Higher Growth and High Intensification
5 a)	<p>Institutional uses – schools, places of worship, cultural heritage, etc.</p> <p>OP: 5.7, 5.2, 7.14</p> <p>In addition to infrastructure services such as roads, water and sewers, the County provides a range of human services such as recreational facilities, homes for the aged and social housing, in addition to core municipal services. The County also plays a role, with other public service providers, in defining where and how health care and educational facilities are to be provided in the County. All of these services are fundamental to maintaining healthy communities and a high quality of life. It is beyond the scope of an official plan to deal with such matters as education, child care, health care, social services or recreational programming.</p>				

	Grow Norfolk Theme & Corresponding Official Plan Goal / Objective	Scenario – Option 1: Base Case	Scenario – Option 2 a) Higher Growth/Growth Allocations Aligned to Land & Planned Servicing Capacity	Scenario – Option 2 b) Higher Growth and Allocations Aligned to Available Servicing Capacity	Scenario Option 3 Higher Growth and High Intensification
5 b)	Parks and opens space OP: 5.6, 7.15 Reinforce Norfolk’s strong sense of community through the provision of public services, the development of safe and attractive communities and the celebration of Norfolk’s unique cultural and natural heritage, by involving residents in making decisions on planning matters and by promoting a healthy community through active lifestyles.				
6	Natural heritage OP: 2.2.2, 3.0 Protect and enhance the quality of the natural environment through a planning framework that conserves and enhances the diversity and connectivity of the natural forms, features and functions of Norfolk’s natural heritage, surface water and ground water resources, and that minimizes and mitigates impacts on air quality.				

	Grow Norfolk Theme & Corresponding Official Plan Goal / Objective	Scenario – Option 1: Base Case	Scenario – Option 2 a) Higher Growth/Growth Allocations Aligned to Land & Planned Servicing Capacity	Scenario – Option 2 b) Higher Growth and Allocations Aligned to Available Servicing Capacity	Scenario Option 3 Higher Growth and High Intensification
7	Fiscal Responsibility OP: 2.2.6				
8	Promotion of Intensification OP: 5.3.1, 6.0 The intensification of urban residential development reduces the need to use vacant designated land on the periphery of the Urban Areas. It also reduces the need for urban expansions encroaching into the Agricultural Area. Urban residential intensification, infilling and redevelopment of existing areas allows for the efficient provision of urban services thereby helping to minimize the costs of providing services while meeting an important component of the County’s housing needs.				

Appendix B



Phase 2 Comprehensive Review: Growth Scenarios and Urban Land Needs Analysis, 2023 to 2048

Norfolk County

November 7, 2023

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Page 290 of 531

Table of Contents

	Page
Executive Summary	i
1. Introduction - Residential Growth Scenarios and Urban Land Needs	1-1
1.1 Terms of Reference	1-1
1.2 Provincial Planning Policy Context	1-2
2. Overview of County-wide Reference and High Growth Scenarios.....	2-1
2.1 Background.....	2-1
2.2 Surrounding Area/Commuter-Shed Growth Outlook.....	2-3
2.3 Higher Population Growth in Norfolk County will Require a Significant Sustained Increase in Net Migration.....	2-6
2.4 Labour Force Outlook	2-7
3. County-wide Growth Allocation Options.....	3-1
4. Residential Land Supply and Land Needs by Urban Settlement Area, 2023 to 2048	4-1
5. Summary of Stakeholder Expansion Requests	5-1
6. Conclusions: Residential Growth Scenarios and Urban Land Needs Assessment	6-1
7. Regional Economic Analysis.....	7-1
7.1 Key Industrial Sectors / Clusters in Regional Economy Surrounding Norfolk County	7-1
7.2 Norfolk County Employment Growth Trends.....	7-2
8. Overview of Norfolk County Employment Growth and Allocations.....	8-1
9. Employment Area Profile and Land Supply	9-1
10. Employment Area Land Needs by Urban Settlement Area, 2023 to 2048	2
11. Conclusions - Employment Area Land Needs	11-1
Appendix A Land Supply Mapping	A-1



List of Acronyms and Abbreviations

Acronym	Full Description of Acronym
COVID-19	Coronavirus disease
C.R.	Comprehensive Review
G.D.P.	Gross domestic product
G.G.H.	Greater Golden Horseshoe
G.T.A.	Greater Toronto Area
G.T.H.A.	Greater Toronto and Hamilton Area
M.O.F.	Ministry of Finance
N.F.P.O.W.	No fixed place of work
O.P.	Official Plan
P.P.S.	Provincial Policy Statement
P.P.U.	persons per unit
U.S.	United States



Executive Summary



Executive Summary

As a part of its Official Plan (O.P.) review exercise, Norfolk County is undertaking an update of its long-term population and employment growth forecasts and urban land requirements. The results of this analysis are intended to guide decision-making and policy development specifically related to long-term planning and growth management, municipal finance and infrastructure planning carried out by Norfolk County.

Phase 1 of this long-term growth analysis exercise was completed in December 2021 which provided an update to the County's long-term population, household and employment growth forecasts and allocations by urban area and remaining rural area to the year 2051.^[1] Through Phase 2 of this exercise, the County is undertaking a further assessment of the Phase 1 growth allocations by urban area in accordance with anticipated housing demand, available water/wastewater capacity and O.P. policies.

Part 1- Residential Growth Scenarios and Urban Land Needs Assessment

In accordance with the macro-economic trends and regional growth drivers assessed as part of the Phase 1 report, three long-range growth scenarios were developed, including a Low Growth Scenario, Medium Growth Scenario, and High Growth Scenario. Of the three scenarios, the Medium Growth Scenario was previously considered the reference or most likely scenario based on an assessment of past trends and future growth drivers. Upon further review of recent development trends and development interest within the County, as well as a review of broader demographic trends and population growth potential within central and southwestern Ontario, the High Growth Scenario is now identified as the recommended growth scenario. As previously mentioned, this technical memorandum explores a series of growth allocation options within the context of the High Growth Scenario, subject to a review of local housing supply and demand factors which are anticipated to influence the location of housing demand within the County.

The following key observations are presented in this technical memorandum:

- Based on the assessment of macro-economic and regional growth trends and drivers provided herein, it is recommended that the High Growth Scenario is

^[1] Comprehensive Review Phase 1: Long-Term Growth Analysis, Watson & Associates Economists Ltd., December 2021.



utilized as the County's population growth forecast for long-range planning purposes for the County.

- On a County-wide level, there is a surplus of vacant designated residential land supply to accommodate the High Growth Scenario to the year 2051. In accordance with anticipated housing demand under the High Growth Scenario, the County currently has close to a 40-year supply of vacant, designated, greenfield housing. Notwithstanding this calculated oversupply, potential mismatches between forecast urban demand and supply by urban settlement area exist. For Delhi, an urban residential deficit ranging between 27 and 77 gross developable ha has been calculated. For Waterford, an urban residential deficit ranging between 19 and 34 gross developable ha has been calculated. For Courtland, an urban residential deficit of approximately 8 to 9 gross developable ha has been calculated.
- Upon our examination of the residential growth options, Option 2B (Higher Growth and Allocations Aligned to Available Servicing Capacity) is recommended. This growth option represents an appropriate target of housing development through residential intensification while maximizing existing water and wastewater capacity to the Delhi, Simcoe and Waterford.
- This report represents a foundational analysis based on an overview of available urban land supply, forecast housing demand and municipal servicing capacity. Further analysis is recommended to evaluate growth option 2B based on a range of planning, financial/land economics, and infrastructure development criteria. Additional evaluation and assessment will also be required to determine the preferred location option for urban expansion (if deemed required) under growth option 2B.

Part 2- Employment Area Land Needs

Building on the previously completed Phase 1 analysis this study also provides an assessment of the County's long-term Employment Area land needs within the context of the High Growth Scenario for Norfolk County. This analysis draws from a review of local employment land supply and demand factors and local population growth rates which are anticipated to influence the location of employment growth and Employment Area land needs within the County over the next 25 years.



The following key conclusions are provided with respect to the County's long-term Employment Area land needs to the year 2048:

- Based on the assessment of macro-economic and regional growth trends and drivers, it has been recommended that the High Growth Scenario is utilized as the County's employment growth forecast for long-range planning purposes for the County.
- As previously discussed, upon our examination of the residential growth options, Option 2B is recommended. Accordingly, the allocation of employment (particularly population related employment) has been updated based on growth option 2B.
- In accordance with the County's supply of designated, developable vacant Employment Areas located in urban settlement areas and forecast demand for these lands, a County-wide deficit of 52 gross ha (129 gross acres) has been identified by 2048. For Delhi, Simcoe and Waterford an urban Employment Area deficit of 10, 22, and 20 gross ha has been calculated, respectively. Courtland has a surplus of 28 ha of vacant urban employment land. It is also noted that due to the absence of planned / vacant industrial land area in Port Dover and Port Rowan, these settlement areas are not anticipated to accommodate significant industrial employment growth over the forecast horizon.



Report



Chapter 1

Residential Growth Scenarios and Urban Land Needs – Background



1. Introduction – Residential Growth Scenarios and Urban Land Needs

1.1 Terms of Reference

As a part of its Official Plan (O.P.) review exercise, Norfolk County is undertaking an update of its long-term population and employment growth forecasts and urban land requirements. The results of this analysis are intended to guide decision-making and policy development specifically related to long-term planning and growth management, municipal finance and infrastructure planning carried out by Norfolk County.

Phase 1 of this long-term growth analysis exercise was completed in December 2021 which provided an update to the County's long-term population, household and employment growth forecasts and allocations by urban area and remaining rural area to the year 2051.^[1] Through Phase 2 of this exercise, the County is now undertaking a further assessment of the Phase 1 growth allocations by urban area in accordance with anticipated housing demand, available water/wastewater capacity and O.P. policies.

In accordance with the macro-economic trends and regional growth drivers assessed as part of the Phase 1 report, three long-range growth scenarios were developed, including a Low Growth Scenario, Medium Growth Scenario, and High Growth Scenario. Of the three scenarios, the Medium Growth Scenario was previously considered the reference or most likely scenario based on an assessment of past trends and future growth drivers. Upon further review of recent development trends and development interest within the County, as well as a review of broader demographic trends and population growth potential within central and southwestern Ontario, the High Growth Scenario is now identified as the recommended growth scenario. As previously mentioned, this report explores a series of growth allocation options within the context of the High Growth Scenario, subject to a review of local housing supply and demand factors which are anticipated to influence the location of housing demand within the County.

This report also provides an assessment of Employment Area land needs over the next 25 years within the context of the High Growth Scenario for Norfolk County. This

^[1] Comprehensive Review Phase 1: Long-Term Growth Analysis, Watson & Associates Economists Ltd., December 2021.



analysis draws from a review of local employment land supply and demand factors and local population growth rates which are anticipated to influence the location of employment growth and Employment Area land needs across the County over the long-term.

1.2 Provincial Planning Policy Context

The Phase 1 growth report was prepared under the purview of the Provincial Policy Statement (P.P.S.), 2020. On April 7, 2023, the Province of Ontario released a new Provincial Planning Statement (P.P.S.), 2023 in concert with introducing Bill 97: *Helping Homebuyers, Protecting Tenants Act, 2023*. Bill 97 proposes amendments to seven provincial statutes, including the *Planning Act*. The proposed P.P.S., 2023 is intended to simplify and integrate existing provincial policies (A Place to Grow: Growth Plan for the Greater Golden Horseshoe and the P.P.S., 2020) while providing municipalities and the Province with greater flexibility to deliver on housing objectives. A key focus of the proposed P.P.S., 2023 is that it recognizes that the approach for achieving housing outcomes will vary by municipality and, as such, moves away from a prescriptive guideline approach to growth forecasting and urban land needs assessment.

According to the proposed P.P.S., 2023, at the time of each O.P update, sufficient land shall be made available to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of at least 25 years. The previous P.P.S. required that municipalities accommodate projected needs up to 25 years. Furthermore, there are no restrictions on designating Employment Area uses beyond a 25-year horizon. The P.P.S., 2020 allowed for the planning of the long-term protection of Employment Areas beyond a 25-year horizon; however, it did not allow for designation of land beyond a 25-year horizon.

Generally unchanged from the P.P.S, 2020, the proposed P.P.S., 2023 still requires planning authorities to maintain, at all times, the ability to accommodate residential growth for a minimum of 15 years through lands which are designated and available for residential development. It also prescribes that where new development is to occur, planning authorities maintain, at all times, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned, including units in draft approved or registered plans.



The proposed P.P.S. 2023 identifies that;

“Planning authorities should support the achievement of complete communities by:

- a) accommodating an appropriate range and mix of land uses, housing options, transportation options with multimodal access, employment, public service facilities and other institutional uses (including, schools and associated childcare facilities, long-term care facilities, places of worship and cemeteries), recreation, parks and open space, and other uses to meet long-term needs;
- b) improving accessibility for people of all ages and abilities by addressing land use barriers which restrict their full participation in society;
- c) and improving social equity and overall quality of life for people of all ages, abilities, and incomes, including equity-deserving groups.”
(Proposed Provincial Planning Statement, p. 6)

The proposed P.P.S. further identifies that,

“Planning authorities shall promote economic development and competitiveness by:

- a) providing for an appropriate mix and range of employment, institutional, and broader mixed uses to meet long-term needs;
- b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
- c) identifying strategic sites for investment, monitoring the availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment; and
- d) encouraging intensification of employment uses and compact, mixed-use development that incorporates compatible employment uses such as office, retail, industrial, manufacturing and warehousing, to support the achievement [of] complete communities.” (Proposed Provincial Planning Statement, p. 11)

The achievement of complete and competitive communities is an important concept to consider with respect to the balance between residential and non-residential growth across the County over the long term. In accordance with the proposed P.P.S., 2023,



complete and competitive communities include an appropriate mix of jobs and a full range of housing. Accordingly, the long-term vision and preferred growth scenario for the County should be considered within the context of complete and competitive communities. Attempting to accelerate population growth too aggressively within the County, without consideration of how such population growth would be balanced by an appropriate mix of jobs (including export-based/industrial jobs in addition to community-supportive employment), would potentially undermine the proposed P.P.S., 2023 policies related to complete and competitive communities.



Chapter 2

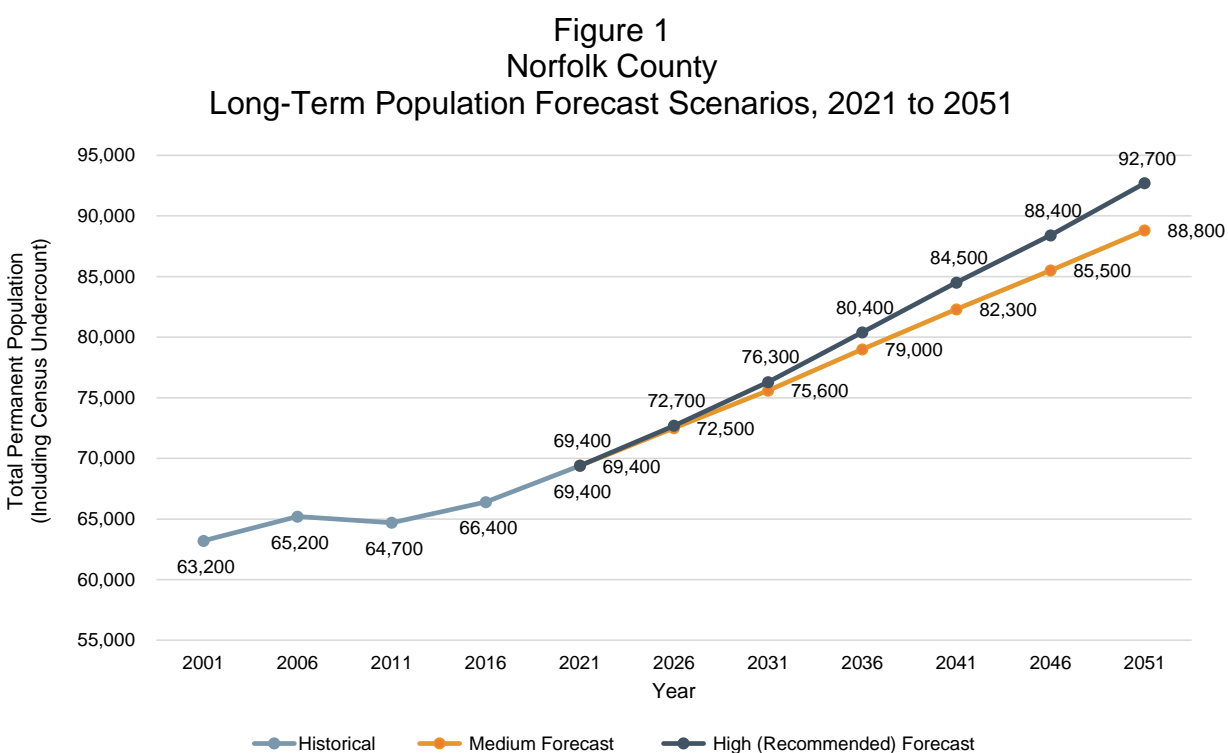
Overview of County-wide Reference and High Growth Scenarios



2. Overview of County-wide Reference and High Growth Scenarios

2.1 Background

As a part of the Phase 1 long-term growth analysis study, a range of demographic and economic drivers were assessed in arriving at three growth scenarios for the County. Figure 1 provides a comparison of the Medium and High Growth Scenarios. Under the Medium Growth Scenario, Norfolk County's permanent population is forecast to grow at an annual rate of approximately 0.8%. This represents an average annual growth rate that is well above the historical growth rate of 0.3% achieved within Norfolk County from 2001 to 2016. Comparatively, under the High Growth Scenario, the County's permanent population is forecast to grow at an average annual rate of 1.0% per year. Under this scenario, the permanent population of Norfolk County is anticipated to grow by approximately 26,300 persons, increasing from 66,400 in 2016 to 92,700 by 2051.

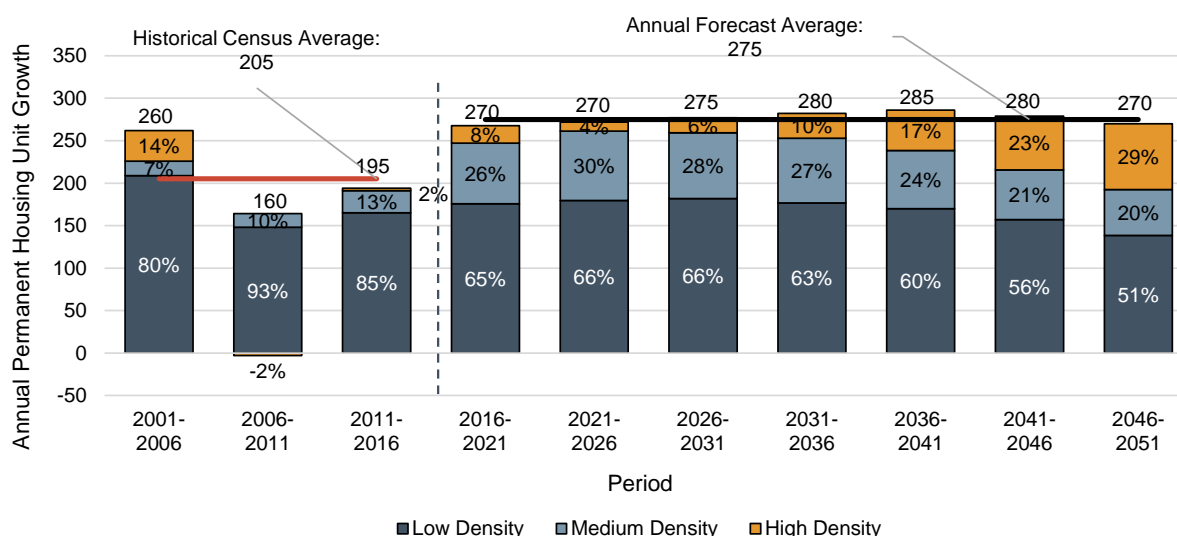


Source: 2001 to 2021 from Statistics Canada Census, forecast by Watson & Associates Economists Ltd, 2022.



Figure 2 and Figure 3 summarize incremental annual housing growth estimated within the County under the High and Medium Growth Scenarios. As shown in these figures, the County has historically added an average of 205 housing units annually from 2001 to 2016. Comparatively, under the Medium and High Growth Scenarios, the County is forecast to average 275 and 315 additional housing units, respectively, annually from 2016 to 2051.

Figure 2
Norfolk County
Five-Year Incremental Housing Growth – Historical and Forecast (Medium Growth Scenario), 2001 to 2051

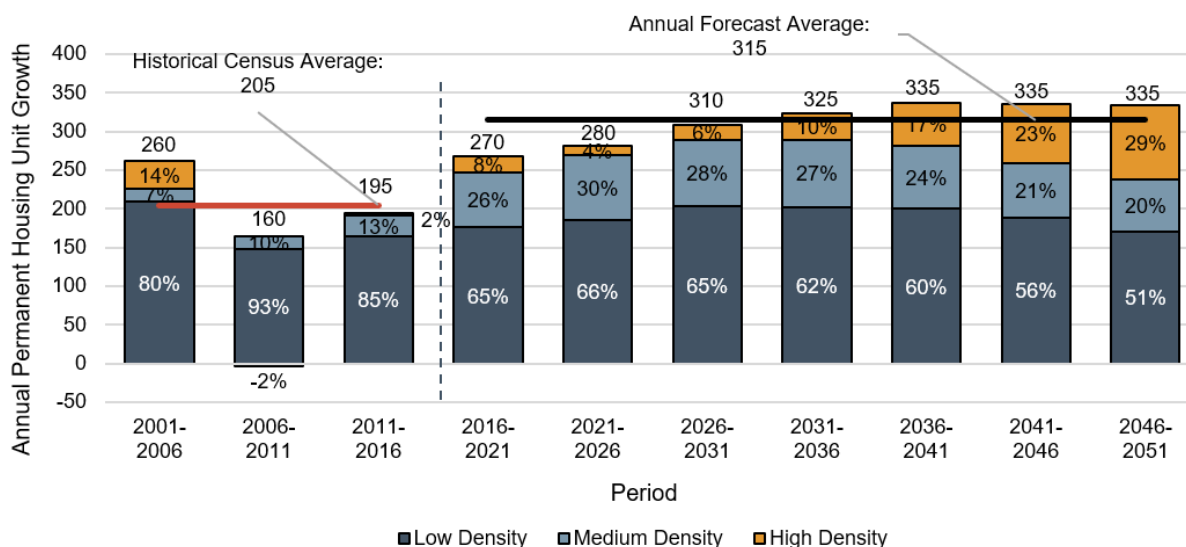


Note:
Low density includes singles and semis, in addition to seasonal units converted to year-round permanent occupancy.
Medium density includes townhouses and apartments in duplexes.
High density includes bachelor, 1-bedroom and 2-bedroom+ apartments.

Source: 2001 to 2016 derived from Statistics Canada 2011 to 2016 Census data. 2016 to 2051 forecast by Watson & Associates Economists Ltd.



Figure 3
Norfolk County
Five-Year Incremental Housing Growth – Historical and Forecast (High Growth Scenario), 2001 to 2051



Notes:

- Low density includes singles and semi-detached units, in addition to seasonal units converted to year-round occupancy.
- Medium density includes townhouses and apartments in duplexes. High density includes bachelor, 1-bedroom and 2-bedroom+ apartments.
- Figures may not add due to rounding.

Source: Historical 2001 to 2016 figures from Statistics Canada Census Profiles. Forecast prepared by Watson & Associates Economists Ltd., 2022.

The following section provides an overview of the long-term growth forecast for Norfolk County within the context of the broader region/commuter-shed.

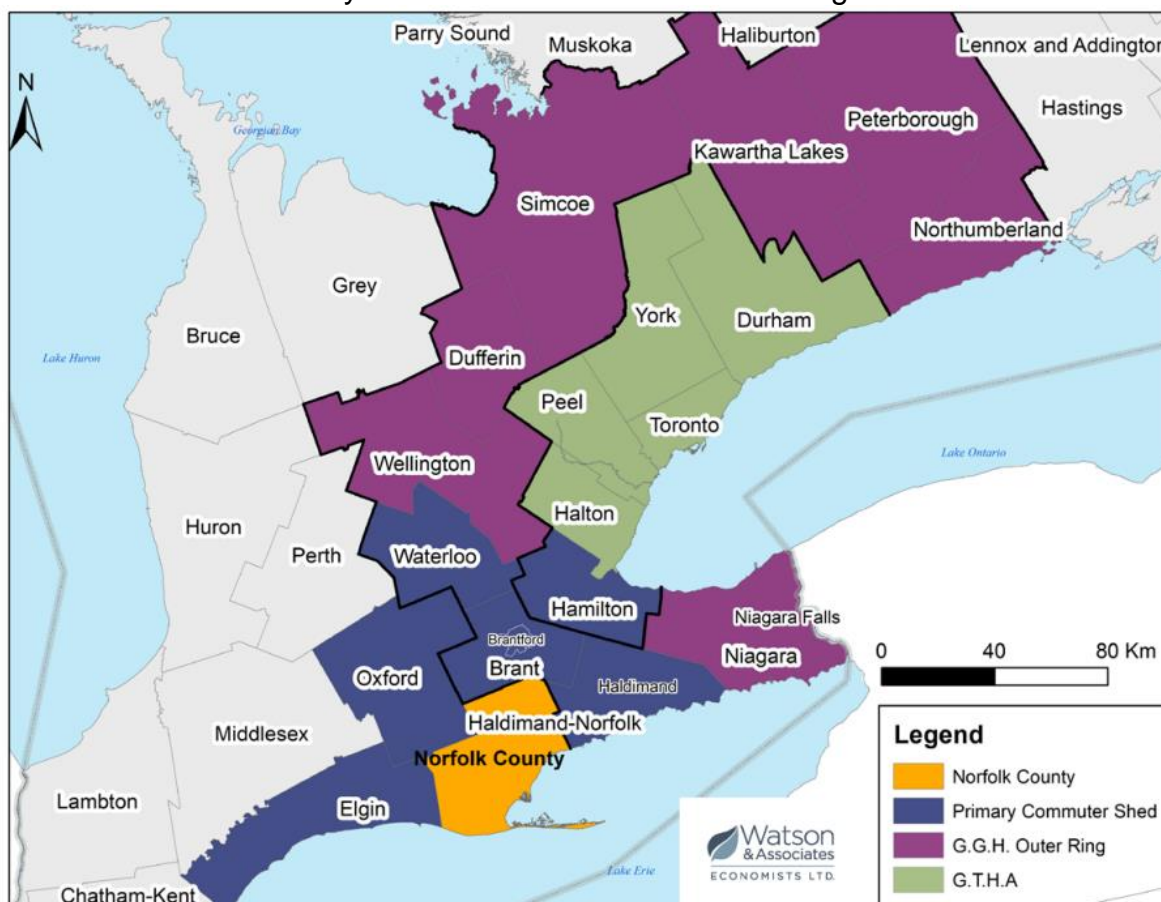
2.2 Surrounding Area/Commuter-Shed Growth Outlook

Figure 4 geographically summarizes the location of Norfolk County within the context of the surrounding primary commuter-shed and Greater Golden Horseshoe (G.G.H.) upper-tier/single-tier municipalities. Figure 5 provides a comparison of Norfolk County's 2021 to 2051 forecast population growth rate under the High and Medium Growth Scenarios relative to the surrounding primary commuter-shed and G.G.H. municipalities based on recent O.P. updates. As shown in Figure 5, the G.G.H. population is anticipated to grow at an annual rate of 1.3%. Many of the municipalities within the



“905” area of the Greater Toronto Area (G.T.A.) and the G.G.H. Outer Ring are anticipated to be amongst the fastest growing municipalities in the Province. Moving westward throughout southwestern Ontario and outside the G.G.H., forecast population growth rates are slightly lower than the G.G.H. on average. It is noted, however, that forecast population growth rates in these municipalities have been steadily rising in accordance with recent growth forecast updates. Within the Norfolk County commuter-shed (refer to Figure 4), municipalities located along the Highway 401 and 403 corridors are anticipated to be the fastest growing in most cases.

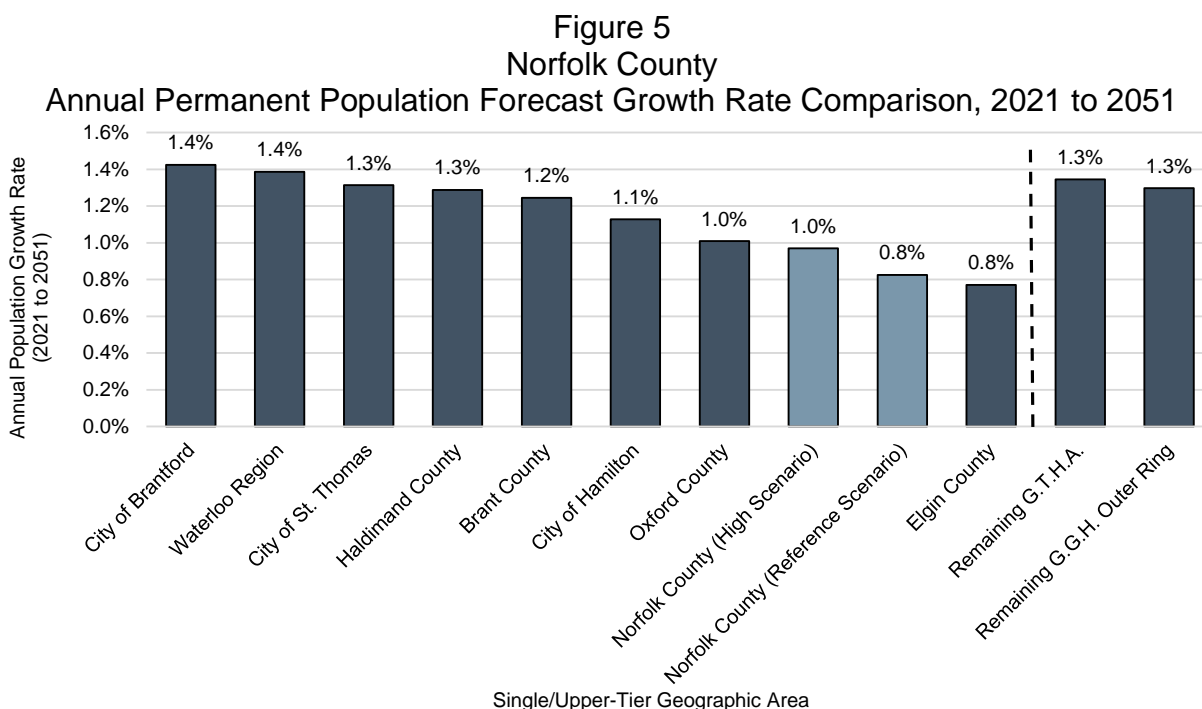
Figure 4
Norfolk County
Primary Commuter-Shed and Surrounding Area



It is important to note that all the municipalities within the Norfolk County commuter-shed (including Norfolk County) are anticipated to achieve higher rates of population and employment growth relative to historical trends. These increased rates are driven by a stronger local and regional economic outlook, impacts of recent outward growth



pressures from the G.G.H. experienced between 2020 and 2022 during the coronavirus disease (COVID-19) pandemic, and stronger immigration potential driven by higher federal immigration targets. As shown in Figure 5, Norfolk County is forecast to grow at an annual rate of 0.8% under the Reference Scenario, and 1.0% under the High Growth Scenario. Under the High Growth Scenario, the County's forecast annual population growth rate is comparable to Oxford County, higher than Elgin County, and slightly lower than neighbouring municipalities to the north/northeast including the County of Brant, Haldimand County and the City of Hamilton.



Note: Oxford County is based on a 2021 to 2046 annual growth rate.

Source: Based on recent Comprehensive Reviews or O.P. updates by Watson & Associates Economists Ltd. and Hemson Consulting Ltd. Figure derived by Watson & Associates Economists Ltd., 2023.

The Ministry of Finance (MoF) prepares population growth forecasts for Ontario and by Census Division (C.D.).^[1] The growth scenarios presented in the Phase 1 Norfolk

^[1] Statistics Canada defines Census division (C.D.) as “the general term for provincially legislated areas (such as county, municipalité régionale de comté and regional district) or their equivalents. Census divisions are intermediate geographic areas between the province/territory level and the municipality (census subdivision).” It is important to note that a C.D. can contain multiple single/upper-tier municipalities.



County Growth Analysis report and summarized in Figure 1 in this report have been assessed against the 2022 MoF forecasts for the Norfolk-Haldimand C.D. and primary commuter-shed. The forecasts for Norfolk County and Haldimand County, as well as the current O.P. forecasts for the surrounding municipalities within the primary commuter-shed, as presented in Figure 5, are generally comparable to the MoF 2022 Medium Growth Scenario. The MoF also prepares a High growth forecast for the Province as a whole. In accordance with the MoF, the Province of Ontario's population is forecast to grow at an annual rate of 1.3% and 1.8% under the 2022 Medium and High Growth Scenarios, respectively.^[1]

The MoF Medium growth forecast for the Province recognizes the potential for higher population growth relative to long-term historical trends through the achievement of higher immigration. Achieving even higher population growth across the Province as a whole, as set out under the MoF High Scenario, would require either the achievement of significantly stronger immigration levels relative to federal immigration targets or an assumption that Ontario achieves a significant increase in the share of national immigration. It is also important to recognize that Ontario's target for 1.5 million additional homes over the next 10 years under Bill 23, More Homes Built Faster Act is premised on the 2022 MoF Reference forecast.^[2]

2.3 Higher Population Growth in Norfolk County will Require a Significant Sustained Increase in Net Migration

As discussed in the County's Phase 1 report, the population of Norfolk County is aging, which puts downward pressure on the rate of population and labour force growth at the County-wide level over the long term. To mitigate the negative economic impacts of an aging population and labour force, the federal government has increased their five-year immigration targets in recent years.

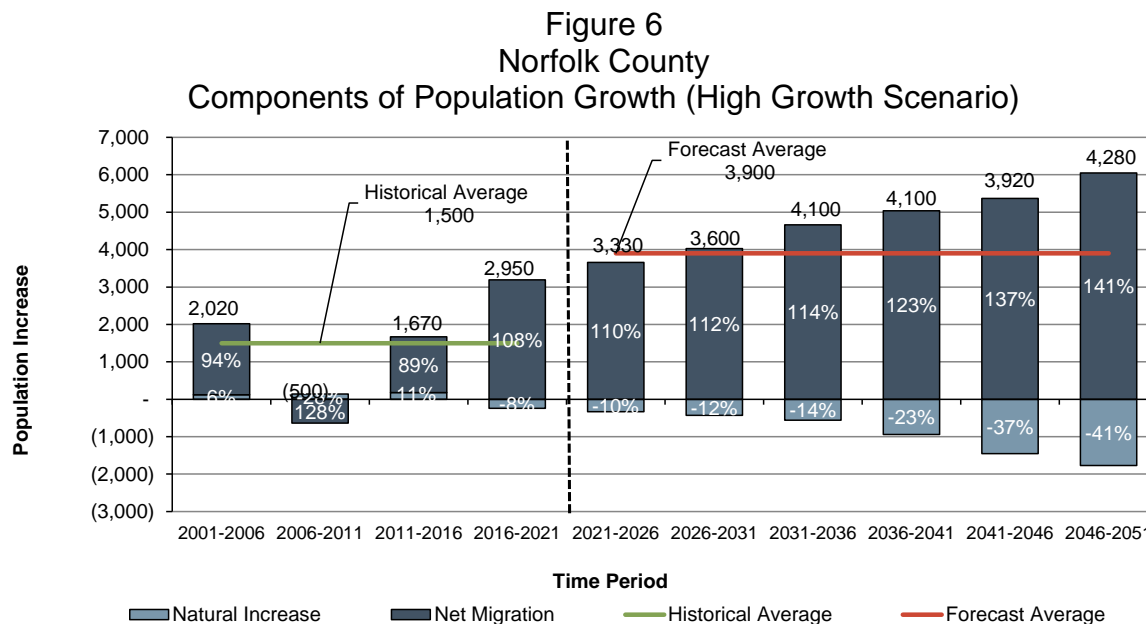
As illustrated in Figure 6 the amount of population growth associated with net migration in Norfolk County will be required to steadily increase over next 30 years to achieve the High Growth Scenario due to the aging of the population and associated population

^[1] It is noted that the most recent 2023 MoF population forecast for Ontario assumes an annual growth rate of 1.5% and 2.0%, respectively under the Reference and High Growth Scenario.

^[2] Ontario's Need for 1.5 Million More Homes. Smart Prosperity Institute. August 2022.



decline associated with natural increase (births minus deaths). To achieve the High Growth Scenario, the County requires a noticeable increase in net migration of 223% (3.2 times the increase) from 2021 to 2051 under the High Growth Scenario relative to the 2001 to 2021 period.



Source: Historical based on Statistics Canada data, forecast by Watson & Associates Economists Ltd., 2023.

2.4 Labour Force Outlook

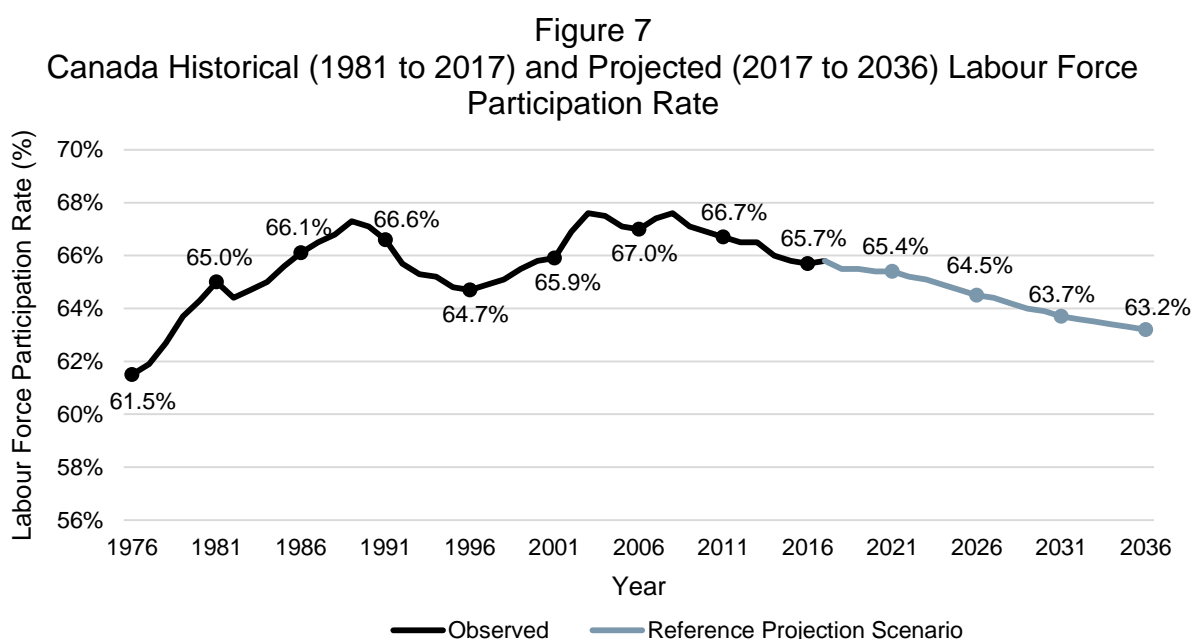
As previously mentioned in the Phase 1 report, local and regional employment growth opportunities in the commuter-shed represent a primary driver of net migration and ultimately long-term population growth opportunities for Norfolk County. Statistics Canada provides a labour force participation rate forecast between 2017 and 2036 for Canada and its Regions.^[1] The labour force participation rate is defined as the percentage of the population that is actively participating in the labour force. According to Statistics Canada, the Canada-wide labour force participation rate is forecast to decline from 66% in 2016 to 63% in 2036, largely driven by the aging of the country's Baby Boom population age group (born between 1946 and 1964). Over the next

^[1] Statistics Canada. Insights on Canadian Society. The labour force in Canada and its regions: Projections to 2036, by Laurent Martel, March 20, 2019.



decade, a growing portion of this age group will have reached retirement age, placing continued demand for increased labour force supply across growing employment sectors. For Norfolk County, the labour force participation rate is forecast to decline from approximately 60% to 58% between 2016 and 2036. It is important to recognize that these forecast trends in national and regional labour force participation rates, prepared by Statistics Canada, embrace stronger population growth associated with higher immigration.

Overall, this trend is anticipated to place continued downward pressure on employment growth rates across Canada, including Norfolk County where labour force supply cannot keep pace with demand. Continued labour force shortages in key employment sectors related to the housing sector, such as construction, skilled trades, engineering and public administration, are likely to limit Norfolk County's ability to achieve a higher growth forecast beyond the recommended High Growth Scenario, particularly in the first 10 years. To better monitor growth trends on an annual basis, it is recommended that the County develop a growth monitoring tool to track actual population, housing and employment growth against the County's long-term growth scenarios.



Source: Adapted from Statistics Canada. Insights on Canadian Society. The labour force in Canada and its regions: Projections to 2036, by Laurent Martel, March 20, 2019. Data from Statistics Canada, Labour Force Survey, 1976 to 2017; Demosim microsimulation model, 2017 (2036). Figure by Watson & Associates Economists Ltd.



Chapter 3

County-wide Growth Allocation Options



3. County-wide Growth Allocation Options

This section provides a summary of four population, housing and employment growth allocation options for the County. These options are based on the Reference and High Growth Scenarios presented in the Phase 1 report and are outlined herein in section 2. A varying set of assumptions regarding growth allocation, housing mix by structure type and intensification targets are applied to the growth forecast to arrive at the options.

Option 1 (Base Case)

The Base Case Option (Option 1) is provided in the Norfolk County Phase 1 report. Option 1 assumes the Medium Growth Scenario and allocates population and employment generally in accordance with past trends and housing supply opportunities within the County. Option 1 is not recommended for further consideration since it is premised on the Medium Growth Scenario which is no longer identified as the recommended County-wide growth scenario.

Option 2A (Higher Growth/Growth Allocations Aligned to Land & Planned Servicing Capacity)

Option 2A is based on the High Growth Scenario presented in the Phase 1 report, which has been briefly summarized herein (refer to Chapter 2). The intensification target assumed for this option is aligned with the County's current O.P. at 25% and follows a similar housing mix by structure type as Option 1. Allocations by urban settlement area take into consideration land availability as well as proposed servicing capacity (including all proposed upgrades/expansions) according to the County's Servicing Monitoring Report for Water and Wastewater, and the information on Inter Urban Water Supply timelines. ^{[1], [2]}

Building on the results of the Phase 1 report, it is recognized that both the County's urban settlement areas and rural areas have a role to play in accommodating future development subject to available land supply, supporting infrastructure and scale of

^[1] Norfolk County Information Memo – Servicing Monitoring Report – Water and Wastewater EIS-22-077 dated September 20, 2022.

^[2] Norfolk County Inter-Urban Water Supply Program Phase and Timeline Data, as of January 2023.



development. Accordingly, approximately 800 new permanent and seasonal housing units have been allocated to the County's hamlets and remaining rural areas between 2021 and 2051. Under all options, including Option 2A, the absolute number of housing units allocated to the County's rural areas is the same as Option 1. It is assumed that the additional growth under this option will be directed to serviced urban areas.

Option 2B (Higher Growth and Allocations Aligned to Available Servicing Capacity)

Option 2B is premised on similar parameters as Option 2A summarized above. The growth allocations in this option, however, are further focused towards the urban settlement areas of Delhi, Simcoe and Waterford, which have available municipal water and wastewater servicing capacity. Option 2B allocates urban growth in the areas that have sufficient available water/wastewater capacity (Delhi, Simcoe and Waterford), and assumes lower growth in Port Dover and Port Rowan where there is a need for servicing upgrades and expansions.

Option 3 (Higher Growth and High Intensification)

Option 3 assumes a similar growth allocation to Option 2B under the High Growth Scenario but assumes a higher intensification rate of 35%. Accordingly, the housing mix by structure type under Option 3 is shifted further towards medium- and high-density forms. The allocation to the County's rural settlement areas and remaining rural areas is similar to Options 1 and 2B.

Figure 8 provides a summary of the growth allocation options, and Figure 9 shows the allocation of housing for each of the County's settlement areas under each option.



Figure 8
Norfolk County
Overview of Growth Options

	Option 1	Option 2 (A&B)	Option 3
Population (2021-2051)	19,400	23,300	23,000
Housing (2021-2051)	Total Units: 8,300 Low Density: 60% Medium Density: 25% High Density: 15%	Total Units: 9,600 Low Density: 60% Medium Density: 25% High Density: 15%	Total Units: 9,600 Low Density: 53% Medium Density: 29% High Density: 18%
Intensification % (2021-2051)	25%	25%	35%

Figure 9
Norfolk County
Housing Allocations by Urban Settlement Area Under Varying Growth Options

Area	Total (2021 to 2051)				Difference compared to 2021 Report			Percentage (2021 to 2051)			
	Reference Scenario	High Scenario			Option 2A vs Option 1	Option 2B vs Option 1	Option 3 vs Option 1	Reference Scenario	High Scenario		
	Option 1	Option 2A	Option 2B	Option 3	1	1	1	Option 1	Option 2A	Option 2B	Option 3
Courtland	50	150	320	335	100	270	285	1%	2%	3%	3%
Delhi	800	1,230	2,040	2,070	430	1,240	1,270	10%	13%	21%	22%
Port Dover	2,240	2,110	1,030	1,030	(130)	(1,210)	(1,210)	27%	22%	11%	11%
Port Rowan	610	570	480	320	(40)	(130)	(290)	7%	6%	5%	3%
Simcoe	2,540	3,450	3,440	3,530	910	900	990	30%	36%	36%	37%
Waterford	1,260	1,260	1,520	1,545	-	260	285	15%	13%	16%	16%
Hamlets and Rural	820	820	770	770	-	(50)	(50)	10%	9%	8%	8%
Total	8,330	9,600	9,600	9,600	1,270	1,270	1,270	100%	100%	100%	100%

Source: Watson & Associates Economists Ltd., 2023.



Chapter 4

Residential Land Needs by Urban Settlement Area, 2023 to 2048



4. Residential Land Supply and Land Needs by Urban Settlement Area, 2023 to 2048

This section provides an overview of residential supply opportunities and 25-year land needs in the County's urban settlement areas. The existing land supply within existing settlement boundaries for the six designated urban areas of the County was conducted by County Staff. The analysis identified greenfield as well as intensification opportunities and housing unit potential within the existing designated residential lands within the County. Based on the assessment, the County has a supply potential of 9,316 units of which 1,212 units (13%) are within built boundary or intensification units and the remaining 8,104 units (87%) are within greenfield areas (refer to Figure 10).

Building on the growth allocations options discussed in Chapter 3, Figure 11 provides a comparison between forecast housing demand from 2023 to 2048 against available housing supply by urban settlement areas of the County. This analysis focuses on residential land needs within the County's primary urban greenfield areas.

As summarized in Figure 11, the County has a more than sufficient supply of designated, vacant, urban residential greenfield lands at the County-wide level to accommodate anticipated greenfield housing demand over the next 25 years. It is noted, however, that potential urban land supply deficits exist within Delhi and Waterford under Growth Allocation Options 2A, 2B and 3, and a small deficit exists in Simcoe under option 2B.^[1] For Delhi, an urban residential deficit ranging between 27 and 77 gross developable hectares (ha) has been calculated. For Waterford, an urban residential deficit ranging between 19 and 34 gross developable ha has been calculated. For Courtland, an urban residential deficit of approximately 8 to 9 gross developable ha has been calculated.

^[1] Detailed land supply information has been prepared by the County.



Figure 10
Norfolk County
Land Supply Summary by Urban Settlement Area

Intensification		Greenfield	
Site Specific Intensification Opportunities	Housing Units	Designated Future/Pending	Housing Units
Delhi	5	Delhi	422
Courtland	-	Courtland	149
Port Dover	29	Port Dover	1,851
Port Rowan	28	Port Rowan	842
Simcoe	6	Simcoe	246
Waterford	17	Waterford	240
Total	85		3,750
Registered Vacant		Registered Vacant	
Delhi	54	Delhi	4
Courtland	-	Courtland	3
Port Dover	217	Port Dover	10
Port Rowan	31	Port Rowan	-
Simcoe	93	Simcoe	36
Waterford	127	Waterford	65
Total	522		118
Draft Approved		Draft Approved	
Delhi	6	Delhi	59
Courtland	-	Courtland	0
Port Dover	-	Port Dover	732
Port Rowan	-	Port Rowan	128
Simcoe	9	Simcoe	1,285
Waterford	30	Waterford	195
Total	45		2,399
In Circulation/Under Review		In Circulation/Under Review	
Delhi	10	Delhi	147
Courtland	-	Courtland	13
Port Dover	270	Port Dover	1204
Port Rowan	-	Port Rowan	0
Simcoe	129	Simcoe	303
Waterford	151	Waterford	170
Total	560		1,837
Intensification Total	1,212	Greenfield Total	8,104

Source: Supply data prepared by Norfolk County Staff, May 2023.



Figure 11
Norfolk County
Land Needs (Hectares) by Urban Settlement Area (Greenfield Areas Only), Options 1 to 3

Growth Option		Courtland	Delhi	Port Dover	Port Rowan	Simcoe	Waterford	Total Urban Greenfield
Total Supply of Housing Units in Greenfield Areas		165	632	3,797	970	1,870	670	8,103
Option 1	2023-2048 Forecast*	36	540	1,473	399	1,219	888	4,532
	Housing Unit Shortfall/ Surplus	129	92	2,324	571	651	(218)	3,571
	Residential Land Surplus/ Need (Gross ha)	12	9	216	53	60	(20)	332
Option 2A	2021-2048 Forecast*	114	921	1,254	359	1,826	876	5,330
	Housing Unit Shortfall/ Surplus	51	(289)	2,543	611	44	(206)	2,773
	Residential Land Surplus/ Need (Gross ha)	5	(27)	236	57	4	(19)	257
Option 2B	2021-2048 Forecast*	246	1,461	491	285	1,863	1,034	5,380
	Housing Unit Shortfall/ Surplus	(81)	(829)	3,306	685	7	(364)	2,723
	Residential Land Surplus/ Need (Gross ha)	(8)	(77)	307	64	1	(34)	253
Option 3	2021-2048 Forecast*	259	1,432	93	112	1,669	956	4,520
	Housing Unit Shortfall/ Surplus	(94)	(800)	3,704	858	201	(286)	3,583
	Residential Land Surplus/ Need (Gross ha)	(9)	(74)	344	80	19	(27)	333

*Note: The above table presents the 25 Year housing supply vs. demand for housing units in only the greenfield areas within the County's urban settlement areas. The demand and supply that is anticipated to be met through intensification or infill opportunities has been excluded from the above table.

Source: Supply data prepared by Norfolk County, forecast by Watson & Associates Economists Ltd., 2023.



Chapter 5

Summary of Stakeholder Expansion Requests



5. Summary of Stakeholder Expansion Requests

As of the time of writing, the County has received a total of 42 growth requests from various applicants, 27 of which are in the urban areas. Of these 27 requests, five pertain to conversion of Employment Areas to residential and 22 relate to the expansion of existing urban boundaries. The growth requests for urban area expansions would potentially add approximately 7,600 housing units to the overall supply over 530 gross developable hectares (ha).^[1] Figure 12, below, summarizes the incremental greenfield housing demand forecast under the High Growth Scenario from 2021 to 2051 against the available supply of greenfield housing units.^[2] As shown in Figure 12, Norfolk County's urban greenfield areas are anticipated to have a County-wide housing surplus of approximately 1,700 units over the 25-year horizon. This surplus is excluding the urban area expansion requests summarized above. This equates to an approximately 38-year supply of greenfield housing. Including all urban expansion requests in the County's potential urban greenfield land supply would increase the County's potential housing supply surplus to 9,250 units over the 25-year planning horizon. This would equate to approximately 43 years of supply of additional greenfield housing, totaling 81 years of County-wide urban residential land supply under the High Growth Scenario.

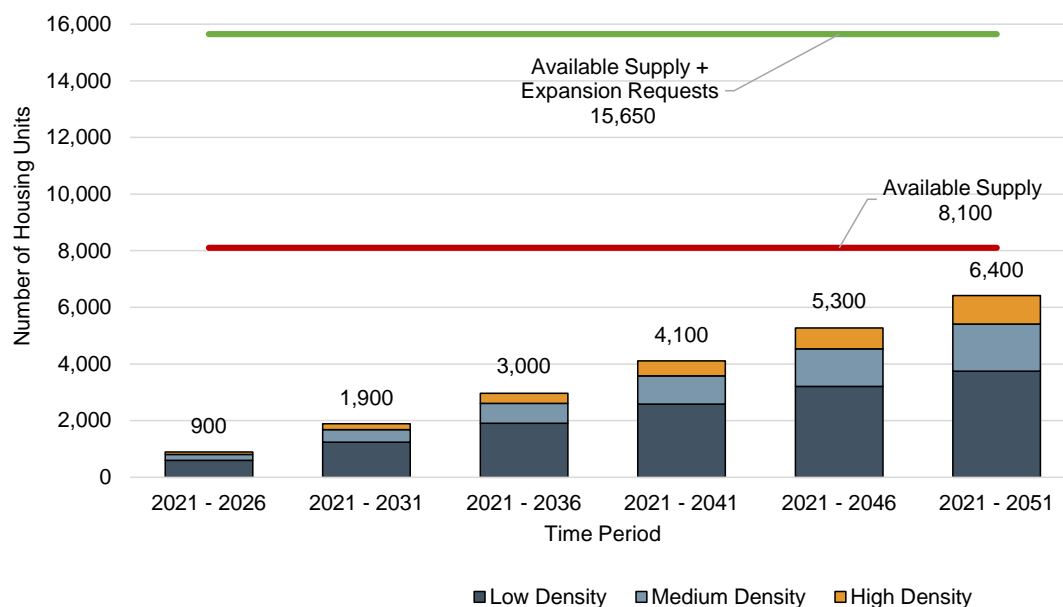
As previously noted in Chapter 4, the County's urban land needs are not homogenous by urban settlement area. Notwithstanding the calculated oversupply of designated urban land at the County-wide level, an expansion of the urban settlement boundaries in Delhi, Courtland and Waterford would potentially be supported under Options 2 and 3 (refer to Figure 11).

^[1] It is noted that this number represents information from only 11 out of 27 expansion requests concerning urban settlement area boundary expansion/conversion of employment to residential areas. The remaining requests do not provide a housing unit estimate. Accordingly, the housing unit estimate associated with urban expansion requests will increase further once a complete potential housing supply estimate for remaining applications is considered.

^[2] The housing demand and supply presented in this section are based on a 25% intensification rate. If the County chooses to adopt a higher intensification rate, this would place downward pressure on greenfield housing demand and the overall surplus will increase. 5



Figure 12
Norfolk County
Available Supply + Expansion Requests Compared to Forecast in Greenfield Areas
(High Growth Scenario)



25 Year County-wide Housing Surplus in Greenfield Areas Including Expansion Requests - **9,250 Housing Units**

25 Year County-wide Housing Surplus in Greenfield Areas (Excluding Expansion Requests) - **1,700 Housing**

Note: The figure represents the total greenfield housing demand under the High Growth Scenario. The numbers presented herein have been adjusted for intensification of demand and supply.

Source: Supply data prepared by Norfolk County; forecast by Watson & Associates Economists Ltd., 2023.



Chapter 6

Conclusions – Residential Growth Scenarios and Urban Land Needs Assessment



6. Conclusions: Residential Growth Scenarios and Urban Land Needs Assessment

The following key observations are presented in this report with respect to the County's long-term urban residential land needs:

- Based on the assessment of macro-economic and regional growth trends and drivers provided herein, it is recommended that the High Growth Scenario is utilized as the County's population growth forecast for long-range planning purposes for the County.
- On a County-wide level, there is a surplus of vacant designated residential land supply to accommodate the High Growth Scenario. In accordance with anticipated housing demand under the High Growth Scenario, the County currently has close to a 40-year supply of vacant, designated, greenfield housing. Notwithstanding this calculated oversupply, potential mismatches between forecast urban demand and supply by urban settlement area exist. For Delhi, an urban residential deficit ranging between 27 and 77 gross developable ha has been calculated. For Waterford, an urban residential deficit ranging between 19 and 34 gross developable ha has been calculated. For Courtland, an urban residential deficit of approximately 8 to 9 gross developable ha has been calculated.
- Based on a detailed review of each residential growth option for the County, Option 2B is recommended. This option represents an appropriate target of housing growth through residential intensification while maximizing existing water and wastewater capacity to the Delhi, Simcoe and Waterford.
- This report represents a foundational analysis based on an overview of available urban land supply, forecast housing demand and municipal servicing capacity. Further analysis is recommended to test and evaluate growth option 2B based on a range of planning, financial/land economics, infrastructure development criteria. Additional evaluation will also be required to determine the preferred location option for urban expansion (if deemed required).



Chapter 7

Regional Economic Analysis



7. Regional Economic Analysis

As previously noted, this report explores a series of employment growth allocation options within the context of the High Growth Scenario for Norfolk County. This analysis draws from a review of local employment land supply and demand factors and local population growth rates which are anticipated to influence the location of employment growth and Employment Area land needs within the County over the next 25 years.

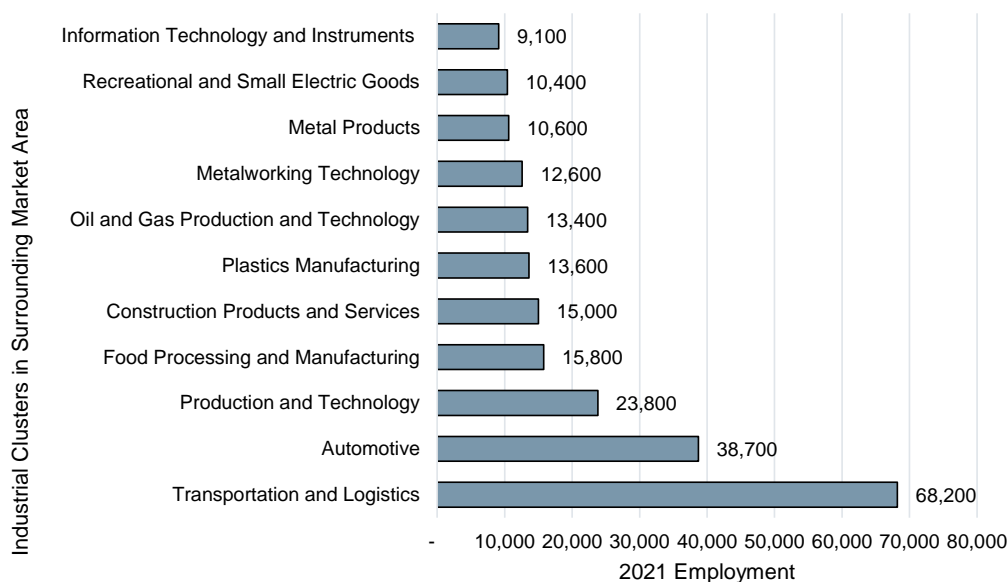
7.1 Key Industrial Sectors / Clusters in Regional Economy Surrounding Norfolk County

Norfolk County's long-term population and employment growth potential is largely tied to employment opportunities with the County and surrounding market area (i.e. commuter-shed). The employment base can be grouped into two broad categories – export-based sectors and community-based sectors. The latter primarily refers to local population serving employment. Export-based sectors are comprised of geographically clustered industries which produce goods or services that reach markets outside the community such as manufacturing, research and development, as well as other knowledge-based industries. Ultimately, the aggregate indicators of the regional economic performance are determined in large measure by the competitiveness of their industry clusters.

Figure 13 illustrates the top traded employment clusters within the regional economy surrounding Norfolk County. As demonstrated, the surrounding market area has a robust economy which includes a number of traded employment clusters, most notably transportation and logistics, automotive, as well as production and technology. These industry clusters are typically accommodated in Employment Areas (i.e. industrial areas).



Figure 13
Regional Economy Surrounding Norfolk County [1]
Largest Industrial-Type Traded Employment Clusters



[1] Includes Brantford C.M.A. (Brant/Branford), Kitchener-Waterloo-Cambridge (K-W-C), Guelph, Hamilton, Woodstock, Ingersoll and Norfolk. Data is not available for Haldimand County since it does not have a C.A. or C.M.A.

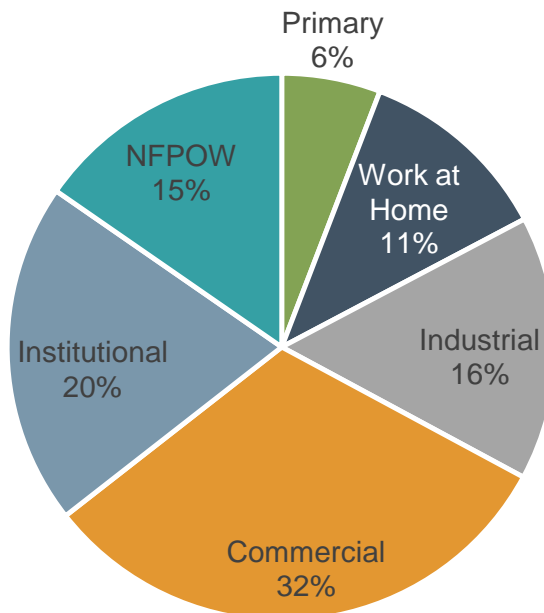
Source: Derived from Statistics Canada, The Canadian Cluster Map Portal, 2023 by Watson & Associates Economists Ltd.

7.2 Norfolk County Employment Growth Trends

As of 2023, the County's employment base has been estimated at 25,900 jobs. Figure 14 shows the distribution of the employment base by Sector. Just over 50% of the County's employment is within the commercial and institutional sectors. Industrial sector jobs comprise of 16% of the overall employment base in the County, followed by no fixed place of work and work at home employment with 15% and 11%. Primary employment comprises of 6% of County-wide employment.



Figure 14
Norfolk County
Employment Base 2023

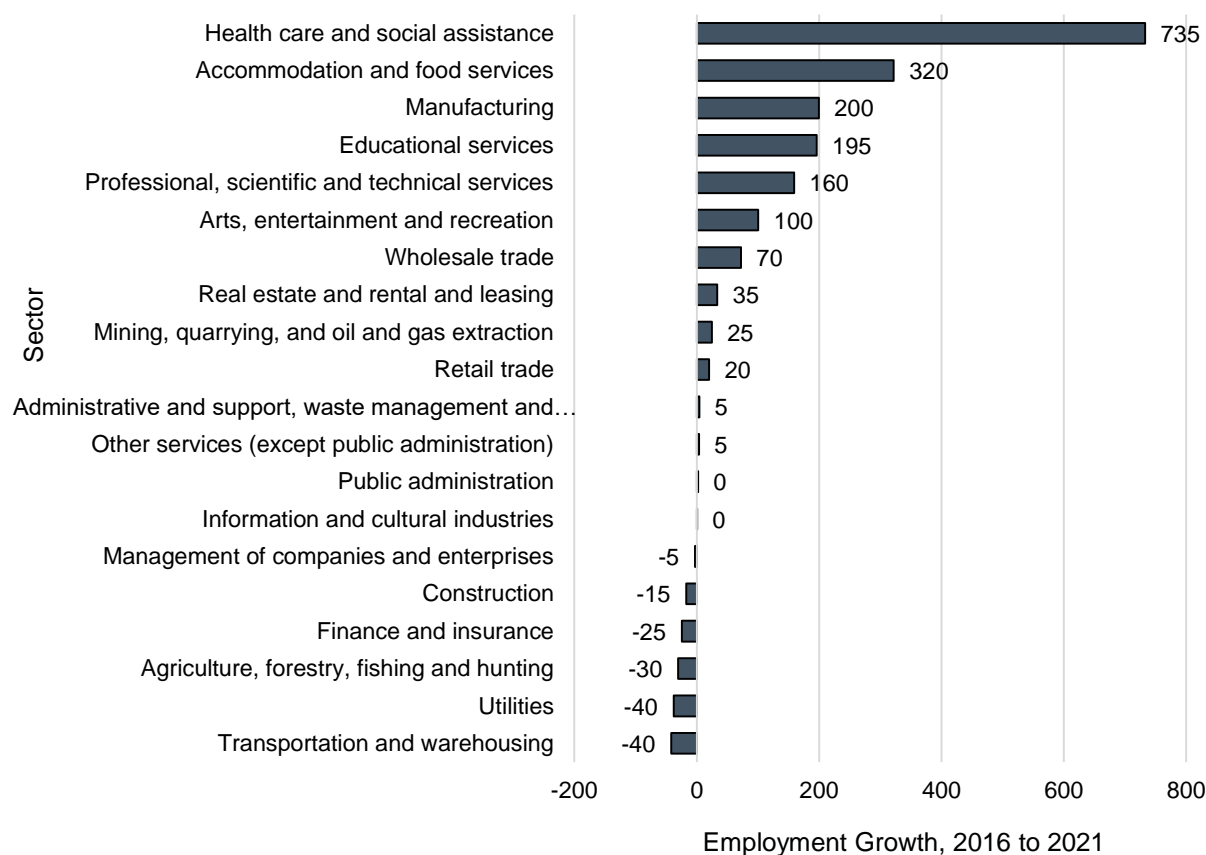


Source: Derived by Watson & Associates Economists Ltd, 2023.

The County's employment growth by sector between 2016 and 2021 is presented below in Figure 15. As shown in the figure, most employment sectors, particularly health care and social assistance, accommodation and food services, as well as manufacturing, have experienced positive employment growth. A few sectors, such as transportation and warehousing, utilities and agriculture sectors have experienced a loss in overall employment, though to a small degree.



Figure 15
Norfolk County
Employment Growth, 2016 to 2021



Source: Derived from EMSI data by Watson & Associates Economists Ltd.

Note: Figure includes employees and self-employed jobs. EMSI data may differ from Census data.



Chapter 8

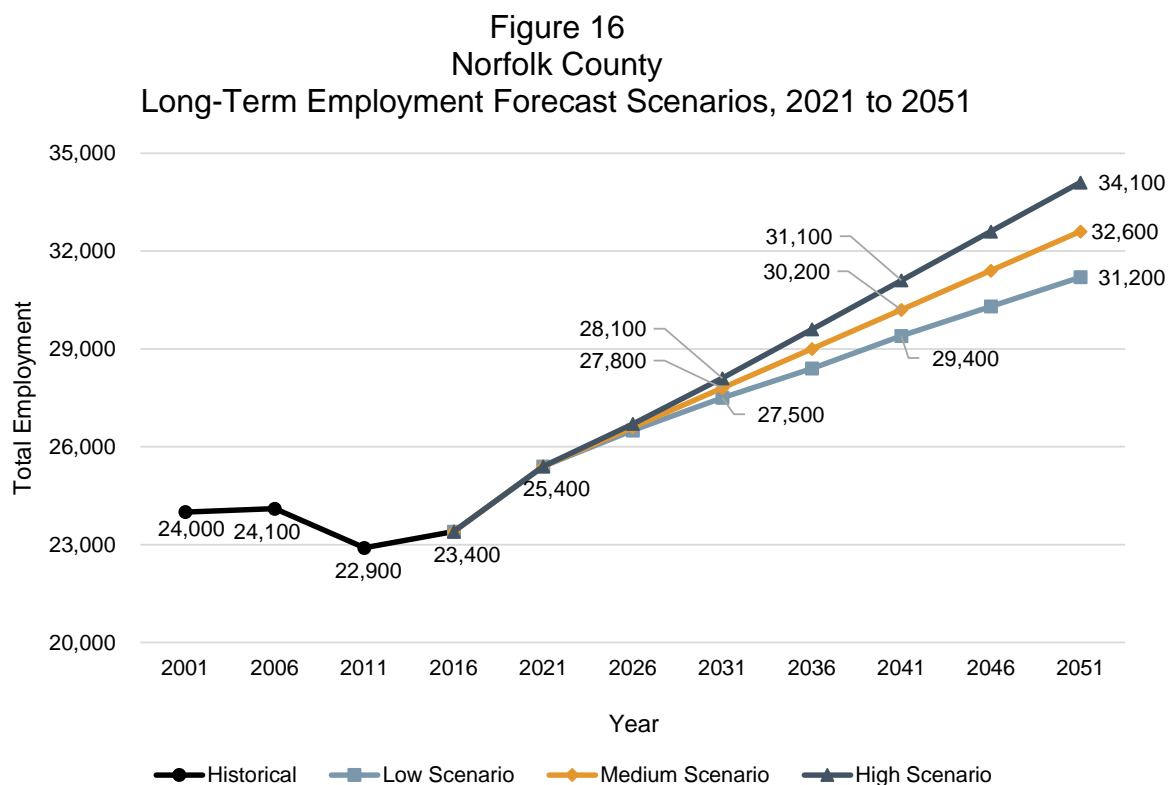
Overview of Norfolk County Employment Growth and Allocations



8. Overview of Norfolk County Employment Growth and Allocations

As previously discussed, as a part of the Phase 1 long-term growth analysis study, a range of demographic and economic drivers were assessed in arriving at three long-term growth scenarios for the County. Figure 16 provides a comparison of the Medium and High Growth Scenarios. Under the Medium Growth Scenario, Norfolk County's employment is forecast to grow at an annual rate of approximately 0.8%.

This represents an average annual growth rate that is well above the historical growth rate of 0.3% achieved within Norfolk County from 2001 to 2016. Comparatively, under the High Growth Scenario, the County's employment is forecast to grow at an average annual rate of 1.3% per year. Under this scenario, the employment of Norfolk County is anticipated to grow by approximately 8,700 persons, increasing from 25,400 in 2016 to 34,100 by 2051.



Source: 2001 to 2016 from Statistics Canada Census, forecast by Watson & Associates Economists Ltd, 2023.



The employment allocation by sector is summarized in Figure 17. As shown in the figure, the highest share of employment growth (30%) is forecast in the commercial / population related employment sectors. This is followed by the No Fixed Place of Work (18%), institutional (16%), Work at Home (15%). The industrial sector is forecast to have a modest growth and about 15% of the overall county-wide employment forecast. It is noted that the industrial employment growth will have synergies with the broader regional economy, however, municipalities located along the Highway 401 and 403 corridors are anticipated to accommodate a significantly larger share of industrial employment in the surrounding region relative to Norfolk County. Provided below is a summary of the County's employment forecast by major sector/category (as previously summarized as part of the Phase 1 Study):

- **Primary Employment** – Primary industries (i.e. agriculture and other resource-based employment) comprised approximately 6% of the County's employment base (i.e. jobs) as of 2016. The County's Economic Development Strategy priorities which were approved by Council in July 2019 include the facilitation of new programs to support agricultural innovation, including a new agricultural innovation hub.^[1] The County's agricultural sector draws considerable demand for seasonal workers, which has implications on housing needs within the County's urban and rural areas. ^[2] This employment sector is anticipated to experience a net employment growth over the 2016 to 2051 forecast period of approximately 500 jobs. It is important to note that primary employment is also captured in the work at home and no fixed place of work category. As such, total employment growth associated with the primary sector is anticipated to be considerably higher than the usual place of work employment numbers identified herein.
- **Industrial Employment** – The County's industrial sector is anticipated to increase by approximately 1,200 jobs over the 2016 to 2051 period, accounting for 13% of total County-wide employment growth. Industrial employment growth is primarily anticipated to be concentrated in sectors related to utilities,

[1] Norfolk County Economic Development Strategy Review. Council Priority 2: Optimal Place for Business. Item A: Facilitate new programs to support agricultural innovation across Norfolk County, including a new agricultural innovation hub.

[2] The Haldimand-Norfolk Area has bunkhouse capacity for 5,524 farm workers, with an additional 190 bed bunkhouse recently built in Norfolk County.



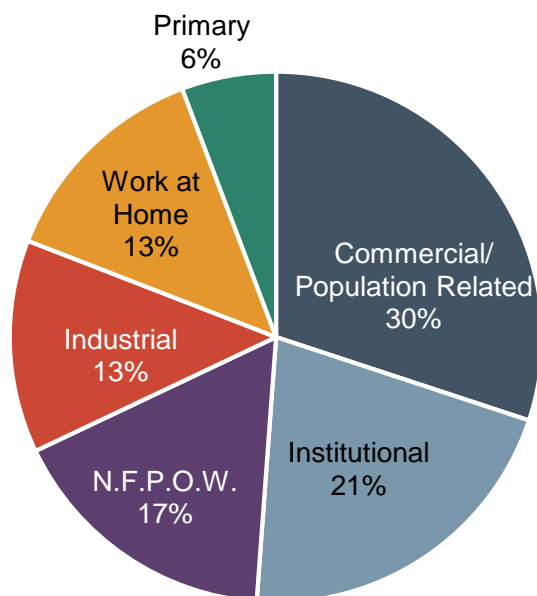
small/medium-scale manufacturing, construction, wholesale trade and transportation and warehousing.

- **Commercial Employment** – Commercial/population-related employment (which includes the office and retail sectors) represents the County's largest major sector with respect to total employment. This sector is largely driven by demand generated from the local population base, including seasonal residents. Commercial employment growth is forecast to increase by approximately 2,800 jobs over the 2016 to 2051 period, accounting for 30% of total employment growth.
- **Institutional Employment** – Norfolk County is anticipated to add approximately 2,000 jobs to its institutional employment sector over the 35-year forecast period, representing 21% of total employment growth. This includes employment growth in education, health and social services and other institutional facilities (i.e., cultural, religious). The County is expected to experience an increase in demand for seniors' health facilities and services, including retirement homes, as well as other institutional-related development due to a growing but aging population base.
- **Work at Home** – In 2016, work at home employment accounted for approximately 12% of all jobs within Norfolk County. Looking forward, continued advances in technology and telecommunications are anticipated to further enable remote work patterns and ultimately increase the relative share of at home and/or off-site employment over the long term. As previously mentioned, demographics and socio-economics also play a role in the future demand for off-site and work at home employment within an increasingly knowledge- and technology-driven economy. It is anticipated that many working residents in Norfolk County will utilize technology to provide or supplement their income in more flexible ways in contrast to traditional work patterns. It is also likely that an increased number of working and semi-retired residents will be seeking lifestyles that will allow them to work from home on a full-time or part-time basis within Norfolk County as they transition from the workforce to retirement. Over the forecast period, work at home employment in the County is expected to expand by approximately 1,200 jobs (13%), largely driven by forecast employment growth related to knowledge-based occupations as well as primary employment, including and diversified on-farm uses.



- **No Fixed Place of Work (N.F.P.O.W.)** – Off-site employment accounted for 16% of jobs in 2016. This employment category is expected to continue to steadily grow within the County over the long-term, largely driven by labour force demands in the construction and transportation, warehousing and business service sectors. Over the forecast period, N.F.P.O.W. employment is expected to expand by approximately 1,600 jobs, 13% of the County's total employment forecast.

Figure 17
Norfolk County
Long-Term Employment Forecast Scenarios, 2016 to 2051

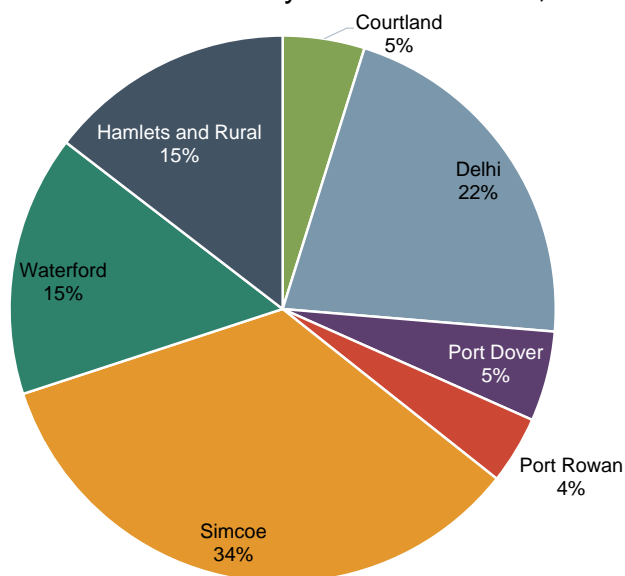


Source: Estimated by Watson & Associates Economists Ltd, 2023.

As previously discussed, based on a review of each residential growth option for the County, Option 2B is recommended. This option represents an appropriate target of housing growth through residential intensification while maximizing existing water and wastewater capacity to the Delhi, Simcoe and Waterford. Accordingly, to arrive at the employment growth allocations, housing / population allocations under Option 2B have been utilized. Figure 18 summarizes the allocation of employment for each of the County's settlement areas under reference scenario and the high growth scenario (Option 2B).



Figure 18
Norfolk County
Forecast Growth Allocation by Settlement Area, 2021 to 2051



Source: Estimated by Watson & Associates Economists Ltd, 2023.



Chapter 9

Employment Area Profile and Land Supply



9. Employment Area Profile and Land Supply

Norfolk County O.P. identifies two designations of employment areas, i.e. Protected Industrial and Industrial designated lands. The Protected Industrial areas are lands with high visual profile and accessibility and are generally comprised of industrial, employment, accessory commercial and related uses. Industrial Designation applies to older industrial sites that are under-utilized and poorly situated to attract new industrial investment. This section provides a summary of existing profile of the Employment Areas for each of the settlement areas of the County in terms of location, access, supply and parcel configuration, servicing capacity, as well as the key industries / sectors that have a presence in the Employment Areas.

Courtland

Courtland has two Employment Areas within its urban boundary. The Employment Areas in Courtland are all designated Protected Industrial and have direct access and exposure to Highway 3 and County Roads. The settlement area has large contiguous vacant land parcels located in proximity to established industries. As discussed in Section 3 of this report, the settlement area of Courtland also has plans to upgrade its servicing capacity which enhances the viability of a broad ranges of employment uses. Existing employment uses include auto manufacturing, logistics, equipment suppliers, utilities, construction.



Delhi

The Employment Areas in Delhi are located at the western and eastern ends of the settlement area boundary and have access to Highway 3 and County Road 59. The Employment Areas in the western part of the settlement area are largely built out, have smaller parcels and limited vacant supply. The eastern Employment Area has limited existing industrial development, and a larger vacant supply with more contiguous lands that can be developed. The settlement area also has sufficient existing and planned



servicing capacity, and the presence of a population base that provides access to labour. Key industries in Delhi's Employment Areas include agricultural manufacturing, auto dealers, service and repair.



Simcoe

The Employment Areas in Simcoe, particularly Employment areas in the northern part of the settlement area, have proximity and access to Highway 3 and 24. The settlement area also has the advantage of having proximity to large Industrial and population base, with existing and planned servicing capacity. The Employment Area in the western part of the settlement area has larger vacant land parcels, however there may be some constraints due to natural features. East and South Employment Areas have limited availability with very few large parcels of vacant employment land. Key industries operating within the Employment Areas in Simcoe include manufacturing, auto parts, logistics, services, wholesale / retail commercial, transportation, utilities, construction, agricultural tools, recreational.



Waterford

Waterford has Industrial designated lands at the western end of the Settlement area. These areas are located closer to residential uses and require access through residential areas. The lands designated Protected Industrial are located at the Southern



part of the Settlement Area and have direct access through County Road 9. These Industrial lands are also buffered from residential uses by commercial parcels. Lands designated Industrial are located towards the western part of the settlement area. These lands are located in close proximity to residential areas. There is limited vacant and buildable employment land availability within Waterford. Similar to Delhi and Simcoe, the settlement area has sufficient existing and planned servicing capacity available. Key sectors operating in the industrial area include manufacturing, auto parts and repair, logistics, services, commercial, waste management, construction.



A summary of vacant industrial lands has been provided to assist in guiding the amount and location of industrial employment growth across the County over the long term. Ensuring a sufficient vacant employment lands inventory is critical to the County as the supply and quality of vacant industrial lands can have a direct influence on the location of non-residential development as well as the economic competitiveness of the County over the long term. Based on the most recent inventory of urban industrial land provided by settlement area, Norfolk County has a total of approximately 187 gross ha (462 gross acres) of vacant, designated industrial land, as outlined in Figure 19. A further summary of vacant land supply mapping has been provided in Appendix A.

In addition to vacant lands, some of the employment growth within the Employment Areas is anticipated to occur on existing underutilized lands. Intensification on employment lands can take a number of forms, including development of underutilized lots (infill), expansion (horizontal or vertical) of existing buildings, and redevelopment of sites. Intensification offers the potential to accommodate future employment growth and achieve improved land utilization resulting in higher employment density on occupied employment lands. Higher land utilization on existing employment lands can



also lead to more effective use of existing infrastructure (e.g. roads, water/sewer servicing), resulting in communities that are more functional and complete.

In total, there are approximately 4.4 ha or 10 sites in the County's urban Employment Areas that are considered underutilized. It has been estimated that about 5% of the employment growth will occur on through intensification (discussed in Chapter 10).

Figure 19
Norfolk County
Summary of Gross Vacant and Net Vacant Urban Industrial Lands (Employment Lands)
by Settlement Area

Community	Gross Vacant Employment Lands ¹ (ha)	Net Vacant Employment Lands (ha) ²	Market Vacancy Adjustment (ha)	Net Vacant Employment Land Adjusted for Market Vacancy (ha)
Courtland	66.3	50.4	7.6	42.8
Delhi	45.1	34.8	5.2	29.5
Simcoe	74.9	61.8	9.3	52.5
Waterford	1.0	1.0	0.1	0.8
Grand Total	187.3	147.9	22.2	125.7

Source: Vacant industrial land inventory provided by Norfolk County, 2023.

[1] Excluding Natural Heritage & Non-Buildable lands (ha).

[2] Assumes 25% of the vacant land area net environmental features is required for roads and other internal infrastructure on sites greater than 4 ha in area.

Note: 15% long-term vacancy has been used. Numbers may not add due to rounding.

Source: Data provided by Norfolk County, presented by Watson & Associates Economists Ltd., 2023.

As shown in Figure 20, of the total 187 gross ha of designated vacant employment lands identified herein, approximately 126 ha are considered available and developable after adjusting for environmental and servicing constraints, internal infrastructure (e.g., local roads, stormwater management facilities, local environmental features, open space, etc.) as well as long-term land vacancy. Of the total net vacant, developable urban industrial land identified within the County, approximately 34% or 43 ha is located in the Courtland, followed by 23% in Delhi, 42% in Simcoe and 1% in Waterford. The remaining urban settlement areas have a limited supply of available vacant employment lands.



A downward adjustment of 15% has been made to the net vacant employment land supply to account for long-term land vacancy. This adjustment for long-term employment land vacancy represents sites that are unlikely to develop over the long term (i.e., 2021 to 2051) due to odd/small lot sizes and poor configuration, as well as underutilized employment sites, sites that may have long-term development constraints and inactivity/land banking which may tie up potentially vacant and developable lands. Long-term land vacancy is a common characteristic experienced in industrial areas throughout the County, the Province, and beyond. For the purposes of this analysis, an estimated 15% long-term land vacancy has been assumed.

Figure 20 shows the area of vacant parcels by size category. The majority of the designated urban employment parcels are less than one ha in size, yet the greatest share of the designated employment land supply (about 62% of the overall supply) is accommodated on six parcels greater than 10 ha^[14].

Figure 20
Norfolk County
Vacant Employment Land Supply by Parcel Size

Area Category	Area (Net ha)	% of Total Area	Number of Parcels	% of Parcel Count
Less than 1 ha	6.0	4%	13	37%
1 - 2 ha	10.7	7%	7	20%
2 - 5 ha	13.2	9%	5	14%
5 - 10 ha	26.5	18%	4	11%
Greater than 10 ha	91.6	62%	6	17%
Total	147.9		35	

Note: Numbers may not add precisely due to rounding.

Source: Data as of January 2023 from Norfolk County, presented by Watson & Associates Economists Ltd., 2023.

^[14] Of the County's vacant employment land parcels with a size of greater than 10 net ha, two parcels are present in each of Delhi, Courtland and Simcoe settlement areas.



Chapter 10

Employment Area Land Needs by Urban Settlement Area, 2023 to 2048



10. Employment Area Land Needs by Urban Settlement Area, 2023 to 2048

Over the 25-year planning horizon, the County's Employment Areas are anticipated to accommodate approximately 15% of the County's total urban employment growth, totaling about 1,000 employees between 2023 and 2048. In determining the County's long-term Employment Area land needs, it is important to understand existing employment densities for the County's Employment Areas. Determining the target densities for the County required a desktop review to understand the type of businesses operating in these areas as well as a comparison with surrounding municipalities of similar size and nature. Over the long-term planning horizon, the average Employment Area density for the County is forecast to average 7 jobs per net ha.

Figure 21 summarizes forecast Employment Area land needs for Norfolk County over the 25-year planning horizon. Comparing County's supply of designated, developable vacant Employment Areas by urban settlement area against forecast employment land demand generates a County-wide deficit of 52 gross ha (129 gross acres) by 2048. This includes a market contingency of an additional 15% of the land requirement to ensure the County has the flexibility to accommodate a range of employment uses. It is noted that the additional Employment Area lands are specifically needed in Delhi, Simcoe and Waterford, while existing supply is sufficient in Courtland, Port Dover and Port Rowan. It is noted that this identified gross Employment Area land need reflects additional land requirements associated with local infrastructure and (e.g., local roads, stormwater ponds, utility easements, etc.).

Norfolk County



Forecast Employment Area Land Needs (Demand vs. Supply), 2023 to 2048

Area	Total Employment on Employment Lands	Intensification @ 5%	Employment Less Intensification	Density (Jobs / net ha)	Employment Area Land Demand (Net ha)	Add market Contingency @ 15%	Employment Area Land Supply (Net ha)	Land Need (Net ha)	Land Need (Gross ha)
Courtland	118	6	112	6	19	22	43	21	No Deficit
Delhi	271	14	257	8	32	37	30	-7	-10
Port Dover	0	0	0	-	-	0	0	0	No Deficit
Port Rowan	0	0	0	-	-	0	0	0	No Deficit
Simcoe	507	25	482	8	60	69	53	-16	-22
Waterford	104	5	99	7	14	16	1	-15	-20
Total	1,000	50	950		125		126	-18	-52

* Excludes No Fixed Place of Work Employment

Source: Watson & Associates Economists Ltd., 2023



Figure 22 summarizes the average size of typical industrial areas (gross developable land area) within Norfolk County and the surrounding region. Based on this assessment, existing Employment Areas have been categorized into three size categories, i.e. small (9 ha to 25 ha), medium (30 ha to 84 ha) and large (96 ha to 151 ha). As depicted in the figure, an average size of 66 ha was observed for the Employment Areas within Norfolk County and the surrounding region. Accordingly, it is recommended that the County explore employment expansion areas that are comparable in size to existing small to medium industrial areas within the County and surrounding region. This will help ensure that new Employment Areas offer a critical mass to support a variety of industrial uses by sector, size and land use.



Figure 21
Norfolk County
Forecast Employment Area Land Needs (Demand vs. Supply), 2023 to 2048

Area	Total Employment on Employment Lands	Intensification @ 5%	Employment Less Intensification	Density (Jobs / net ha)	Employment Area Land Demand (Net ha)	Add market Contingency @ 15%	Employment Area Land Supply (Net ha)	Land Need (Net ha)	Land Need (Gross ha)
Courtland	118	6	112	6	19	22	43	21	No Deficit
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Port Rowan	0	0	0	-	-	0	0	0	No Deficit
Simcoe	507	25	482	8	60	69	53	-16	-22
Waterford	104	5	99	7	14	16	1	-15	-20
Total	1,000	50	950		125		126	-18	-52

* Excludes No Fixed Place of Work Employment

Source: Watson & Associates Economists Ltd., 2023



Figure 22
Norfolk County and Surrounding Areas
Survey of Existing Employment Areas (Gross Developable Area in Hectares)

County	Employment Area	Gross Developable Area (Hectares)	Area Category
Norfolk	Delhi S	9	Small
Norfolk	Waterford	14	Small
Haldimand	Cayuga	16	Small
Norfolk	Delhi W	23	Small
Middlesex	Da Vinci Business Park, Thames Centre	25	Small
Norfolk	Simcoe S	30	Medium
Norfolk	Courtland E	46	Medium
Oxford	Tillsonburg - Van Norman Industrial Park	78	Medium
Norfolk	Delhi E	79	Medium
Norfolk	Courtland W	84	Medium
Norfolk	Simcoe E	96	Large
Haldimand	North Caledonia	121	Large
Oxford	Tillsonburg - Forest Hill Industrial Park	150	Large
Norfolk	Simcoe W	151	Large
Average Area		66 Ha	



Chapter 11

Conclusions – Employment Area Land Needs



11. Conclusions - Employment Area Land Needs

The following key conclusions are provided with respect to the County's long-term Employment Area Land Needs:

- Based on the assessment of macro-economic and regional growth trends and drivers, it has been recommended that the High Growth Scenario is utilized as the County's employment growth forecast for long-range planning purposes for the County. Upon our examination of the residential growth options, Option 2B is recommended. Accordingly, the allocation of employment (particularly population related employment) has been updated based on growth option 2B.
- In accordance with the County's supply of designated, developable vacant Employment Areas located in urban settlement areas and forecast demand for these lands, a County-wide deficit of 52 gross ha (129 gross acres) has been identified by 2048. For Delhi, Simcoe and Waterford an urban employment deficit of 10, 22, and 20 gross ha has been calculated, respectively. Courtland has a surplus of 28 ha of vacant urban employment land. It is also noted that due to the absence of planned / vacant industrial land area in Port Dover and Port Rowan, these settlement areas are not anticipated to accommodate significant industrial employment growth over the forecast horizon.
- The County also has some Employment Areas under conversion pressure. As a next step, those areas will be assessed against a set of provincial planning and localized criteria to identify any sites that will be suitable for conversion from employment to non- employment uses.



Appendices



Appendix A

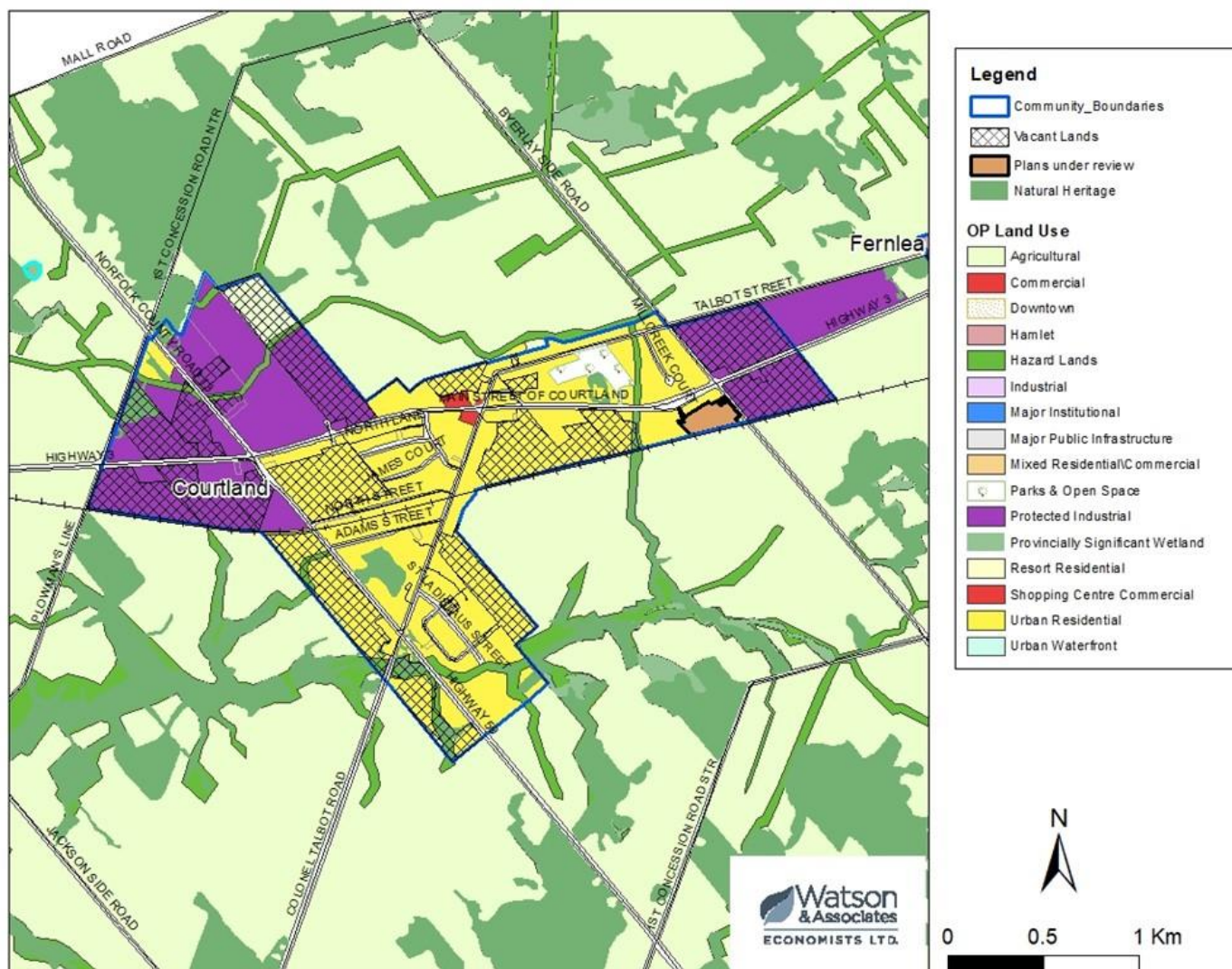
Land Supply Mapping



Appendix A: Land Supply Mapping for Urban Settlement Areas

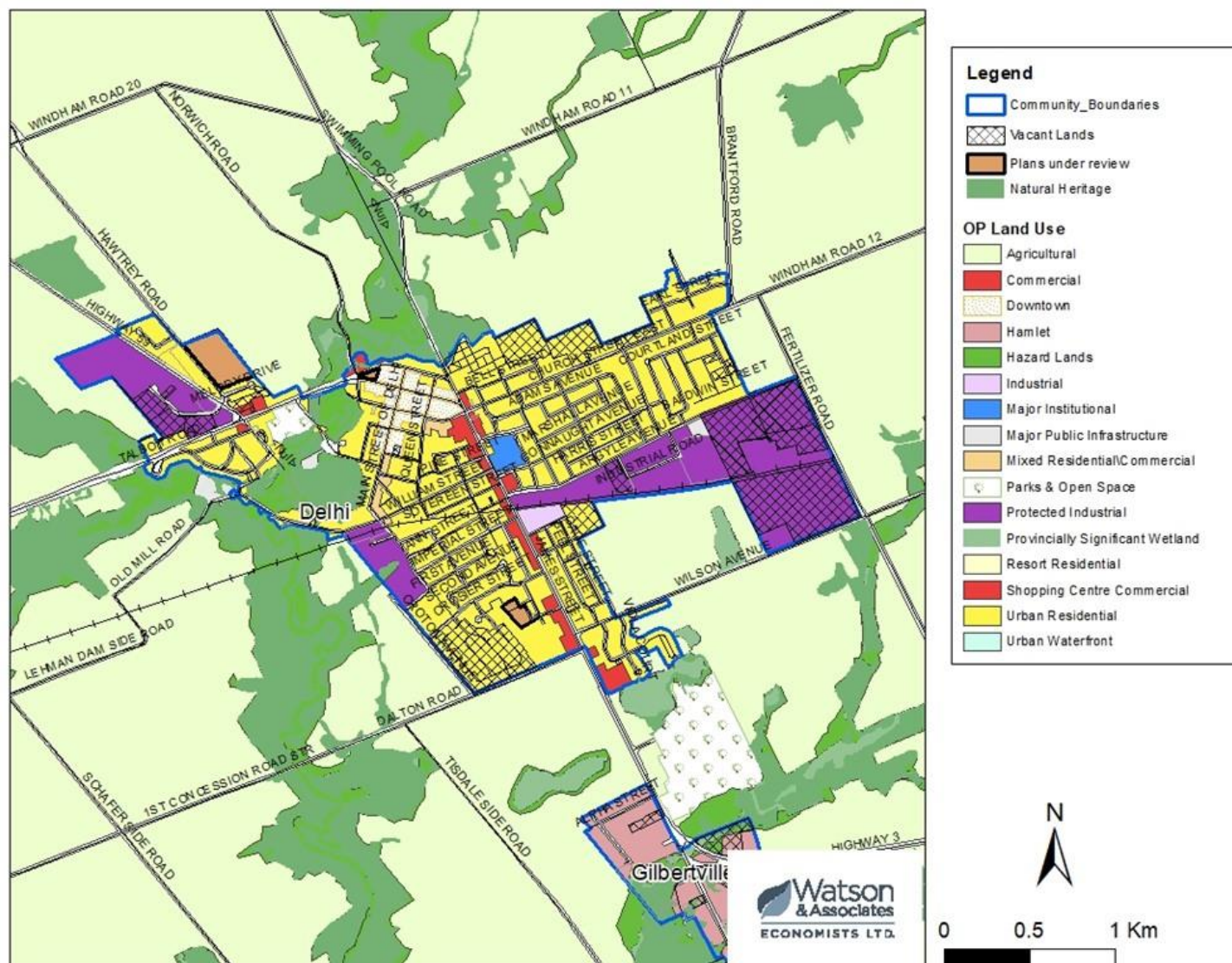


A-1: Vacant Residential and Non-Residential Lands in Courtland



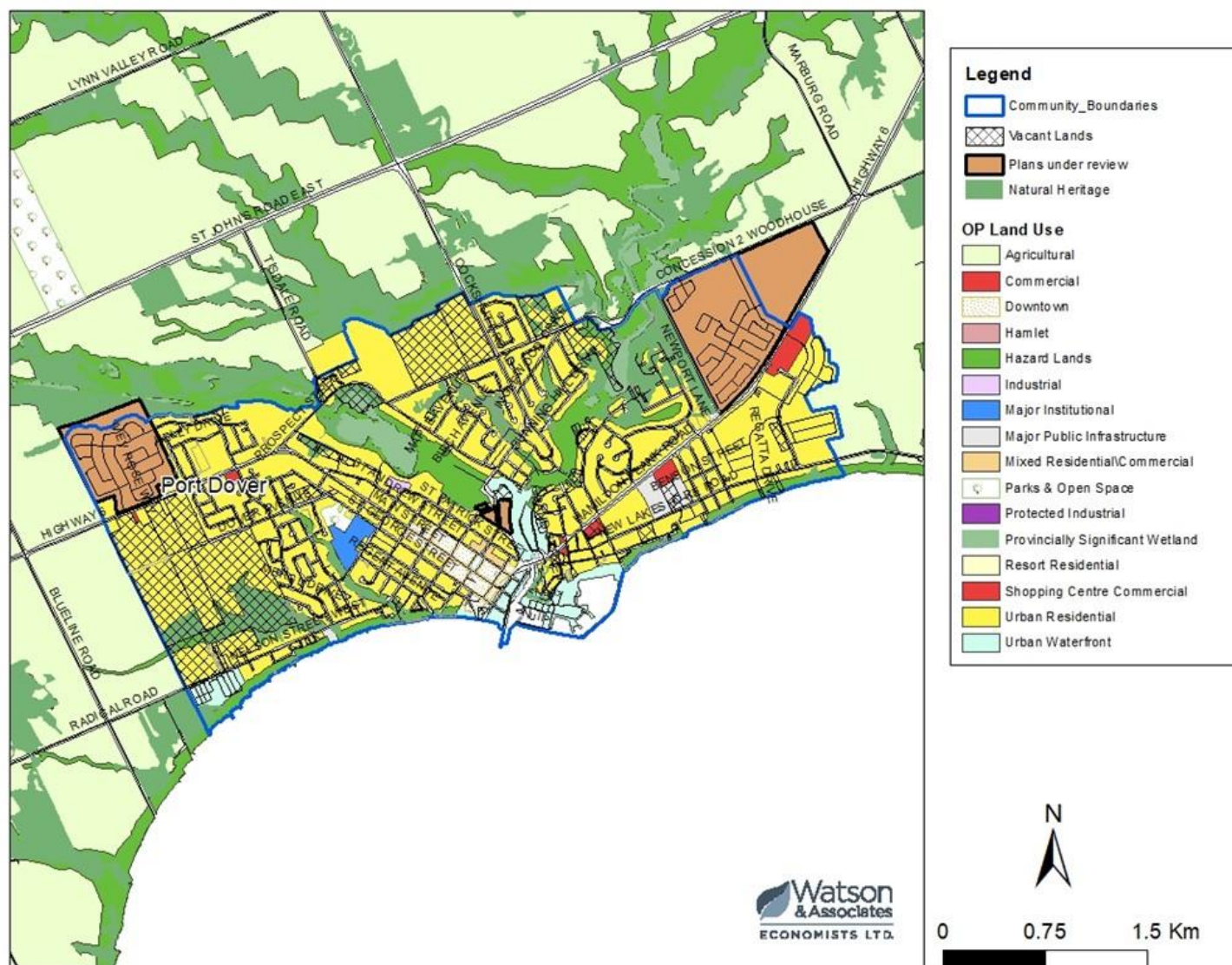


A-2: Vacant Residential and Non-Residential Lands in Delhi



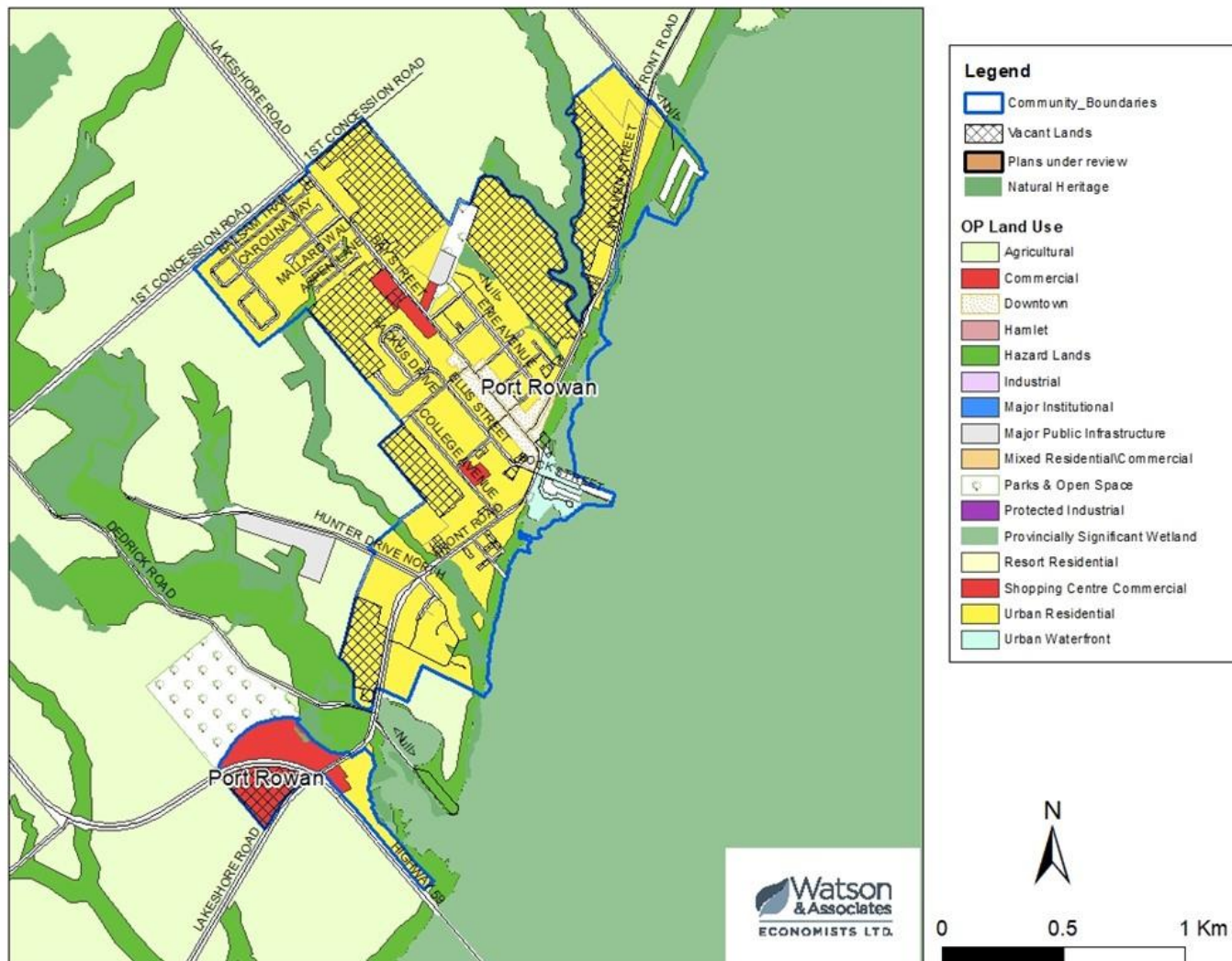


A-3: Vacant Residential and Non-Residential Lands in Port Dover



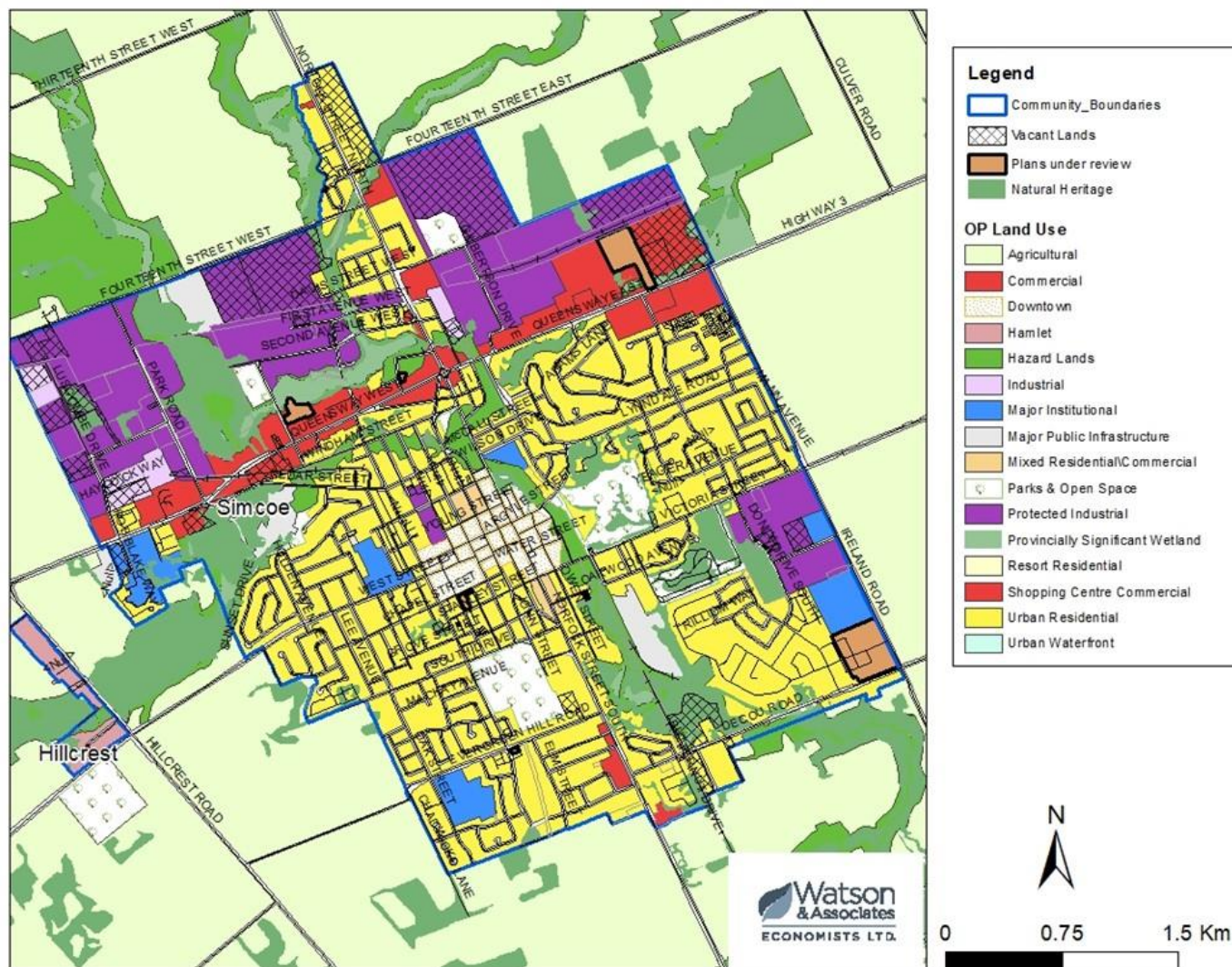


A-4: Vacant Residential and Non-Residential Lands in Port Rowan



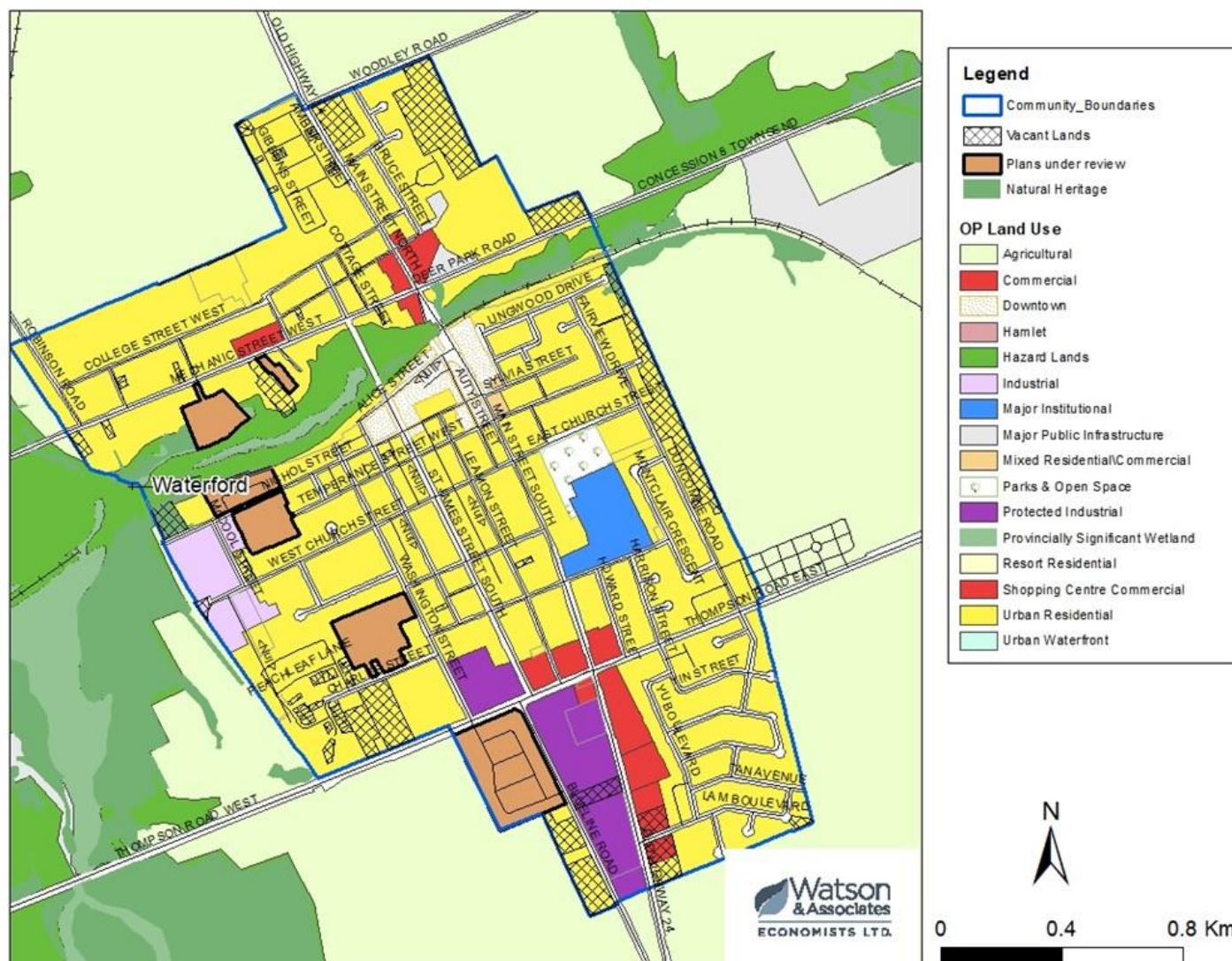


A-5: Vacant Residential and Non-Residential Lands in Simcoe





A-6: Vacant Residential and Non-Residential Lands in Waterford







Working together with our community

Council-In-Committee Meeting – November 15, 2023

Subject: Economic Development Strategy
Report Number: CD-23-089
Division: Community Development
Department: Economic Development
Ward: All Wards
Purpose: For Decision

Recommendation(s):

THAT report CD-23-089 Economic Development Strategy, be received for information;

AND THAT input be received on the new Economic Development Strategy, as attached to report CD-23-089, and a decision deferred until the Implementation Plan is considered at the December CIC meeting and subject to the approval of the 2024 budget.

Executive Summary:

Economic development is all about attracting and growing businesses; creating and retaining jobs; and making our communities better places to live.

By attracting and growing local businesses, the Norfolk economy is strengthened by an injection of locally produced goods and services. Strong businesses pay taxes that go towards vital services such as roads, fire, infrastructure and schools. Businesses also provide good jobs that put money in people's pockets and allow for a higher quality of life. Those dollars flow out into the community, creating a multiplier effect – expanded business, more jobs, and enhanced economic sustainability into the future. Economic development has a lasting impact on a community.

Based on the above, staff are pleased to present a new Economic Development Strategy for 2024-2027 along with accompanying support documents.

The four core themes and goals are: **Support & Retain; Attract; Grow; and Connect.** These core themes, as summarized through the report, form the foundation for the new strategy and are the focus for the work that lies ahead.



Discussion:

Background

Phase 1

The County retained a consultant, KPMG, to conduct community and stakeholder engagement, review the 2019 Norfolk Economic Development Strategy, provide other municipal economic development practices, undertake scoped background research, and offer expert opinions on directions that Norfolk should consider for priorities in a new 4-year Economic Development Strategy. This Phase 1 work started in May 2023, was completed and presented to the Economic Development Advisory Committee (EDAC) in August and then later to Council-in-Committee (CIC) on September 12, 2023. KPMG's summary presentation is included as Attachment A to this report.

Based on this background work, KPMG suggested and identified a number of key priorities to consider in the development of the new Strategy. These included:

- Investment in the economic development department
- New business investment and job creation
- Business Retention and Expansion (BR&E)
- Investment readiness
- Talent attraction
- Branding refresh

The KPMG Final Report, including summary of survey results, SWOT Analysis, comparator municipalities and more details on the priorities to consider is available at: <https://pub-norfolkcounty.escribemeetings.com/filestream.ashx?DocumentId=19091>.

The accompanying Staff Report CD-23-069 for the September CIC Meetings is also available for further background at: <https://pub-norfolkcounty.escribemeetings.com/filestream.ashx?DocumentId=19090>

Phase 2

Following the KPMG report, staff undertook Phase 2 of the project which included further engagement through EDAC, peer reviews, another Council Workshop, further review of potential priorities and actions along with a deep dive into statistics not previously available and utilized. The statistics collected are broad but provide valuable background and information as a resource for the preparation of the Strategy and future use. They are compiled into an Environmental Scan document which is Attachment B to this report.

The Phase 1 KPMG work and report, public and stakeholder engagement, environmental scan, further research, Council workshop, EDAC feedback and additional staff consideration for the priority actions and next steps has informed this staff report and the new Economic Development Strategy 2024-27 (see Attachment C).

Overview of New Strategy

All the research and engagement identified countless opportunities and provides many options for direction. Knowing we can't be all things to all sectors or people we have focused on core best practices that align with our strengths, priorities, and opportunities. With all the above documents and research as our compass, we have identified 4 core themes, and these are reflected in our four primary goals: **Support & Retain; Attract; Grow; and Connect**. It is important to note that all ideas and opportunities have been documented and identified and staff will keep a close eye on the economy and will pivot as funding or opportunity arises, in order to maintain the integrity of the plan itself.

These core themes, as summarized below, form the foundation for the new strategy and are the focus for the work that lies ahead. The outline below provides additional context to the goals, priorities and recommended actions in the new Economic Development Strategy 2024-27, which is attached to this report for consideration.

Goal 1: Support and Retain

This first goal is about renewing our commitment to the many incredible businesses that have already made their home in Norfolk. We'll be working proactively to minimize barriers to growth, and to maintain a culture of unwavering business support through regular, dedicated contact and communication with our existing business community. As part of this effort, we'll be developing and implementing a Business Retention and Expansion Action Plan, to provide ongoing support and service. Also, we'll be pursuing

potential avenues for funding and working with partners to attract more visitors to the area.

Generally speaking, business retention and expansion (BR&E) has been the economic development go-to tool for decades. It has been proven to have one the best ROIs and is measurable in the short term – unlike Foreign Direct Investment, which tends to have a large ROI but a long sales cycle and resource intensive. Consider the following three historic sectors that were identified in the KPMG report as key areas of opportunity we have in Norfolk:

- Agriculture = 1,210 establishments
- Manufacturing = 181 establishments
- Arts, Entertainment, Recreation, Information and Culture = 140 establishments

Developing and implementing a solid BR&E program is an easy win for Norfolk County. It's a proven methodology with proven results. A solid BR&E is heavy on resources and can be carried out by a well-seasoned EDO and Students. We often call on our partners such as Venture Norfolk, Chamber of Commerce and BIAs in launching the BR&E campaign. BR&E is about business visitation. It's not just a survey, it's a relationship. It's going out to meet the business large and small, to identify red flag and green flag issues. As you can see by the number of businesses in Norfolk, this is no simple task. It will require staffing, administration and follow-up.

At a high level, BR&E involves collecting tombstone information – something we do not currently have. It involves the implementation of a Customer Relationship Management (CRM) system for this information to be stored and updated on an ongoing basis. Staff would connect directly with businesses to find out their staffing, expansion potential or potential changes, need for access to capital or other business services, skills development, etc. Many of the potential answers require in-depth follow-up and connecting of the business to our partners such as Venture Norfolk, Innovation Centre's, federal and provincial agencies and many others. This is a concierge service that ties in with the results of the BR&E survey.

It is a widespread practice for municipalities to contribute financially to these grassroots business services mentioned above to further help our business with specialized services. This leads us to potentially formalizing partnership agreements with Venture Norfolk and the Brantford Brant Small Business Enterprise Centre, to deliver or assist with those critical services on our behalf.

Goal 2: Attract

Attracting new business investment and job creation in the region is one of the main goals of the plan. The plan outlines four objectives that will help to enhance both the economic competitiveness and environmental stewardship of the area - ensuring that sustainability and innovation are guiding principles. We'll be looking for new ways to attract creative industries, along with value-added food processing, and new partnerships with neighbouring communities. And, we'll be exploring ways to make

industrial lands available to potential business investors. It is important to note that economic development is regional by nature.

Agriculture and Manufacturing

The new strategy recognizes that agriculture and agri-tourism continue to be foundational elements within our area. We strongly believe that looking at value-added food processing and a potential food hub or terminal is a solid strategy objective. We also recognize that the arts, culture, and entertainment sectors will continue to be fundamental to the county's strategy as well. What follows below is a discussion of some of the key considerations driving the new priorities and objectives under the theme "Attract".

The manufacturing industry in Norfolk produces 2,829 jobs, accounting for 11.1% of all jobs in 2022. Our exports for this sector in 2020 were \$1,472,942,135.

The agricultural industry in Norfolk, at 2,246 jobs, accounted for 8.8% of jobs in 2022. Our exports in 2020 were \$507,811,372.

The manufacturing and agriculture industries are the two sectors with the highest dollar amount in exports, solidifying their importance in the Norfolk economy.

Employment Lands for Investment

Employment lands are properties designated in an official plan for clusters of certain business and economic uses, including manufacturing, warehousing, offices and associated retail, post-secondary education, medical and health services along with many others.

Long-term planning and looking at a strategic approach in Norfolk's ability to appropriately match the industry needs with the available inventory of lands is significant and critical to attract investment. The plan is to lay the foundation to attract industry, institutional and business to our community to fill gaps and needs that support our already strong manufacturing and agriculture clusters.

In Norfolk, we currently have zero vacant county-owned industrial lands. An inventory of industrial lands has been created and the Planning Department has worked with a consultant on an employment lands review as part of the growth study, which will shed more light on the current and future opportunities. The growth study will continue to inform the Economic Development Strategy as will many others corporate plans; and the Economic Development Strategy will continue to inform new plans being considered and implemented as well to ensure full alignment with the overall strategic plan of Norfolk.

Having a solid and up-to-date inventory of private and public lands along with the full specs on each property is mission critical when being considered for investment by site selectors. And when we talk about this inventory, it is not with blinders on. We want to look at all possibilities that can contribute to sustainable growth that aligns with our

corporate values while protecting our deeply rooted agriculture and natural heritage assets.

It is not unheard of to have partnership with private developers and landowners to come together to create industrial parks, large scale sites with provincial caliber parameters, post-secondary institutions or a simple innovation park or campus.

This priority looks at undertaking a business case for new Business Park development (either municipally-owned or possible joint venture). This is a large undertaking but would be done in a staged, collaborative approach. A next step is to develop needs studies by sectors, such as advanced manufacturing, health sciences or other emerging sectors. The potential to create space for innovation, healthcare, institutional or other campuses may not just be in a traditional suburban location but could explore the possibilities for central, urban areas like downtowns as well.

Goal 3: Grow

This theme is all about the people – the talent that runs the local economic engine, and that will continue to be required and developed as Norfolk County moves towards its future goals. Recognizing that people seek more than just employment opportunities, Norfolk County boasts an unmatched quality of life, striking a harmonious balance between affordability and the unparalleled beauty of our natural surroundings. We'll be working with partners to attract entrepreneurs, students, newcomers, and temporary workers, promoting opportunities for skilled labour and agricultural careers in the area. And, we'll ensure that opportunities for education, housing, and transit “grow” as part of the strategy as well.

Newcomer Squad

The heart of Norfolk County's potential rests on the diversity of its people. By actively seeking entrepreneurs, students, newcomers, and temporary workers, we enrich our community with varied perspectives, skills, and innovations.

Our “Newcomer Squad” aims to ensure smooth integration for those new to Norfolk County by fostering partnerships that prioritize inclusion. Additionally, we understand the power of mentorship for those with an entrepreneurial spirit, thus aiming to link them with local leaders to facilitate success. By promoting Diversity, Equity, and Inclusion through workshops, we establish a foundation for a robust and inclusive local economy. Lastly, by undertaking a case study on the quality of life for our workers, we aim to continually refine the Norfolk experience, ensuring it remains attractive and fulfilling.

Innovative Housing and Transportation Strategies

The pillars of a thriving community also include accessibility and affordability in housing and transportation. By collaborating with BIAs, local chambers, and promoting mixed-use development, we aim to rejuvenate our downtown areas, making them hubs of economic and social activity. Other forms of housing opportunities for seasonal workers (agricultural, tourism sector, etc.) can be further considered with other departments through zoning and new building techniques. Additionally, the undertaking and

implementation of a Transit Master Plan will explore bridging the gap between employment opportunities and our labor force, helping with commute options and accessibility.

Tailored Training and Educational Programs

For Norfolk County to remain competitive and progressive, the development of our workforce's skills and knowledge is paramount. Through strategic collaborations with various stakeholders, including governmental bodies, educational institutions, and local businesses, we'll work to ensure that training is available that taps into areas like agricultural leadership and innovation. Recognizing the shift in global economic trends, we're also keen on identifying opportunities in emerging technologies, positioning Norfolk County as a beacon for innovative rural education.

Goal 4: Connect

This theme is about optimizing use of our Economic Development branding and marketing along with ensuring we have the capacity and tools to deliver on the programs and services outlined in the Strategy. It's about highlighting the unique value propositions that differentiate Norfolk from the competition. It's about building our own capacity and the capacity of our partners to do the important work that is ahead of us. It's about facilitating the connections within our community that make us stronger – things like transit, industry clusters, and business incubation. And it's about building important relationships throughout our business network and service support agencies.

Building the Economic Development Brand

When you think of Norfolk's Economic Development brand, what comes to mind? How does the brand make you feel? Branding is more than a logo, it's creating a strong, positive perception that residents and visitors can identify with and feel connected to.

Within the Economic Development Department there have historically been a few brands including Norfolk Tourism, Norfolk Business, Direct from Norfolk, and Ontario's Garden (2010). Recently, Visit Norfolk, Find Your Folk, and Amplify Norfolk have been adopted successfully. We've also used partner brands like Ontario's South Coast (2006), Ontario's Southwest, Cruise the Coast, Toast the Coast, and others. As a department, we will partner with communications to determine a plan on an overall branding strategy related to economic development. There are currently issues with the Economic Development website (norfolkbusiness.ca) that we will be working to address, as well as wholesale change with the Tourism website.

Communicating the Comparative Advantage of Norfolk

For this priority, we need to prepare a community profile and investment package to target various sectors. This is another item that Norfolk has been lacking and far behind other municipalities. The Environmental Scan prepared as background to the Strategy is a big step forward to provide some data to prepare an updated profile. Having a solid infrastructure and growth plan in place will also further support the ability to market Norfolk. Using a range of medium, including profile videos and testimonials, we can communicate the advantages of investing in Norfolk.

Develop the Capacity and Tools to Deliver

Under this section, we are also going to address the allocation of resources and establishment of service levels to meet the priorities and objectives assigned to the Economic Development department under the new Strategy and considering core services. The extent of success on the economic priorities and actions for Norfolk is correlated to the priorities and resources within Economic Development to execute on it.

As part of the background work for the Strategy, a deeper budget analysis was conducted on 16 regions within Ontario compared to Norfolk, using the following variables: Total Population, Total Budget, Total Economic Development Budget, Percentage of Budget Allotted to Economic Development, and Dollar Spend Per Capita on Economic Development. To get a clearer idea of staffing levels, Norfolk was compared against 6 communities, using the following variables: full-time employees, part-time employees, summer students, and contracted staff. It is clear from the KPMG work and further background research that Norfolk is significantly lagging behind most municipalities in terms of resourcing (and implementation of these actions) and is operating near a minimum level of service while continuously having to “punch above our weight”.

Appropriate resourcing is critical simply to maintain services and to maintain key statistical information that is vital to our success and the businesses, investors, and developers we serve and wish to attract. Simply put, Economic Development is everything in a community - from the roads, to shops, to biking trails, to festivals. Staff in the Economic Development Department “connect the dots” between people and businesses every day to help them thrive, and we ultimately create a stronger, more profitable community.

In this new and evolving economy, now is the perfect time to consider redesigning Norfolk Economic Development Department's landscape for the future. This will be further explored in the Implementation Plan and the Strategy actions.

Economic Development is structured differently across the country and globe and every municipality is unique. With all the above in mind, in some municipalities, the creation of an EDC – (Economic Development Corporation) has proved to be highly successful. An EDC is a separate entity from a municipality - it is at arm's length. It is governed by a Board of Directors - usually made up of City CAO, Council member(s), industry leaders and sector specific memberships such as Healthcare, Manufacturing, Arts and Culture, Agriculture etc.; it still works in tandem with the public's and Council's interests. EDC's can operate outside the confines and bureaucratic process that can slow economic development actions. With an EDC, there is an opportunity to implement projects more quickly, and respond to the public's needs with a more dynamic approach. We can look to communities such as St. Thomas who are experiencing tremendous growth in all sectors. This can likely be attributed to the presence of the St. Thomas EDC.

This would also further open doors for creating a dedicated Destination Marketing Organization (DMO), which could benefit the community by encouraging tourism. The

DMO is able to work with our regional tourism organizations that are funded primarily throughout the province. Currently, the Economic Development Department is acting as the DMO for Norfolk.

And though we don't want to debate the pros and cons today, this is something that would be explored as part of the Strategy implementation.

Furthermore, we will conduct a review of existing or new tools that may be available to capitalize on or creating new funding opportunities and establish or re-invigorate incentive programs with the aim of best supporting the priorities and actions in the Strategy. This includes a fulsome overhaul of Norfolk's Community Improvement Plan (CIP). The CIP is a tool that allows a municipality to direct funds and implement policy initiatives toward a specifically defined project area. Norfolk's CIP establishes a framework for support and implementation of programs that may be used to encourage the maintenance, rehabilitation, and redevelopment of properties in the County. This include a suite of incentives designed to drive tax assessment growth, improved downtowns including façades, environmental remediation, and repurposed buildings, etc. It is past the 5-year review time and a refresh is in order, especially considering Norfolk's financial position and our goal of focusing efforts on key areas. Another option to explore which would help support local partners conducting tourism efforts is to conduct a stakeholder-based study on municipal accommodation funding for consideration.

Implementation Plan and Economic Action Fund

The next step is to prepare an Implementation Plan for the priorities and actions within the Strategy. This framework will include a general outline or chart of the action's main deliverable, expected timeframe or priority level, departmental/staff lead, resource and potential budget implications along with starting to establish key performance indicators.

If we are serious about taking action on this strategy, and helping improve the economy and community with strong delivery and lasting effects, we need to look at appropriate levels of funding and resources. Generally, many municipalities are 10-20 years ahead of us and have been undertaking, evolving and innovating many of the priorities and actions outlined in the Strategy that we are just about to start. We don't simply want to just 'catch up' but to 'leapfrog' ahead. There are several new actions for Norfolk that could help us get there.

In this regard, one option being explored is the creation of an Economic Action Fund that would be utilized and leveraged specifically towards the action items in the Strategy with priority to outward and business-facing initiatives. This could be deployed and leveraged similar to the Economic Recovery Action Plan Fund in 2021-22 that was a strategic \$250,000 investment from the existing Council Initiatives Reserve that with subsequent grants and other partnership funding combined to over \$835,000 and when considered with external partner grants supported by Norfolk reached over \$1M into

local economic initiatives. At the end of the initiative, the majority of actions were completed and a remaining balance was returned to the reserve.

The Implementation Plan framework and recommendations for the Economic Action Fund along with resource implications of the Strategy's priority actions will be prepared for consideration at the December CIC meeting. The new Strategy and Implementation Plan are recommended to be contingent upon the 2024 budget consideration. Should the amount of resource be limited, the Strategy will need to be scaled back to even more basic levels.

Financial Services Comments:

As signaled in Report CD-23-069 New Economic Development Strategy Phase 1, the 2024 New Budget Initiative (NBI) process and earlier in this report, funds and/or resources would likely be required in order to effectively implement action items in the proposed strategy. Economic Development staff are recommending that a decision on the strategy be deferred until the implementation plan framework is provided in December which would include an estimate of potential costs associated with implementing the priority actions.

It is important to note that staff brought forward an NBI as part of the 2024 NBI process, noted in report CS-23-159, for an Economic Development Action Fund for \$150,000 to deliver on actions from the new strategy. However, this initiative was not brought forward in the list recommended for inclusion in the 2024 Levy Supported Operating Budget. Financial Management and Planning staff will work with the Economic Development team to review and seek alternative financing options when the implementation plan framework is brought forward to Council in December.

Interdepartmental Implications:

This strategy and many components of it are broad strokes that may connect or have implications to departments throughout the corporation. Many of the goals will be completed through collaboration with Communications, Planning, Engineering, and others. The implementation will be mindful of other department work plans and capacity as we unfold this comprehensive new Economic Development Strategy.

Consultation(s):

As per the KPMG report, engagement was conducted including 2 focus groups, and 15 one-on-one engagement sessions. In addition, KPMG conducted an online survey with the assistance of the Economic Development Department and the Corporate Communications and Customer Service Department with 396 respondents.

The Economic Development Advisory Committee was engaged at the June 21, 2023, meeting, participated as part of the phase one engagement process, reviewed the final

KPMG report during their August 29, 2023 meeting, and was further engaged and provided feedback on the final strategy at the October 18th meeting.

When KPMG met with EDAC on August 29th and presented the findings of the draft priorities, EDAC echoed some concerns related to affordable housing and housing for workers, and also endorsed a process-mapping document that would make the county process clearer for those accessing services.

In addition, a meeting was held on August 24th with the County Senior Leadership Team (SLT) to obtain additional input and feedback.

Council participated in a workshop in April 2023 and on September 25, 2023, to review feedback and provide input on direction for the new Strategy.

Strategic Plan Linkage:

This report and all attachments align with and directly action the 2022-2026 Council Strategic Priority Empowering Norfolk - Putting the tools and resources in place to ensure our businesses' and residents' success. The preparation of the new Economic Development Strategy is a direct action item to implement this strategic priority which includes "Developing strategies that support our changing needs and encourages innovation in Norfolk". Further,

- The KPMG report and the attached Strategy have significant focus on this pillar, which creates an environment where the County can act as a catalyst for business start-up and ongoing expansion and successes.
- Foster and build partnerships with the community, partnering with the community, institutions, and industry to address the needs of Norfolk.
- Create a place where businesses and residents can thrive.

This report and the strategy also align and help implement most of the other 2022-2026 Norfolk Strategic Priorities, including Building Norfolk, Connecting Norfolk, Sustaining Norfolk and Serving Norfolk.

Conclusion:

With the KPMG report, public engagement, and council input in mind, staff have found a balance to implementing a plan that will ensure all our traditional sectors (such as Agriculture, Manufacturing, and Tourism) are supported, while increasing our focus on new and emerging opportunities within sectors such as Food Processing, Advanced Manufacturing, Health Sciences and Creative Economy. Existing businesses will be supported as they expand and grow.

With the appropriate backing, the new Economic Development Strategy 2024-2027 is sound, strong, realistic and achievable. It aligns with the corporate priorities,

engagement and expectations from our community and partners while charting some new courses to balance our economic objectives.

Our previous strategic milestones have paved the way, but it's our proposed strategy – attuned to the current economy's pulse and the aspirations of Norfolk's communities – that envisions a future filled with growth and inclusivity.

With the guidance of our four central goals, we have a clear roadmap to drive Norfolk's economic narrative forward. Together, armed with this strategy, we will chart our course towards a brighter, prosperous tomorrow for Norfolk.

Attachment(s):

- Attachment A – Phase 1 - KPMG Summary Presentation September 2023
- Attachment B - Norfolk Environmental Scan 2023
- Attachment C - Economic Development Strategy 2024-2027

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Norfolk County

Priority Setting for the New Economic Strategy

—

September 12, 2023

Project Objectives & Scope

KPMG was engaged by Norfolk County to assist with the development of a 2023-2027 Economic Development Strategic Plan (Strategy) focused on achieving a more balanced economy. Specifically, KPMG engaged in Phase 1 – Priority Setting of the new Economic Strategy which included the following:

- Review past 2019 Economic Development Strategy
- Compile and provide a summary of contemporary practices and emerging trends of other Economic Development Strategies
- Lead the engagement of brainstorming and goal setting sessions, analyze feedback and provide recommendations for staff to consider in the establishment of a new Strategy
- Provide recommendations for the County's policy setting environment to meet the objectives of the Strategic Plan and needs of the County
- Lead visioning, goal and priority setting process with key stakeholders
- Provide a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for Norfolk in the context of economic development between 2023 to 2027
- Provide a report that includes a summary and analysis of the above with recommendations for vision, goals, priorities for the new strategy moving forward
- Attend an Economic Development Advisory Committee meeting
- Present at one (1) County Council meeting of the results/report

Priority Setting for the New Economic Development Strategy



Vision

Simply the best place to be – Norfolk Naturally!

Priorities and Goals

The following goals and priorities were identified based on relevant documents, stakeholder interviews, focus groups, a public survey, and a municipal comparator analysis:



New Business Investment/ Job Creation



Business retention and expansion (BR&E)



Investment Readiness



Talent Attraction and Workforce Development



Branding, Communications, and Marketing Campaigns

Priority 1: New Business Investment/ Job Creation (Foreign and/or Domestic Sources)



Note: Detailed statistical analysis of these sectors/opportunities is required in Phase 2 to verify the investment and scale potential and understanding macro industry and employment trends. Also, “manufacturing” needs to be broken down into subsectors in this analysis to determine export-base activities and where Norfolk has a comparative advantage).

Priority 2: Business Retention and Expansion (BR&E)

Priority 2



Attention to Existing Businesses

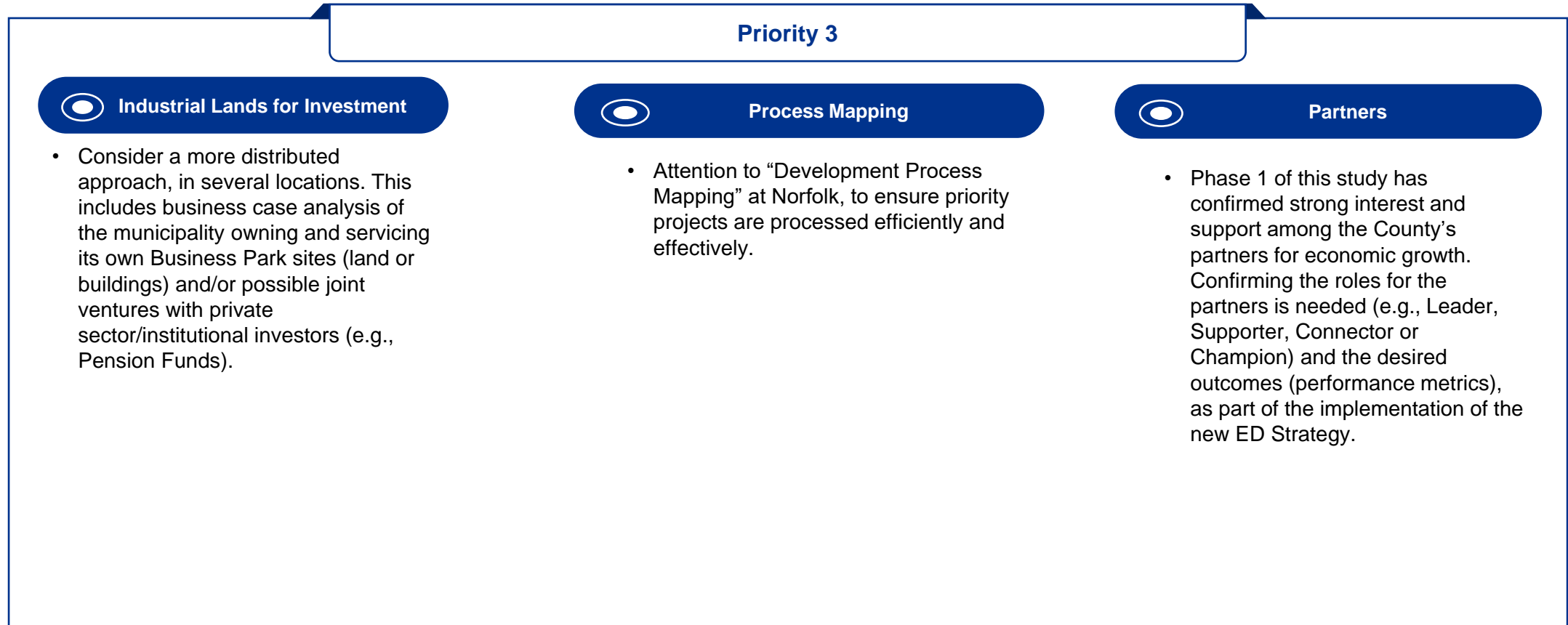
- Dedicated and regular contact (client account management), support and communication with existing businesses, as they provide approx. 70+% of all new business growth. Improvements to worker mobility is an immediate need/opportunity.



Building a Culture of Support

- Strategies (including with partners) to minimize barriers to growth, building a culture of business support and the pursuit of opportunities.

Priority 3: Investment Readiness



Note: Outside this strategy, the County should consider advocating for the advancement of long-term water/wastewater servicing capacity for all forms of development, however, specifically for new industrial and commercial lands.

Priority 4: Talent Attraction and Workforce Development

Priority 4



Attraction/Retention

- Specific strategies are needed to attract/ retain workers. This includes a focus on entrepreneurs, newcomers, students, retirees and temporary workers.
- Innovative/ collaborative strategies are needed to provide housing options for these workers
- Strategies are required to revitalize Norfolk's Downtowns with mixed use developments.



Government

- Strategies for Norfolk County government are also needed to attract/ retain staff in key positions linked to business investment decisions/activity.



Post Secondary

- Strategies are needed with Fanshawe College and other post secondary institutions to enhance their presence in Norfolk and develop more workforce education/ skills training.



Tourism Strategies

- Link talent attraction/ retention and tourism strategies, as building quality of life/ place are central to both. Revitalizing the various Downtowns in Norfolk is a key element.

Priority 5: Branding, Communications, and Marketing Campaigns

Priority 5



"Ontario's Garden"

- "Ontario's Garden" needs to be refreshed and enhanced through new branding strategies. Communication and information about doing business or visiting Norfolk (Destination Marketing) must be ongoing – "it is the steady rain that soaks". The audience for this is both internal and external.



Value Proposition and/or Comparative Advantage

- Clearly articulate the County's value proposition and/or comparative advantages – e.g., central location, Lake Erie Shoreline, natural environment, high quality labour force, unique farm soil/products and family "generational" farms.



Marketing Campaigns

- Ongoing promotional/ marketing campaigns in traditional and social media – e.g., "Made and Grown in Norfolk" campaign with influencers.



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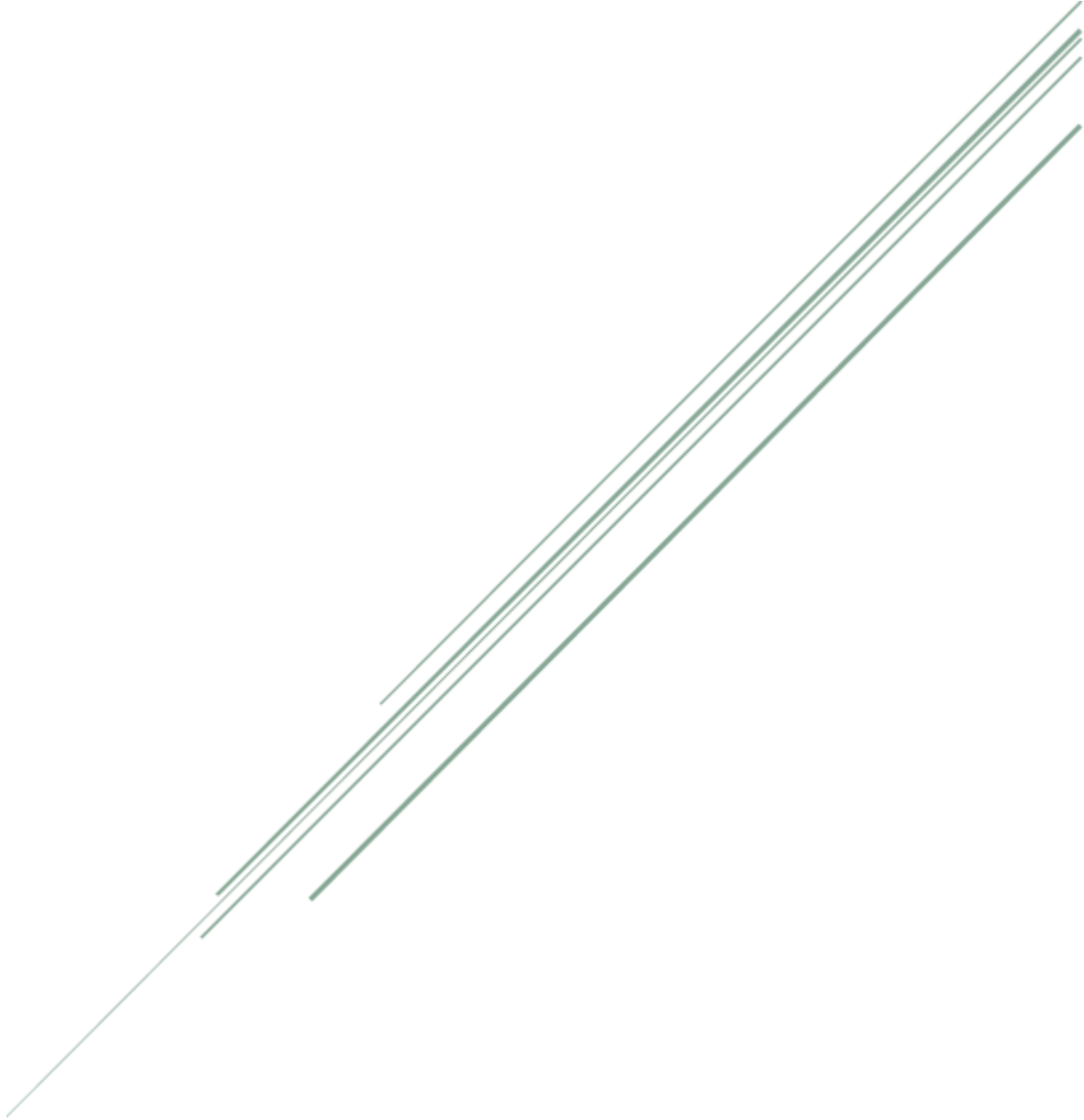
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Norfolk County Environmental Scan, 2023

Background Reports & Community Competitive Assessment Report



Contents

Introduction	5
Methodology.....	5
Data Sources	5
Caveats.....	6
Disclaimer.....	6
Definitions	6
Key Insights	7
Population growth in the last 5 years	7
Diversity	7
Mature, educated population.....	7
Labour Participation and Unemployment	7
Economic Growth.....	7
Housing Affordability	7
Gender Wage Disparity	8
Poverty, equity, and community.....	8
Promoting Norfolk County as a tourist destination	8
People and Diversity	10
A Growing Population	10
Immigrant Population	11
Visible Minority Population	11
Low Internal Migration Stats	13
Urban Indigenous Population	14
Talent	15
Older Population.....	15
Educational Attainment	16
Talent Concentration	19
Economic Vitality	20
High Labour Force Participation and Low Unemployment.....	20
Growth in Median Individual Incomes.....	21
Major Sectors of Employment in Norfolk County.....	22

Healthcare and Social Assistance	23
Retail Trade	24
Manufacturing	25
Agriculture, Forestry, Fishing and Hunting	26
Accommodation and Food Services	27
Educational Services	28
Major Occupations	30
Sales and Service	31
Education and Public Administration	32
Business and Finance	33
Trades and Transport	34
Management	35
Manufacturing	36
Natural and Applied Science	37
Natural Resources, and Agriculture	38
Health Care	39
Arts, Culture, Recreation, And Sport	40
Innovation	41
Accelerators and Incubators	41
Agriculture and Manufacturing Highlights	41
Small Businesses in Norfolk County	43
Establishments in Norfolk County by NAICS Code	44
Establishments in the Agriculture, Forestry, Fishing and Farming Sector	45
Establishments in the Retail Trade Sector	47
Employment of Graduates from Fanshawe College	50
Equity	52
Median Household Income	52
Poverty Rate	53
Affordable Housing	53
Gender Wage Gap	56
Quality of Place	57
Short Commutes	57
Health Care	58

Housing Prices	59
Rental Costs	60
Home Value to Income Ratio	61
Online Promotional Efforts	64
Google Trends	64
Google Search Results.....	64
Instagram Engagement	65
Facebook Check-Ins	65
TripAdvisor Reviews.....	66
Extra Information	67
Introduction	67
Methodology.....	67
Employment.....	67
Business Count.....	68
Definitions*	68
Data Sources	68
Caveats.....	69
Disclaimer.....	70

Introduction

Norfolk County is a vibrant and growing community located along the coastline of Lake Erie. One of Ontario's geographically largest counties at 1,607 km², with access to vibrant natural and cultural amenities, Norfolk County is widely regarded as a desirable place to live, work, and do business.

Norfolk County is dedicated to advancing efforts to build a community that celebrates and values the contributions of visitors, residents, and employees. We are committed to building a community and government in which all members are equitably represented regardless of race, background, and beliefs. Through a sustained commitment to addressing issues of diversity in all forms, we aspire to create a more inclusive, safe, and welcoming community which celebrates the unique gifts, talents and contributions of all.

This competitive assessment provides a snapshot of community and economic conditions in Norfolk County compared to other similarly sized municipalities.

This analysis compares Norfolk County to 7 Canadian communities in Ontario, whose size, demographics, and economics are similar of Norfolk County and offer policies and best practices that the community can look to: Haldimand County (CY), Oxford County (CTY), Middlesex Centre (MU), Central Elgin (MU), Brant (CY), North Bay (CY) and Kawartha Lakes (CY).

Methodology

Over 40 metrics were collected for Norfolk County and the benchmarking (comparator) communities. The metrics fall into the following six categories: People and Diversity, Talent, Economic Vitality, Innovation, Equity, and Quality of Place.

The data points used in this assessment can serve as a point of reference to gauge the County's performance, outline the County's comparative and competitive advantages or weaknesses, and give the premise to the approaches and recommendations in the economic development strategy.

Data Sources

Staff utilized several sources of data in order to gather research for this report.

Information was analyzed on online databases such as: Lightcast/Analyst, Connect ON, Statistics Canada, and Environics Analytics.

Staff also leveraged existing external partnerships to fill in gaps, such as the Southwest Ontario Tourism Corporation (SWOTC) and the Workforce Planning Board of Grand Erie.

All sources were used in tandem with each other, but most for specified reasons.

Connect ON was instrumental in identifying assets in Norfolk County in both the Agriculture and Manufacturing sectors. This information was used to highlight the County's strengths and areas of opportunities within these specific industries. Utilizing the North American Industry Classification System (NAICS), staff was able to find the number of farms/assets specializing in crops/livestock, and the kinds of manufacturing/factory work performed in the County.

Lightcast/Analyst was used in a variety of ways to gather information on metrics such as employment concentration, major industries, education, occupations, and wages. This source also provided reports on local job postings and companies hiring. This tool enabled staff to create tables comparing all regions, including Ontario and Canada. This was helpful when comparing location indexes (formerly location quotients). Business counts were used to determine the number of establishments in each industry sector.

Statistics Canada was a major source for data. This tool provided information on demographics, immigration, housing, labour, and income. Data was found in both the 2016 and 2021 Census of Population; the Census of Agriculture; the Canadian Mortgage and Housing Corporation; and the Canadian Housing Statistics Program.

Environics Analytics was useful for sourcing qualitative data pertaining to demographics. This helped create a stronger picture of the residents in Norfolk County, including their social values, tendencies, and preferences. Products used from Environics included DemoStats, Opticks, SocialValues, and PRIZM® Bases.

Please note: Unless otherwise specified, this analysis is based primarily on data estimated from internal staff Intelligence.

Caveats

This document bases occupation and industry data on place of residence; not place of work. It relies on the traditional definitions and structures in both the North American Industry Classification System (NAICS) and the National Occupation Classification (NOC).

Disclaimer

Please note that this analysis should not be used for any purpose outside of this scope, and that all analysis is experimental. The data collected shows an estimate of employment in Norfolk County CSD, Ontario, and Canada, and is based on the confines of changes in NAICS code following the 2016 census, the labour force survey, effects of the COVID-19 pandemic, access to specific regional data, and the most current census being 2021. Required changes will occur as the Economic Development department continues to grow its database of analytics and resources by the way of new community research and evolving updates from sources such as Connect ON, Environics, and Statistics Canada, and other internal reports.

Definitions*

- **Concentration/Location Quotient (LQ):** the relative concentration of an industry sector in a given region (Norfolk County CSD) compared to a larger geographic area (Canada).
 - (LQs above 1.00 signify employment concentration above that of the country.
 - LQs above 1.20 typically signal high levels of concentration and are an indicator of possible industry clustering.)
- **Employment Estimate:** the total employment for the specified sector.
- **Business [Location] Count:** the total business location count for the specified sector.
- **Share of Ontario (ON) Sector Employment:** the degree of significance of employment concentration (clustering) in relation to Ontario, expressed as a percentage.
- **Employment Change:** the change in total employment for the specified sector.
- **Business Count Change:** the change in business count for the specified sector.
- **Employment Growth Rate:** the employment growth, over a given reference period (2015 to 2020/2018-2022), for the specified sector, expressed as a percentage.
- **Employment Growth Difference from Ontario (ON):** the difference between Norfolk County CSD and Ontario employment growth rates

** Adapted from Guelph's 2022-2026 Economic Development Strategy Background Report*

Key Insights

Population growth in the last 5 years

Norfolk County is home to an estimated 67,490 residents. Over the past five years, Norfolk County's population has increased by 5% percent. The County's growth is on par with the national average, and 1% lower than the provincial rate.

Diversity

Newcomers to Canada make up approximately 11% of Norfolk County's population. This is similar to comparator communities, but lower than the national and provincial percentage. Although the growth rate has seen of a minor decrease (0.30%) within the last five years, the immigrant population totals 7,080 people.

Mature, educated population

The median age in Norfolk County is 45.5, which is slightly higher when compared to provincial and national averages. 58.9% of Norfolk County is of working age (the census defines working age as 15 years old to 64 years old).

Approximately 25% of Norfolk County residents have a College, CEGEP, or other non-university certificate or diploma. This is higher than the national average (21.4%) and also is higher than the provincial average by 1.4%. The population with a college diploma has grown by 9% in the last five years.

Labour Participation and Unemployment

Approximately 31,620 individuals comprise Norfolk County's labour force; 28,395 of these individuals are employed. With a participation rate of 56.5%, Norfolk County falls below the national average (63.7%), and the provincial average (62.8%). This is perhaps due to the large retirement community in the area.

The unemployment rate in 2021 was at 10.2% which is slightly lower than the national (10.3%) and provincial (12.2%) averages. Norfolk County ranks 2nd among comparator communities for the unemployment rate. (Haldimand County is 1st, and Elgin County is 3rd).

Economic Growth

Over the last 5 years, Norfolk County median incomes grew by approximately 18% and this is comparable to both provincial and national growth. The median individual income is now at \$39,600 which is lower than comparator communities, indicating the economy is growing slightly slower.

Housing Affordability

According to the Canadian Mortgage and Housing Corporation, "housing is considered 'affordable' if it costs less than 30% of a household's before-tax income." (CMHC, 2023). The goal here is to identify households that may not have enough income left to spend on necessary items after they have paid for their housing.

Norfolk County is relatively affordable to the comparator communities. Renters in Norfolk County are more burdened than homeowners – 34% of renters in Norfolk County are rent-burdened, while only 11.3% of owners are home-burdened (lower than the Canadian national average). Average monthly shelter costs are also lower than provincial and national averages. The median income of all those renting is \$49,600 and there are 5,020 rental units total in Norfolk County. This median income ranks mid-range with comparator communities, but Norfolk County has a high number of rental units, especially when compared to Haldimand County, Brant County, Middlesex, and Elgin County.

Gender Wage Disparity

The Canadian Women's Foundation defines the gender wage gap as: "the difference in average earnings of people based on gender...it exists across [all] industries and professional levels." (Canadian Women, 2023). It is important to note that "the gender pay gap is worse for those who face multiple barriers, including racialized women, Indigenous women, and women with disabilities...the gap starts from a young age and carries into senior years." (Canadian Women, 2023).

Norfolk County's gender wage gap is \$15,450 which is less than both the national (\$16,090) and provincial (\$16,620) wage gaps, indicating better pay equality in the workplace, and a higher quality of life in the County.

Poverty, equity, and community

According to the Government of Canada, The Low-Income Measure is defined as: "a fixed percentage (50%) or median-adjusted after-tax income of private households." (2021) 10% of Norfolk County residents are defined as low-income, a 2.7% decrease from 2015, indicating economic growth. Norfolk County's share is roughly in the middle when compared to this set of communities. Nationally, 11.10% of the population is considered low-income, and provincially the share is 10.10%.

Promoting Norfolk County as a tourist destination

Norfolk County has a strong presence as a visitor destination, as is measured by a Google Trends Score, social media hashtags/check-ins, and also TripAdvisor reviews. Visitations to Provincial Parks, Agri-Tourism, as well as major events also promote the County's tourism efforts.

Google Trends was analyzed for this metric; this tool analyzes searches within Google over a specific period of time to see how many searches were queried; a scale of 1-100 is used to plot the interest points.

Instagram was searched using hashtags to gauge tourist engagement (to maintain consistency, #CommunityName was used for each comparator). Norfolk County was tagged 194 times, falling below North Bay at 458, but far above its neighboring community, Haldimand County, which was only tagged 55 times. Facebook check-ins were also investigated; Norfolk County ranks second here, with over 25,000 check-ins (Kawartha Lakes is first with 52,848 check-ins, and North Bay is third with 6,043).

The number of reviews on TripAdvisor are also very telling of Norfolk's strength in tourism: Norfolk County=11,909 reviews; Kawartha Lakes=12,927 reviews; North Bay 13,677 reviews. There are 2 provincial parks located in Norfolk County, which highlight the County's beautiful landscape and also promote tourism. In 2020, Long Point Provincial Park totaled 173,550 visitors, and Turkey Point totaled 174,077. It is important to note that visitation was impacted by travel restrictions put in place by the COVID-19 pandemic, and numbers should only continue to increase from this point forward. (Data Ontario 2023).

Norfolk County's tourism grows every season, especially in the AgriFood Tourism industry. Norfolk County is home to 6 breweries, accounting for 35% of all breweries in the SCOR (South Central Ontario Region). The county also has 8 of the 22 wineries located in the SCOR, a 36% share. These breweries and wineries not only promote farm retail, but also draw tourists by hosting special events and concerts.

Norfolk County holds annual events that are also a major source for tourism. Several events were recently added to the Top 100 Festivals and Events in Ontario, including the Norfolk

County Fair (115,000 visitors annually), PumpkinFest (approximately 50,000 people visited in 2022 for the 40th anniversary), and Eat & Drink Norfolk. Norfolk County also hosts the Simcoe Christmas Panorama, the South Coast Jazz Festival, the Simcoe Heritage Friendship Festival, Friday the 13th, and more.

People and Diversity

Norfolk County is home to an estimated 67,490 residents. Over the past five years, Norfolk County's population has increased by 5% percent. The County's growth is on par with the national average, and 1% lower than the provincial rate.

A Growing Population

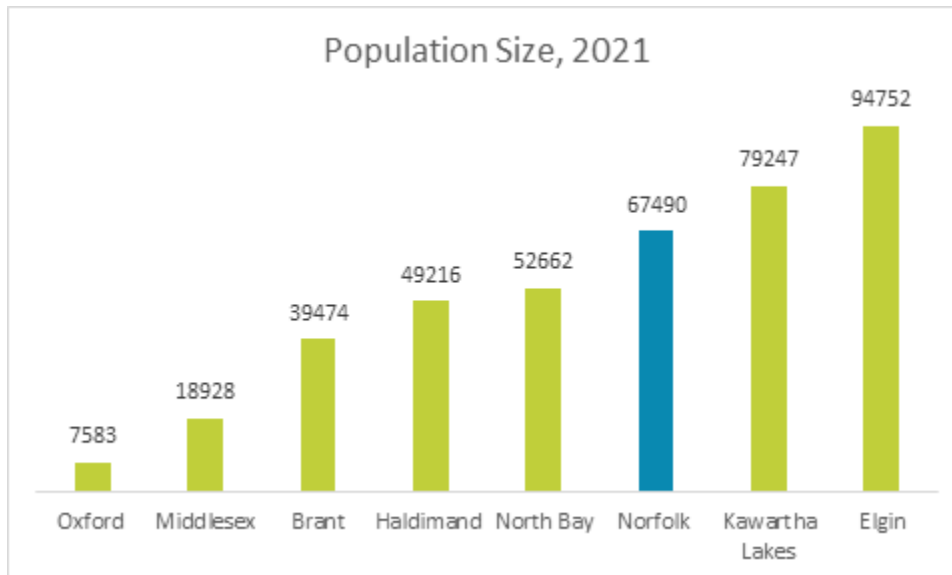


Chart 1.0, Source: Statistics Canada, 2021 Census of Population.

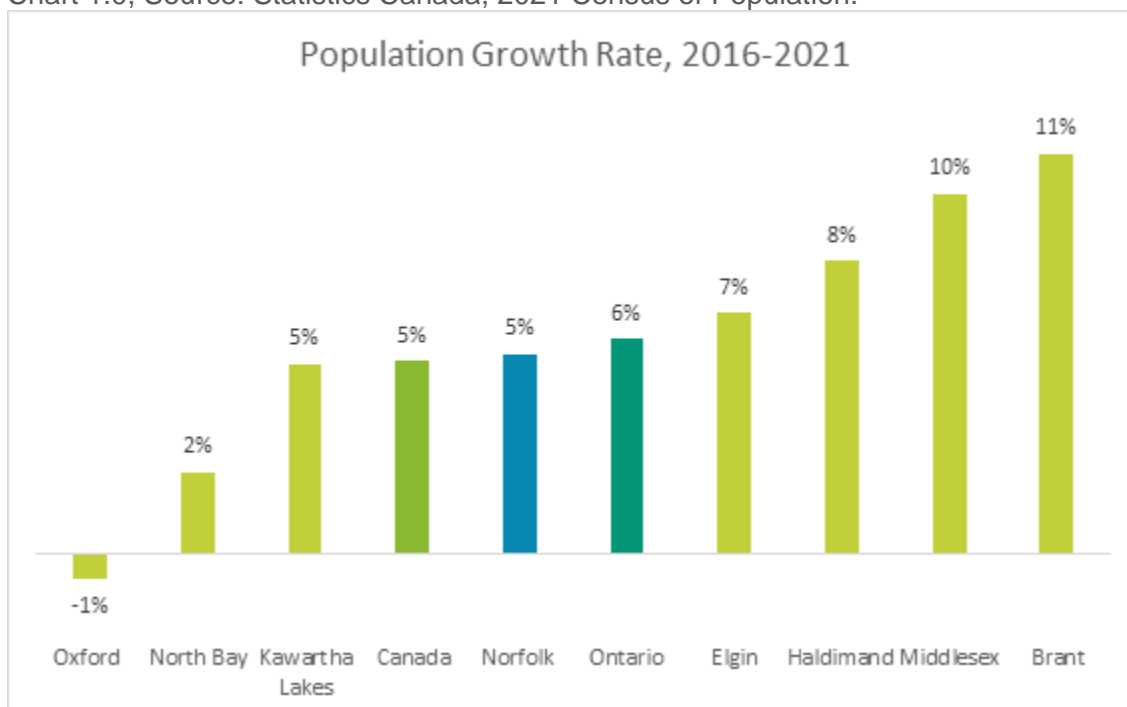


Chart 1.1, Source: Statistics Canada, 2016 and 2021 Census of Population.

Immigrant Population

Newcomers to Canada make up approximately 11% of Norfolk County's population. This is similar to comparator communities, but lower than the national (23%) and provincial (30%) percentage. Norfolk County's immigrant population has grown by 3.28% in the last five years, totaling 7,080 people.

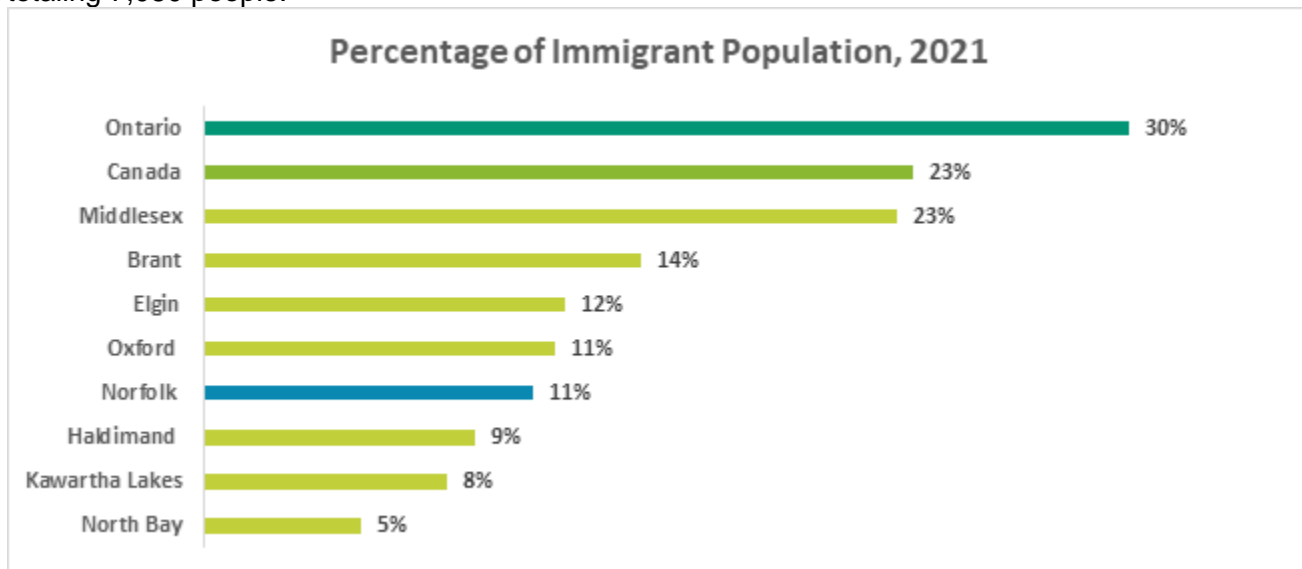


Chart 1.2, Source: Statistics Canada, 2021 Census of Population.

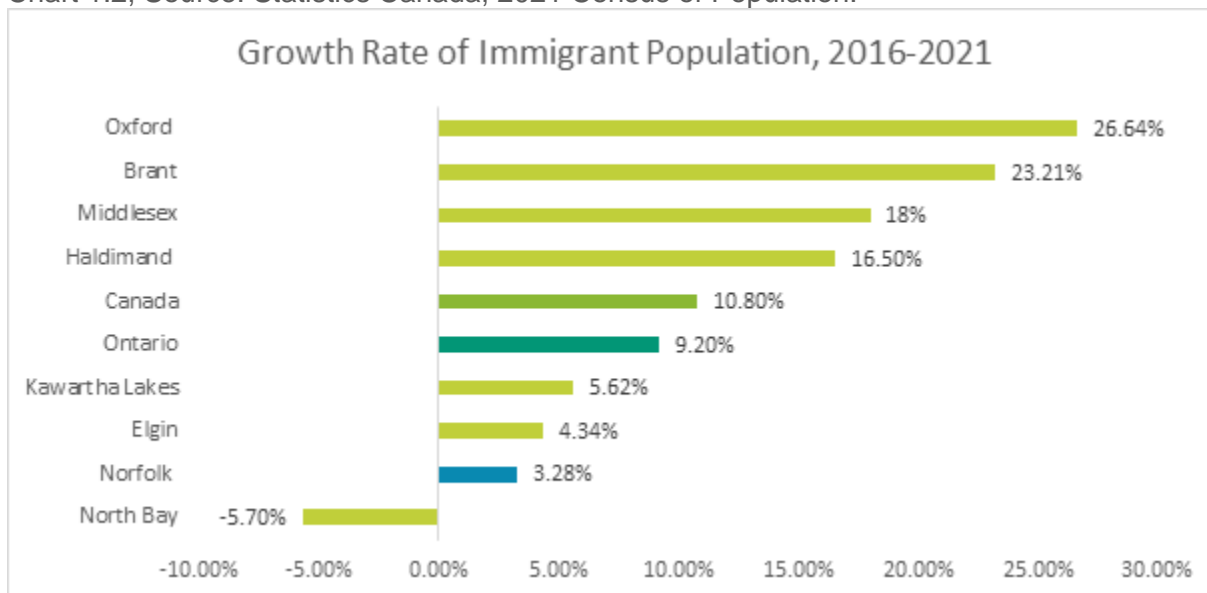


Chart 1.3, Source: Statistics Canada, 2021 Census of Population.

Visible Minority Population

The Government of Canada defines a visible minority as “a person in a visible minority group... (other than an Indigenous person...) who is non-white in colour/race, regardless of place of birth.” (2023).

Norfolk County is increasingly attracting visible minorities and is growing more diverse. Approximately 3.4% of Norfolk County's residents are visible minorities; an increase of 59% since 2016. This increase is higher than both the provincial and national percentage. Norfolk County's visible minorities' population (2,225) is smaller than the comparator communities, especially provincially and nationally.

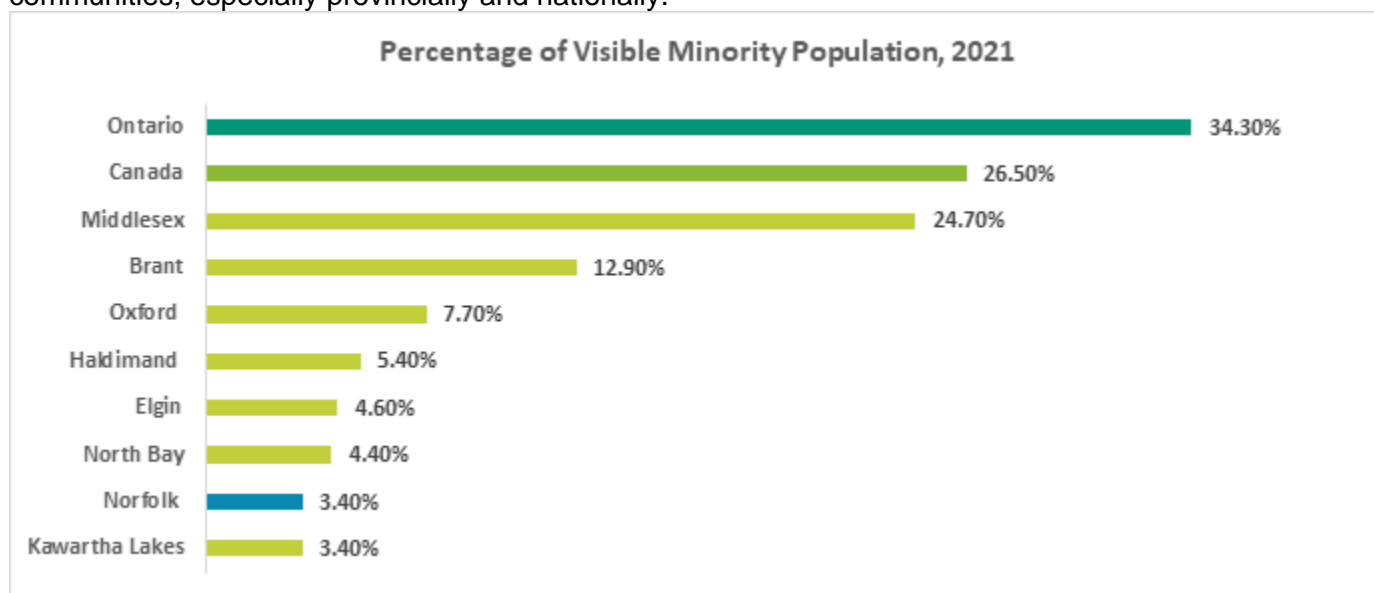


Chart 1.4, Source: Statistics Canada, 2021 Census of Population.

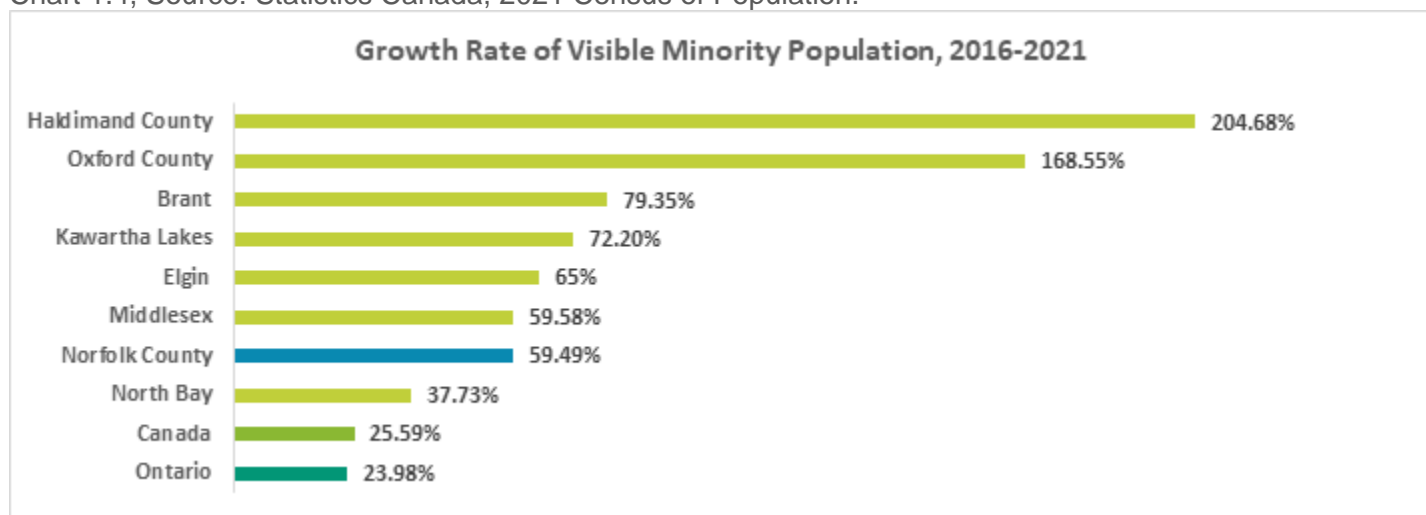


Chart 1.5, Source: Statistics Canada, 2021 Census of Population.

Low Internal Migration Stats

Only 4% of Norfolk County residents are inter-provincial migrants (moving from other areas in Canada), with the majority (95.8%) intra-provincial or coming from other areas in Ontario. This share has grown by 16% in the last five years, which is higher than both the national and provincial numbers.

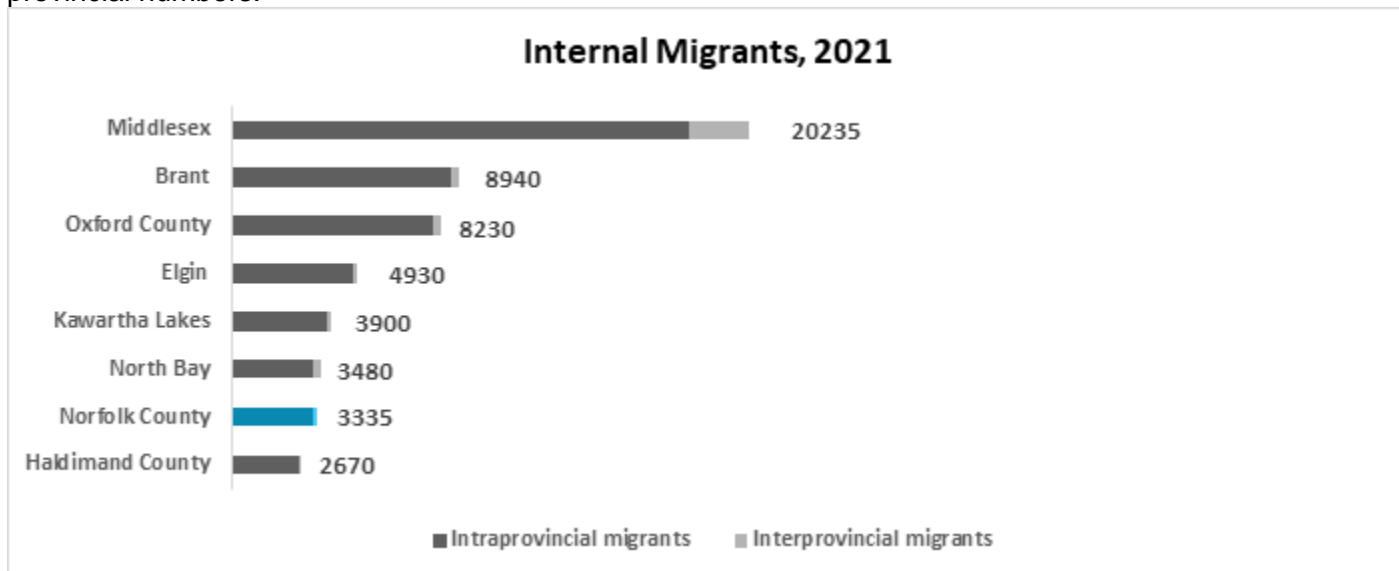


Chart 1.6, Source: Statistics Canada, 2021 Census of Population.

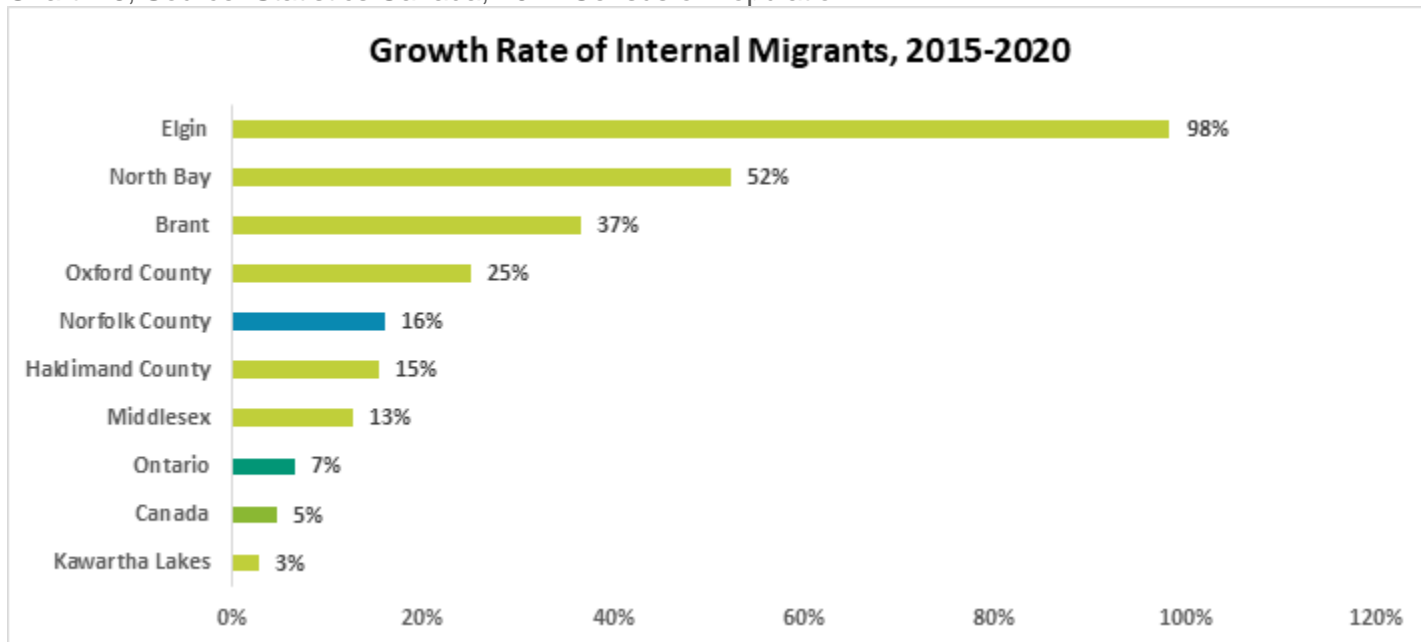


Chart 1.7, Source: Statistics Canada, 2021 Census of Population.

Urban Indigenous Population

The Government of Canada defines urban indigenous peoples as “primarily First Nation, Inuit and Metis individuals currently residing in urban areas.” (2023).

Norfolk County’s urban indigenous population (2,120 residents) accounts for 3.2% of the population. It ranks closely with its comparator communities, and is higher than the provincial percentage, but lower than the national. The Indigenous population in Norfolk County has grown by over 18% in the last five years, which is approximately 10% higher than both the national and provincial.

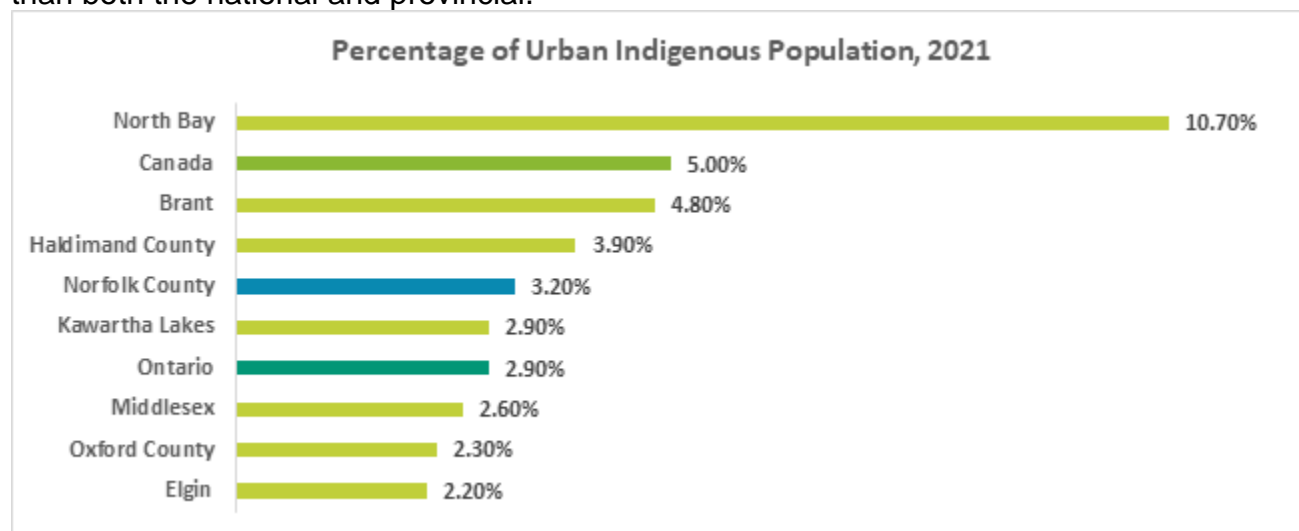


Chart 1.8, Source: Statistics Canada, 2021 Census of Population.

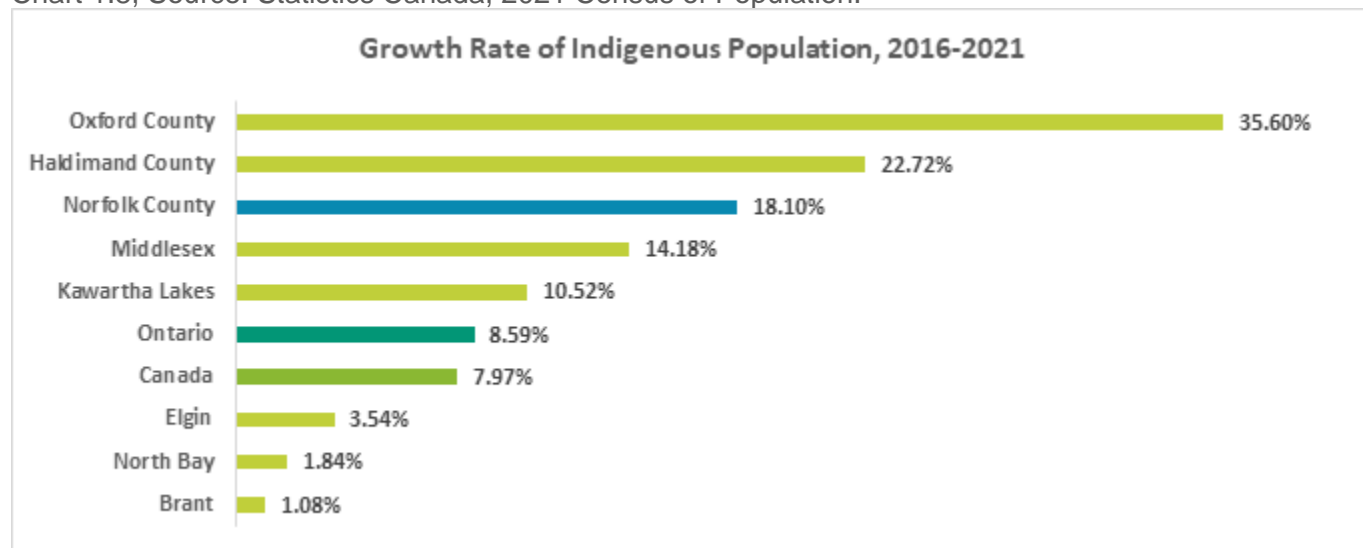


Chart 1.9, Source: Statistics Canada, 2021 Census of Population.

Talent

The majority (58.9%) of Norfolk County's population is of working age, with over 25% having a completed college diploma. The average age for a Norfolk County resident is 45.5 years old, a slightly higher age than both the provincial and national averages. This indicates a mature, educated workforce.

PRIZM Profiles from Environics were used to analyze the talent in Norfolk County; PRIZM (Potential Rating Index for Zip Markets) is a classification system that uses geographic data, demographics and consumer behavior to identify special consumer segments; they are 68 different categories.

According to the PRIZM Profile for Norfolk County, "New Country" is the highest-ranking segment in the area – it speaks to the maturity of Norfolk County's prime talent: "...one of the wealthiest rural segments...nearly two thirds of residents working in well-paying agricultural and blue-collar occupations...Forty percent...are between 45 and 64 years old..." (Environics, 2023)

Older Population

58.9% of Norfolk county's population is working age (15 to 64 years old). There are 5.10% of people in Norfolk County aged 45-49, where the average falls. This is lower than the national and provincial average. This talent pool has only fallen by 1%, which is on par with most of the comparator communities.

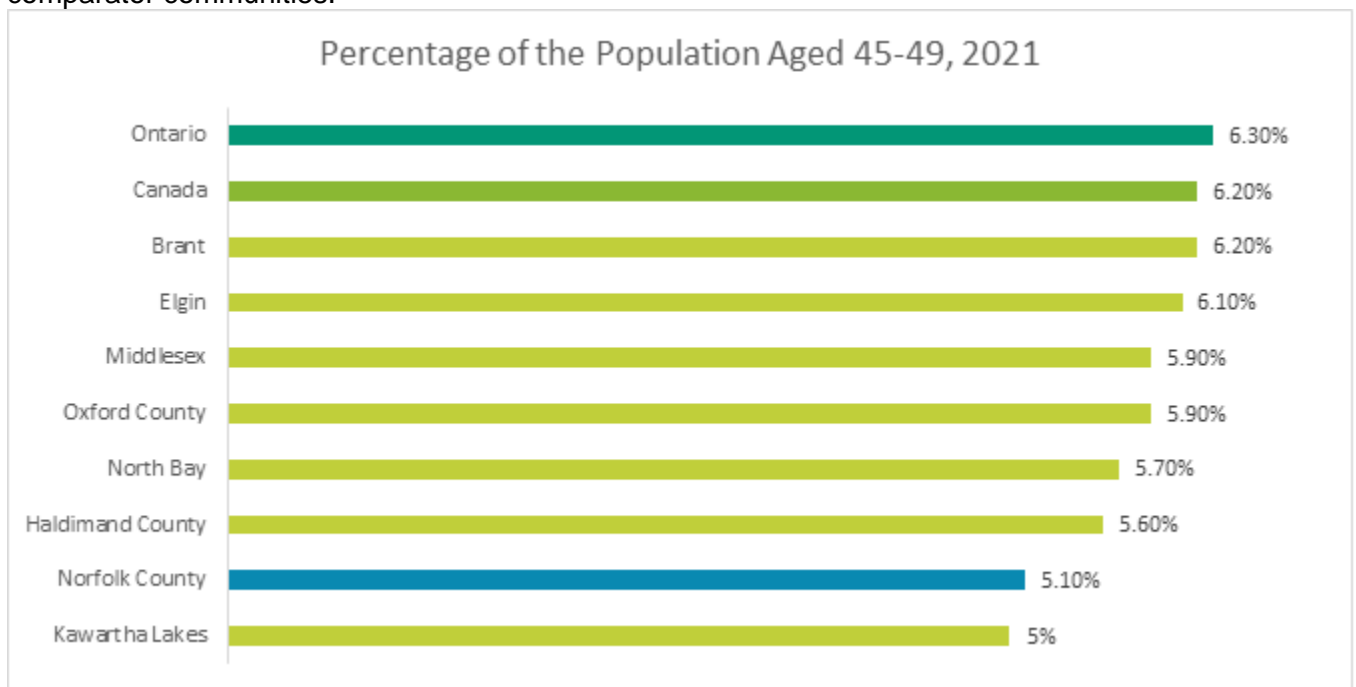


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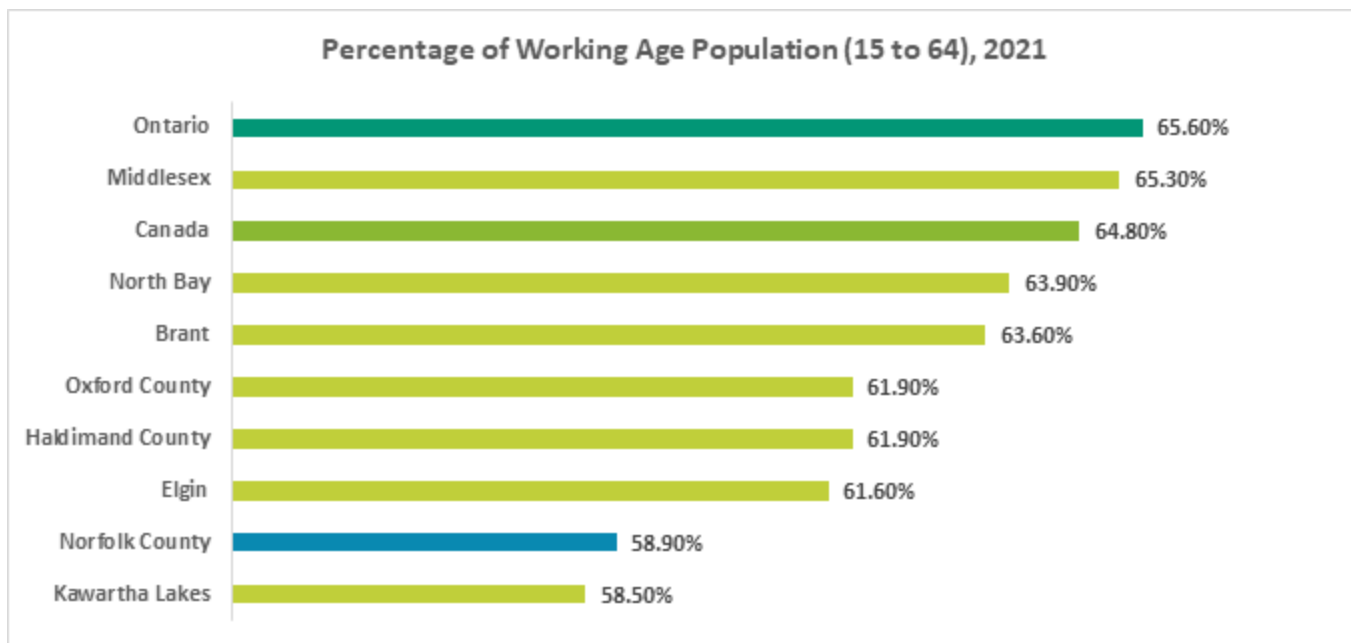


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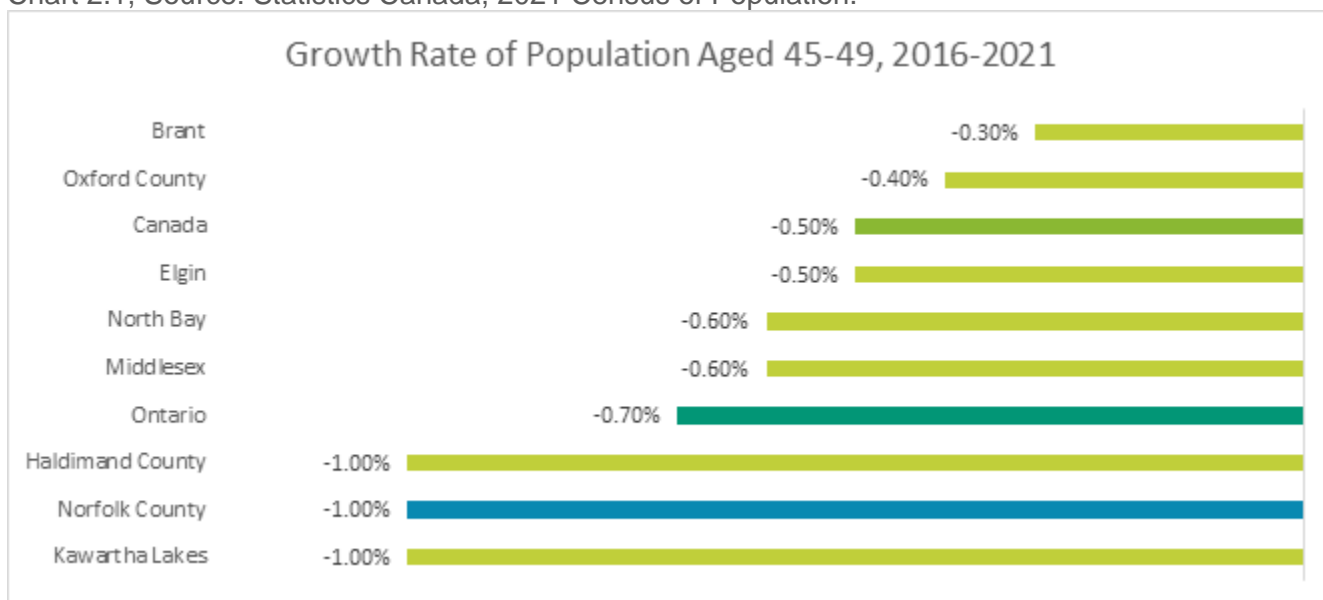


Chart 2.2, Source: Statistics Canada, 2021 Census of Population.

Educational Attainment

Approximately 25% of Norfolk County residents have a College, CEGEP, or other non-university certificate or diploma. This is higher than the national average (21.4%) and also is higher than the provincial average by 1.4%. The population with a college diploma has grown by 9% in the last five years.

21% of Norfolk County's population does not have a degree, certificate, or diploma, which is comparable with both Elgin and Oxford.

Norfolk County falls below the provincial and national averages in terms of percentage of the population with a Bachelor's Degree or higher.

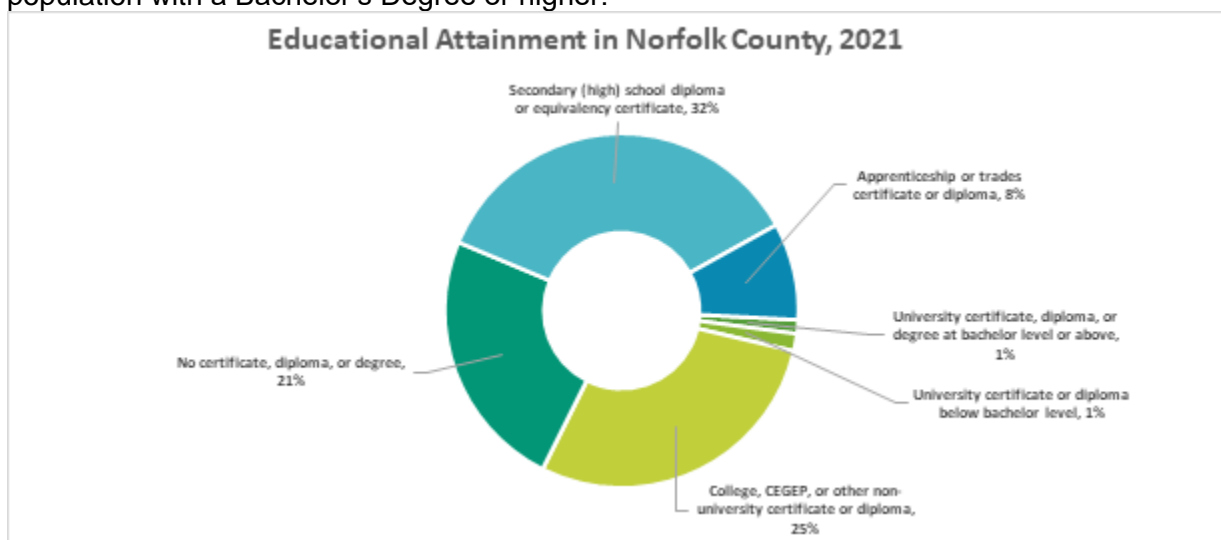


Chart 2.3, Source: Statistics Canada, 2021 Census of Population.

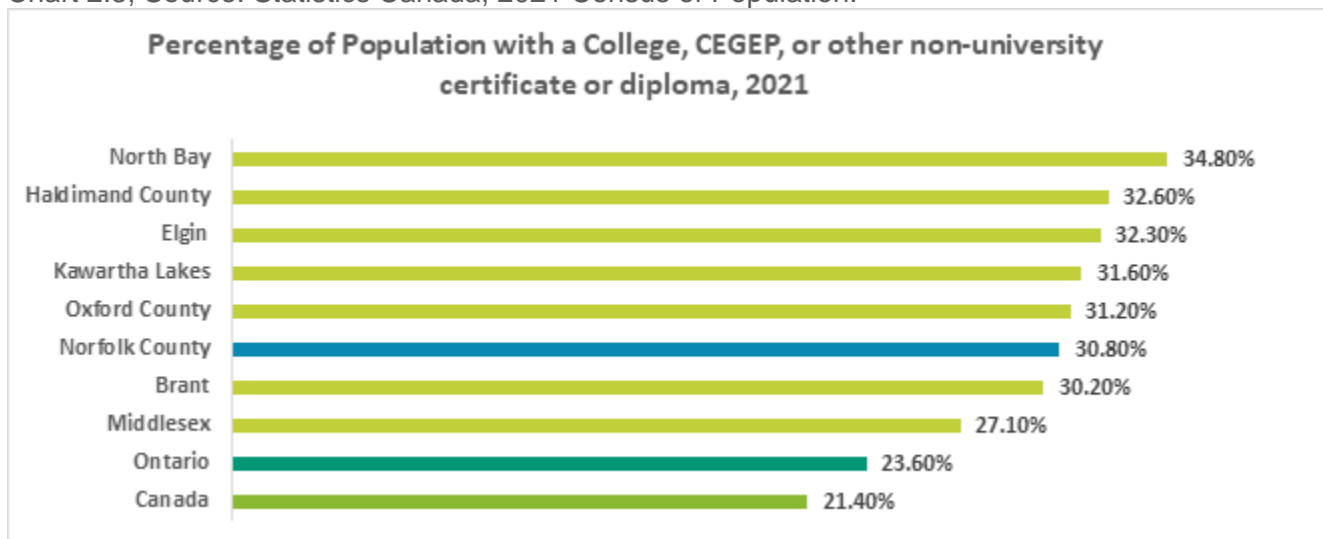


Chart 2.4, Source: Statistics Canada, 2021 Census of Population.

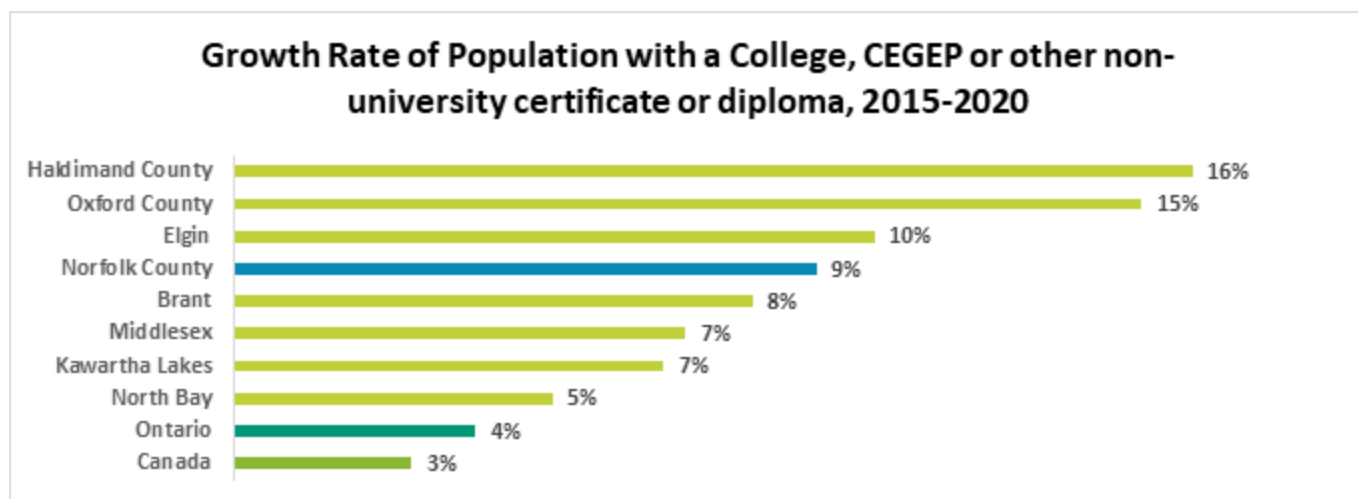


Chart 2.5, Source: Statistics Canada, 2021 Census of Population.



Chart 2.6, Source: Statistics Canada, 2021 Census of Population.

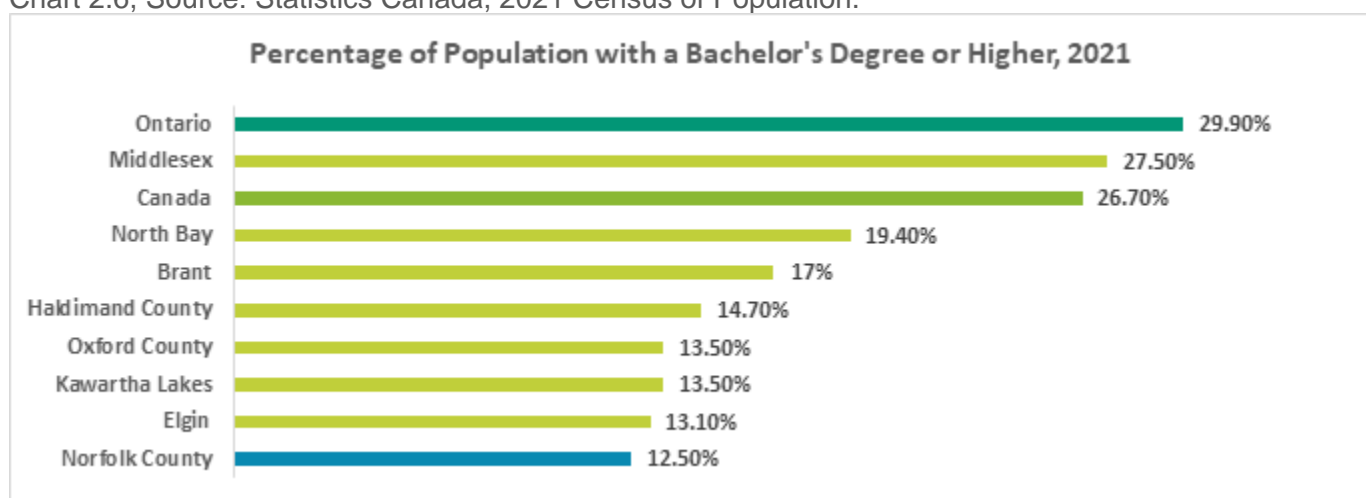


Chart 2.7, Source: Statistics Canada, 2021 Census of Population.

Talent Concentration

Less than 9 percent of Norfolk County residents spend more than an hour travelling to work, indicating most of the talent works within the County. This speaks to a strong local economy, and demonstrates there are relevant jobs in the area for the County's residents, in terms of their education and experience level. It also suggests a high quality of life.

When new businesses enter Norfolk County, they will likely rely on this talent concentration. As the County continues to grow, there will be even more attraction for workers who are virtual/remote, or commute.

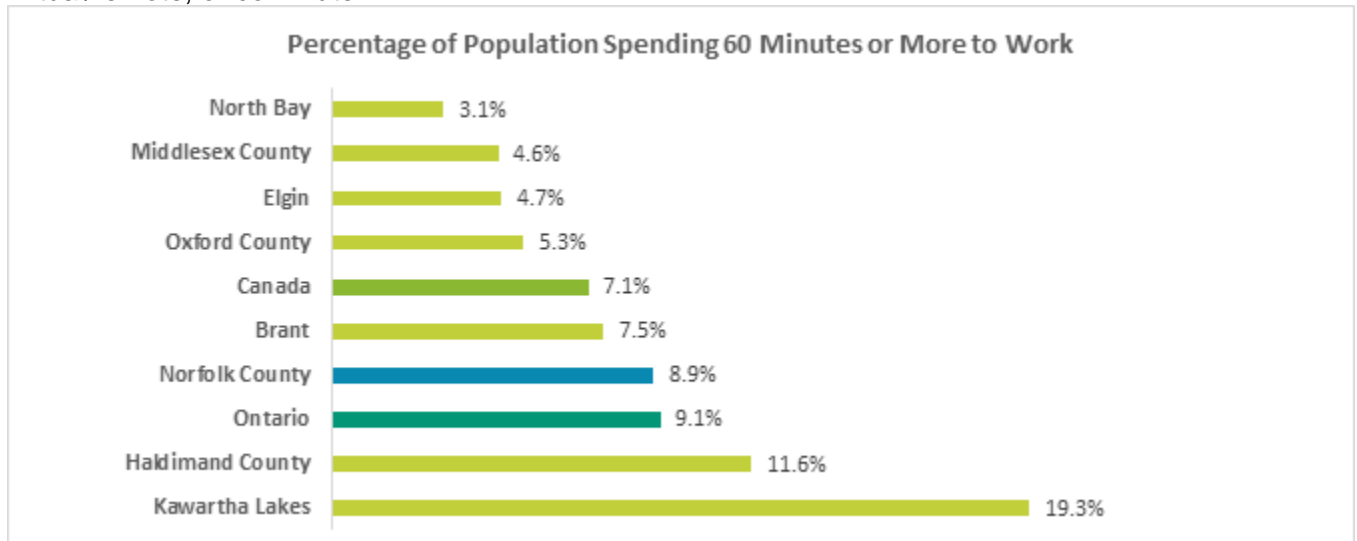


Chart 2.8, Source: Statistics Canada, 2021 Census of Population.

Economic Vitality

High Labour Force Participation and Low Unemployment

Approximately 31,620 individuals comprise Norfolk County's labour force; 28,395 of these individuals are employed. With a participation rate of 56.5%, Norfolk County falls below the national average (63.7%), and the provincial average (62.8%). This is perhaps due to the large retirement community.

The unemployment rate in 2021 was at 10.2% which is slightly lower than the national (10.3%) and provincial (12.2%) averages. Norfolk County ranks 2nd among comparator communities for the unemployment rate.

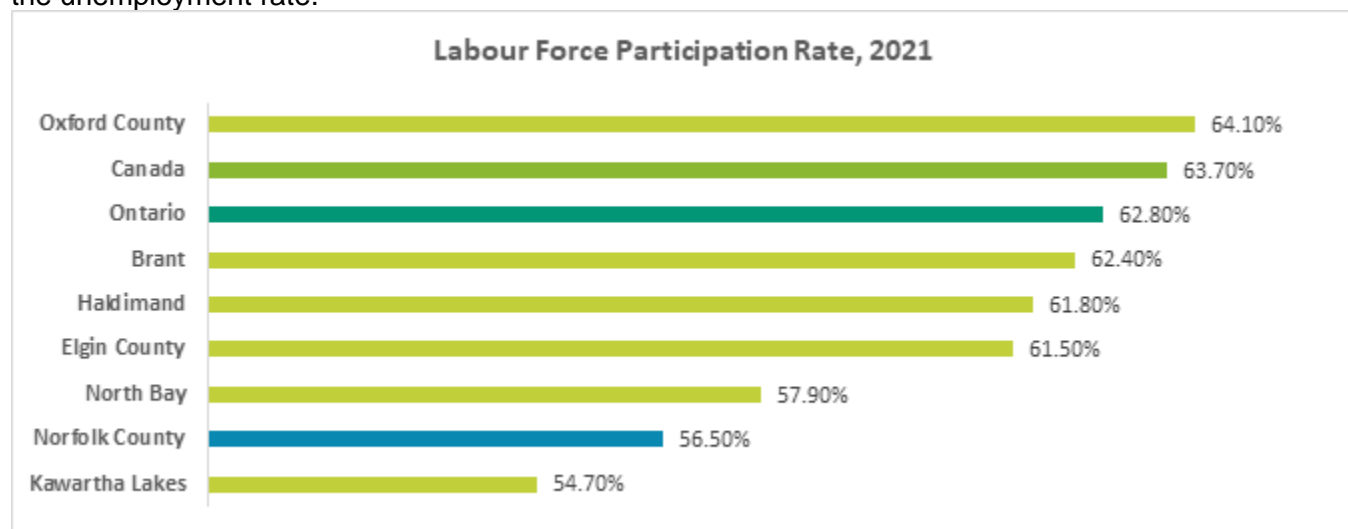


Chart 2.9, Source: Lightcast/Analyst, 2022

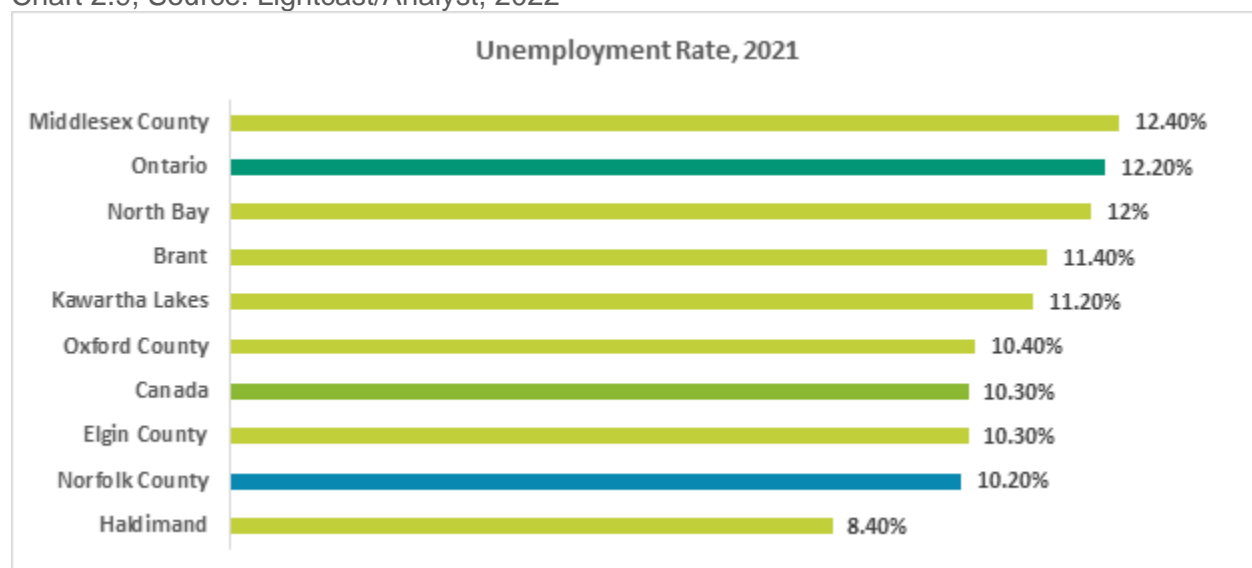


Chart 3.0, Source: Lightcast/Analyst, 2022

Growth in Median Individual Incomes

Over the last 5 years, Norfolk County median incomes grew by approximately 18%, which is comparable to both provincial and national growth. Canada, Ontario and the comparator communities all have comparable median individual incomes hovering between \$39.2K-\$42.8K, but Norfolk is on the lower end of this spectrum.

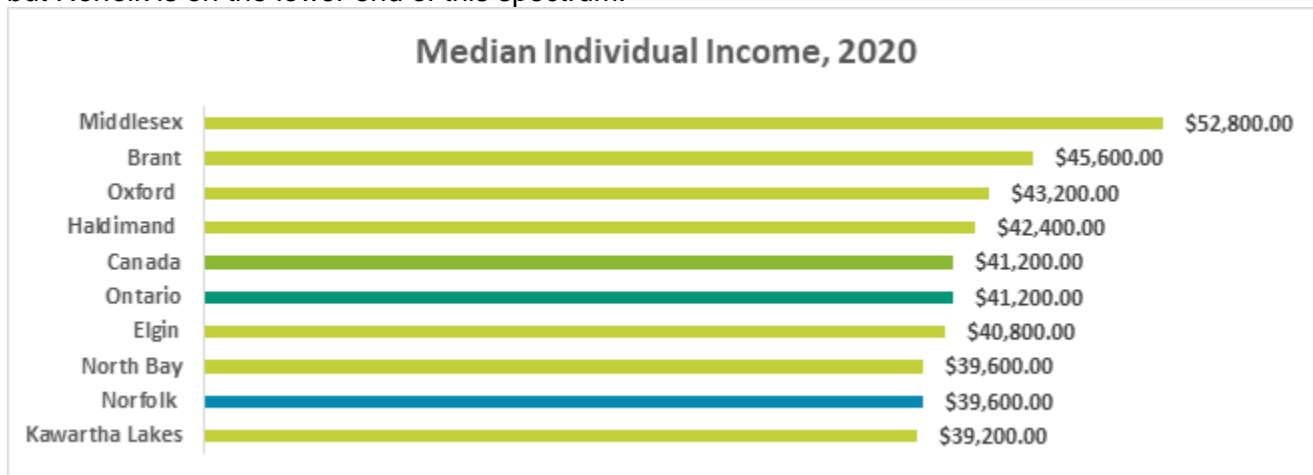


Chart 3.1, Statistics Canada Census of Population 2021

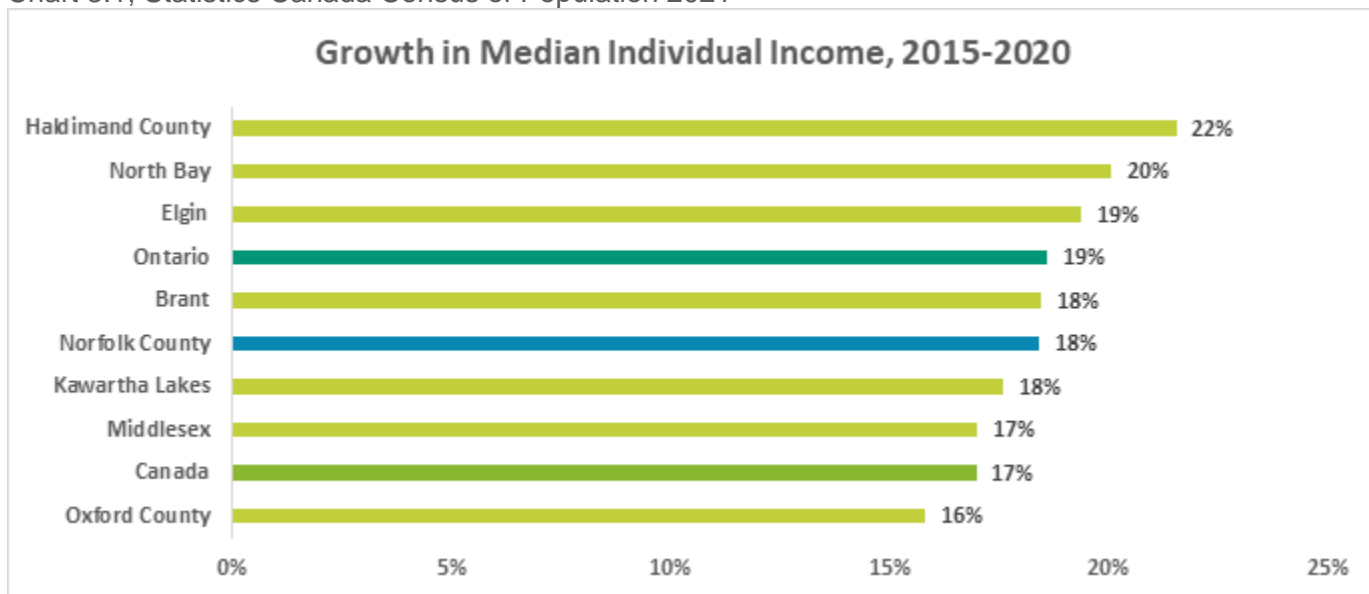


Chart 3.2, Source: Lightcast/Analyst, 2022

Major Sectors of Employment in Norfolk County

The five major sectors of employment in Norfolk County are:

1. Health Care and Social Assistance (13% of jobs)
2. Retail Trade (13% of jobs)
3. Manufacturing (11% of jobs)
4. and Agriculture, Forestry, Fishing and Hunting (9% of jobs)
5. Accommodation and Food Services (7% of jobs)

According to data provided by Lightcast/Analyst, these five sectors employ just under half (46%) of active workers in Norfolk County.* The following section utilizes NAICs codes to categorize sectors/jobs.

* The database uses a total of 25,458 jobs to calculate industry/job share. Though this statistic differs from the total workforce statistic found on Statistics Canada in the census, this is still a way to understand the industry share within Norfolk County and note its highlights and areas of opportunity. When available, a timeframe of 2018-2022 was used in order to have the most up-to-date statistics.

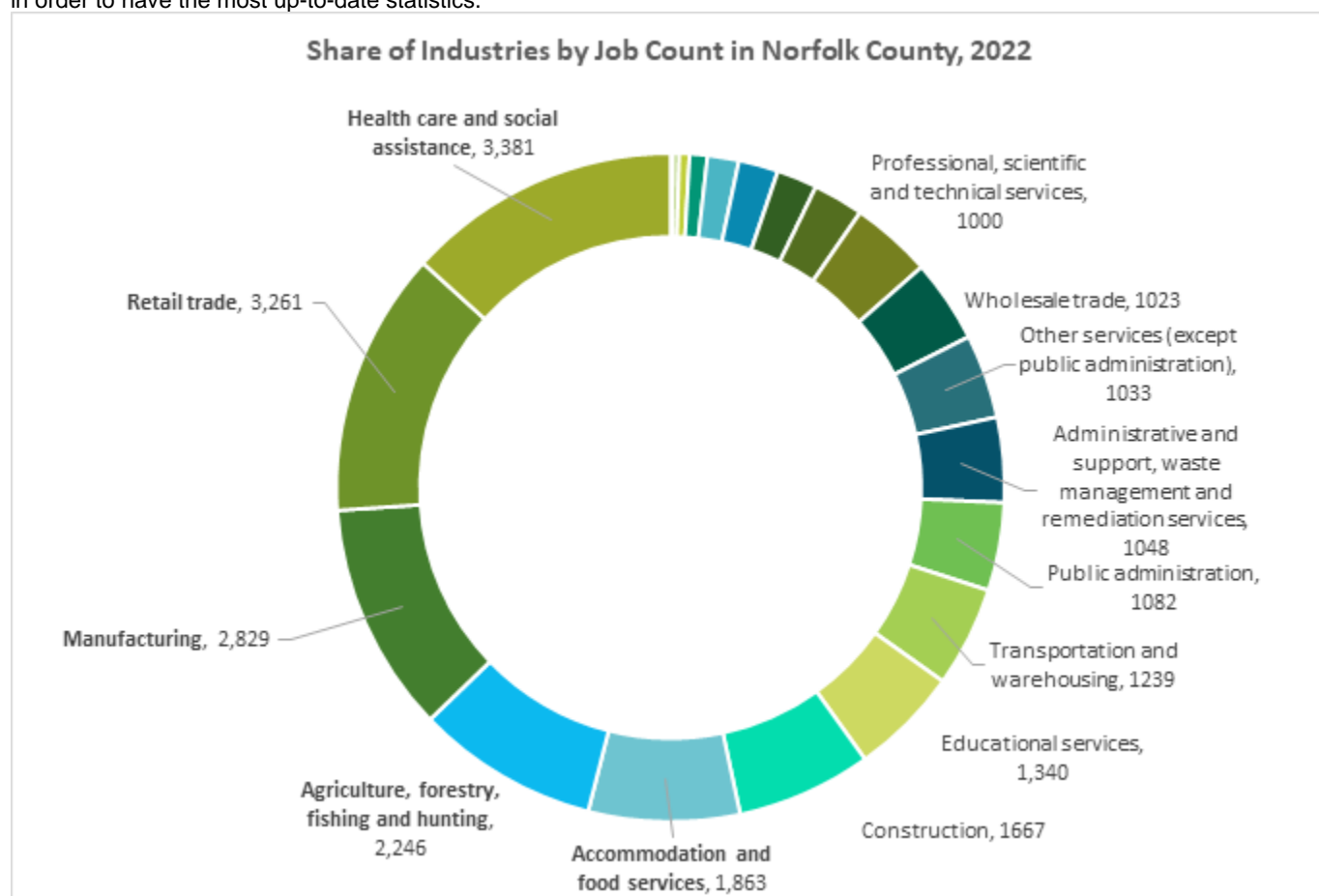


Chart 3.3, Source: Lightcast/Analyst, 2022

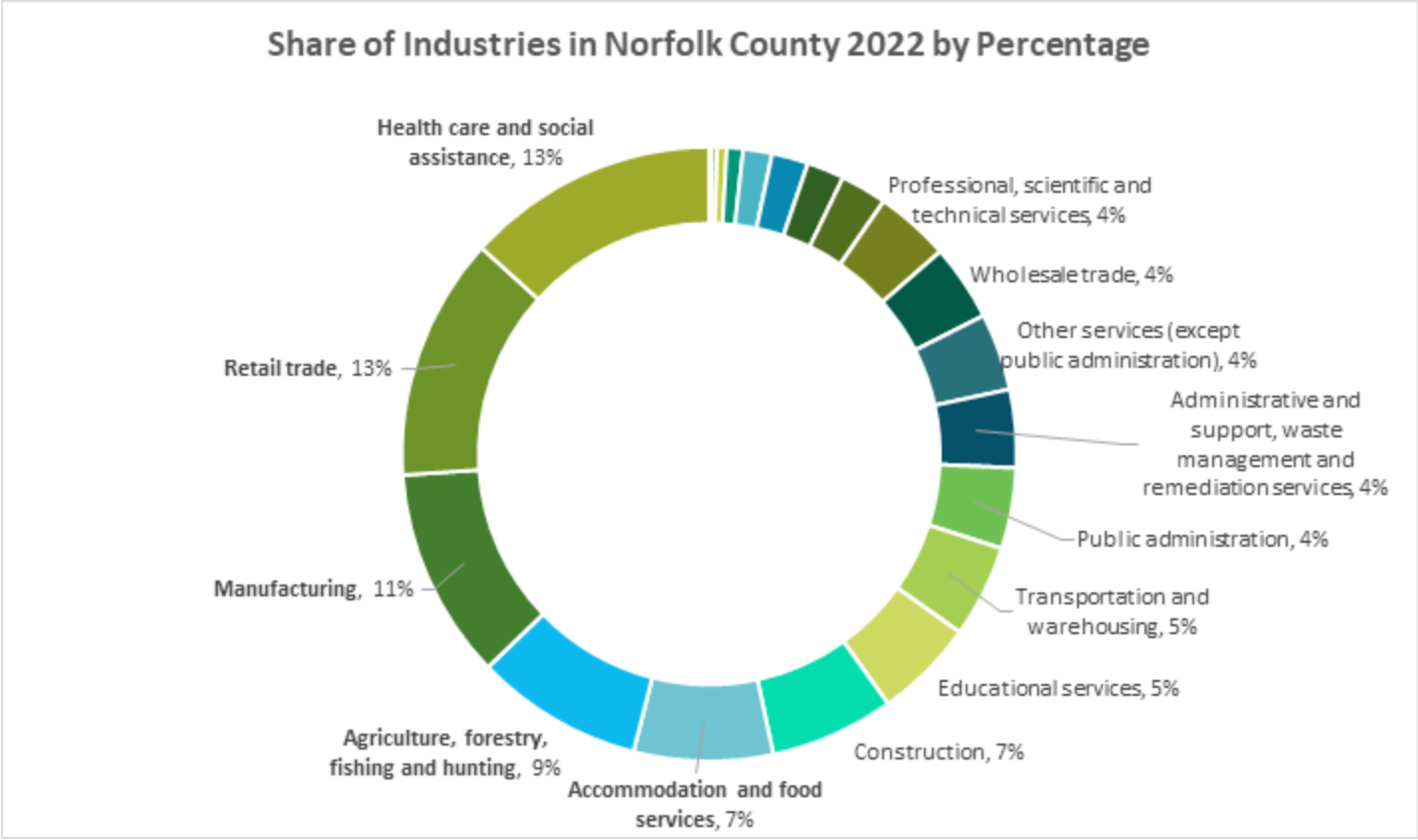


Chart 3.4, Source: Lightcast/Analyst, 2022

Healthcare and Social Assistance

Norfolk County’s employment concentration in healthcare and social assistance sector is 1.27, which is higher than both the provincial and national concentration. This sector employs approximately 3,400 people and has decreased by 13% in the last several years, indicating an opportunity to attract new talent to this sector.

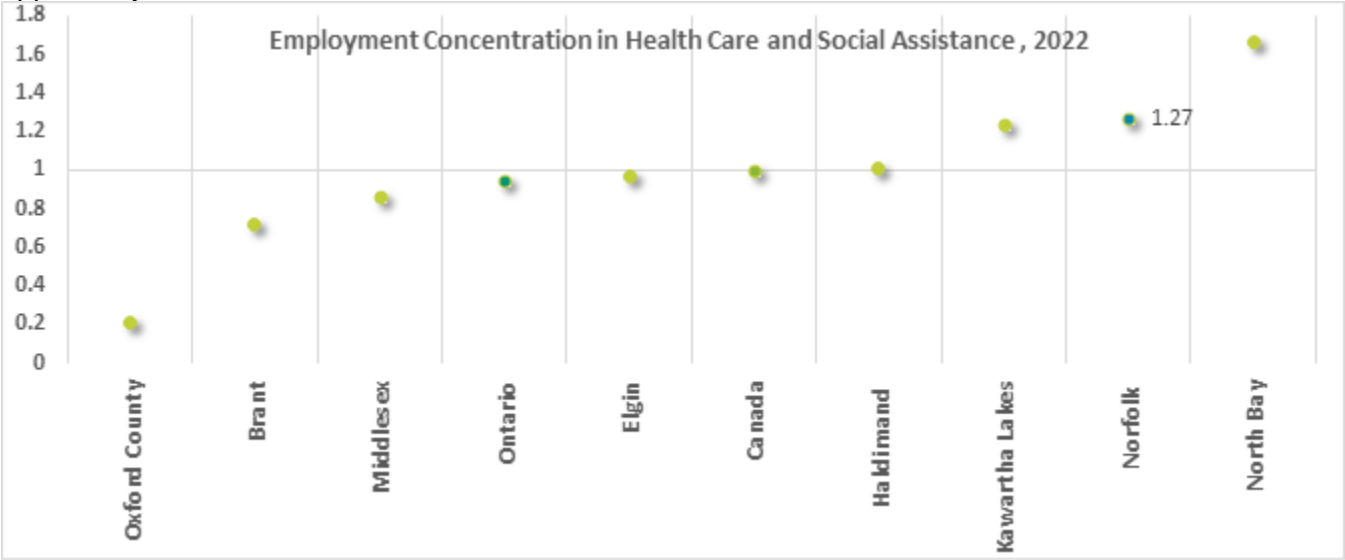


Chart 3.5, Source: Lightcast/Analyst, 2022

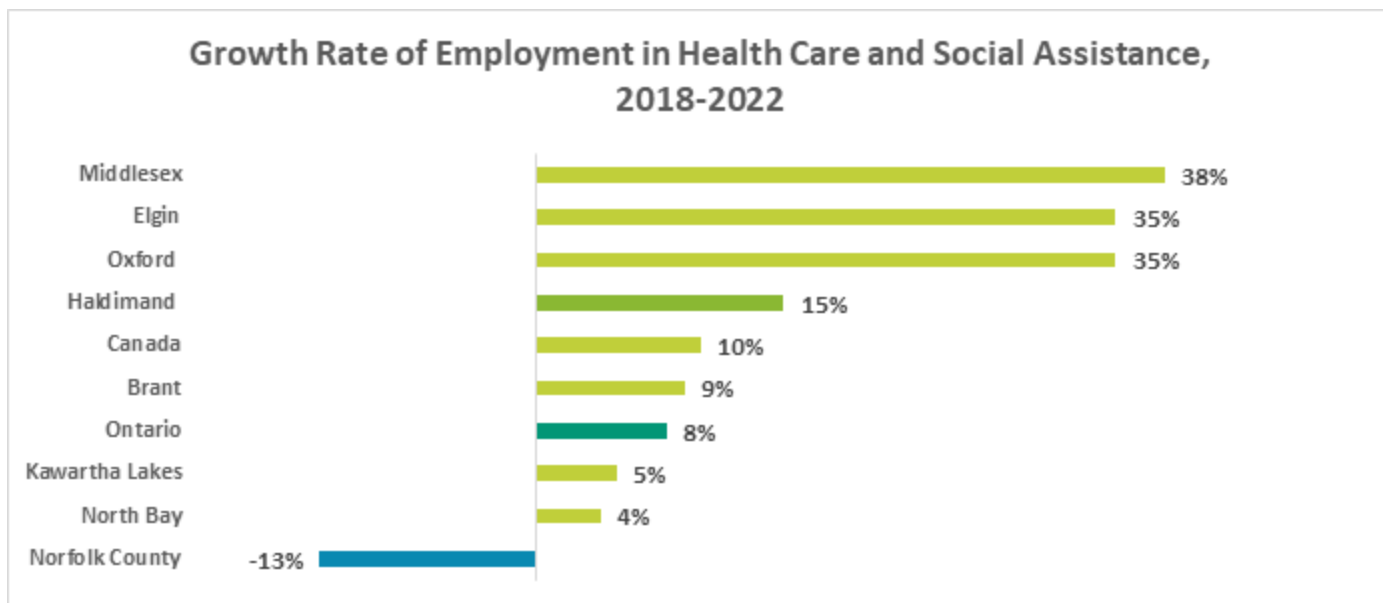


Chart 3.6, Source: Lightcast/Analyst, 2022

Retail Trade

The employment concentration for retail trade in Norfolk County is 1.21, which is higher than both the provincial and national concentrations. This sector has declined in numbers by 5% in from 2018-2022, but still employs 3,261 people.



Chart 3.7, Source: Lightcast/Analyst, 2022

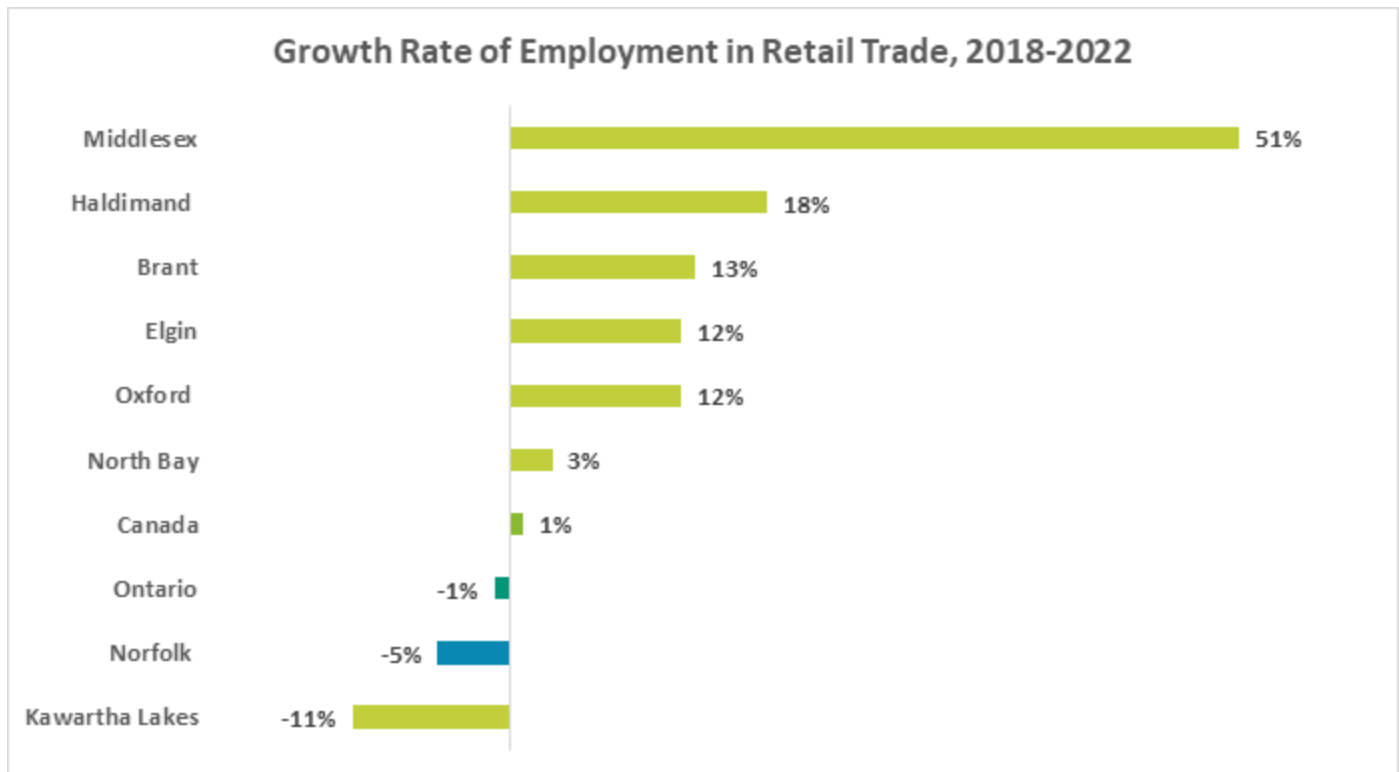


Chart 3.8, Source: Lightcast/Analyst, 2022

Manufacturing

Approximately 11% of Norfolk County residents (2,829 workers) are employed in the manufacturing sector. The concentration is higher than both the provincial and national concentration. The manufacturing sector has stayed the same in terms of growth, which mirrors the national trend; it is better than the provincial average overall which decreased by 2%.

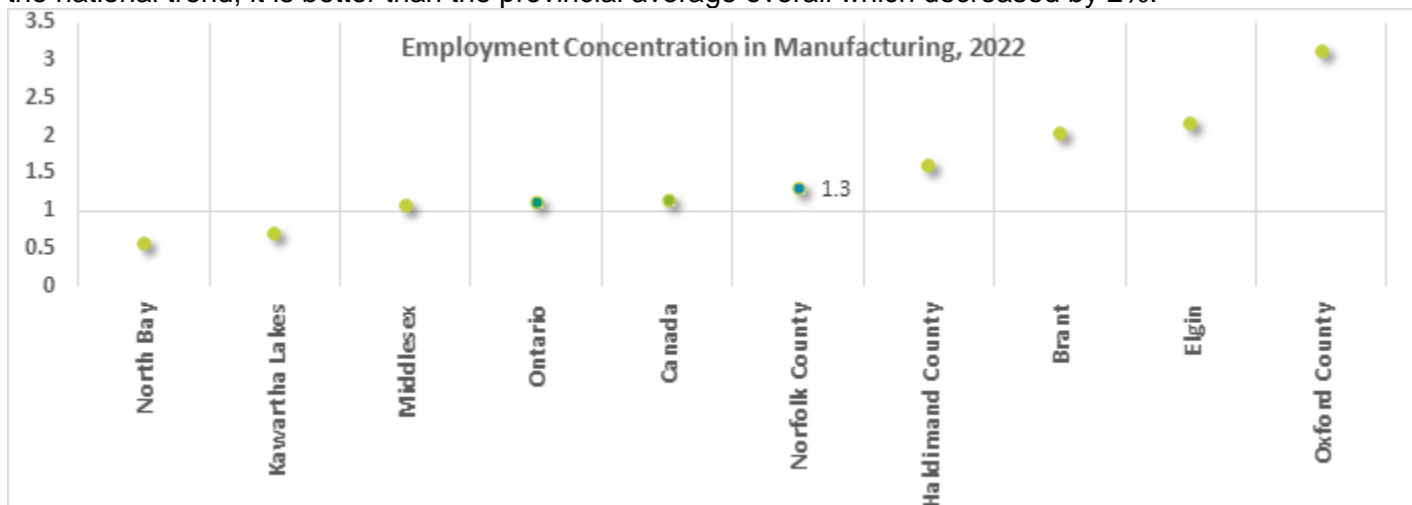


Chart 3.9, Source: Lightcast/Analyst, 2022

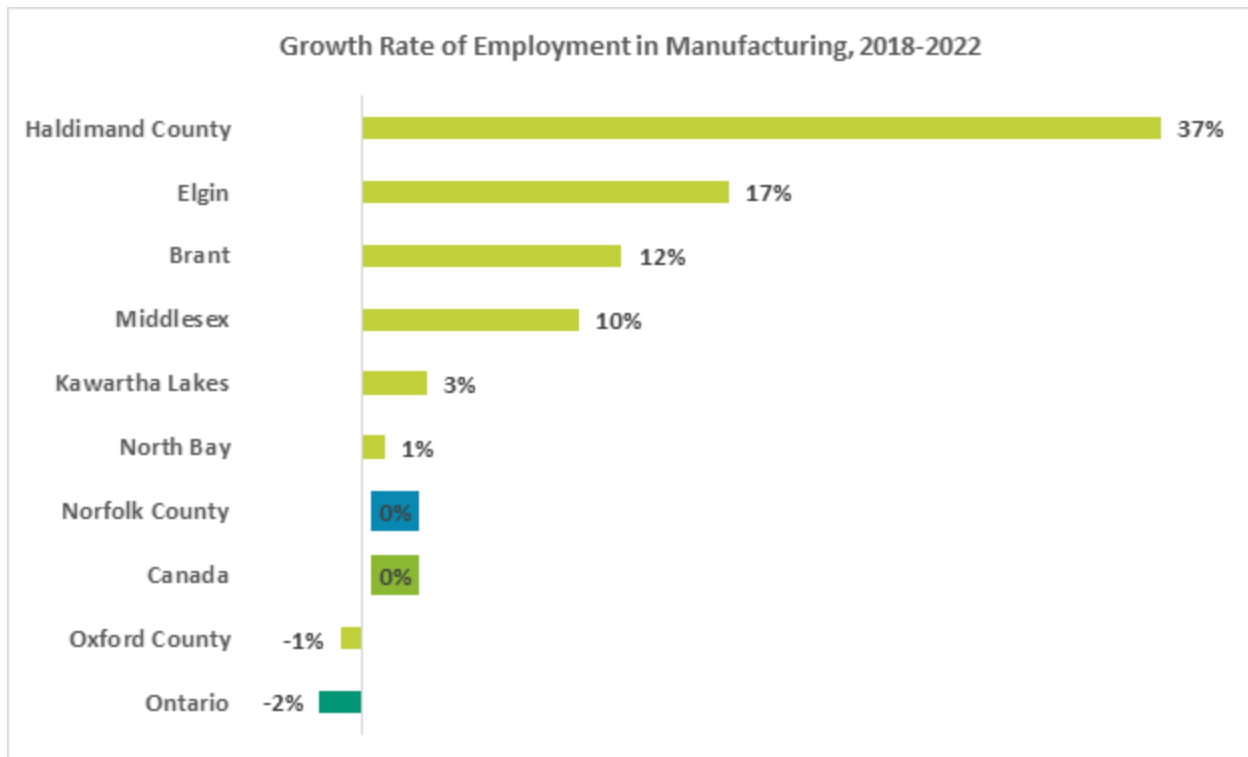


Chart 4.0, Source: Lightcast/Analyst, 2022

Agriculture, Forestry, Fishing and Hunting

Norfolk County's employment concentration in this sector is over five times higher than the national concentration. This sector employs 9% of the area's population, which is 2,246 jobs. This sector has decreased by 10% in the last several years, which is on par with the national trend.

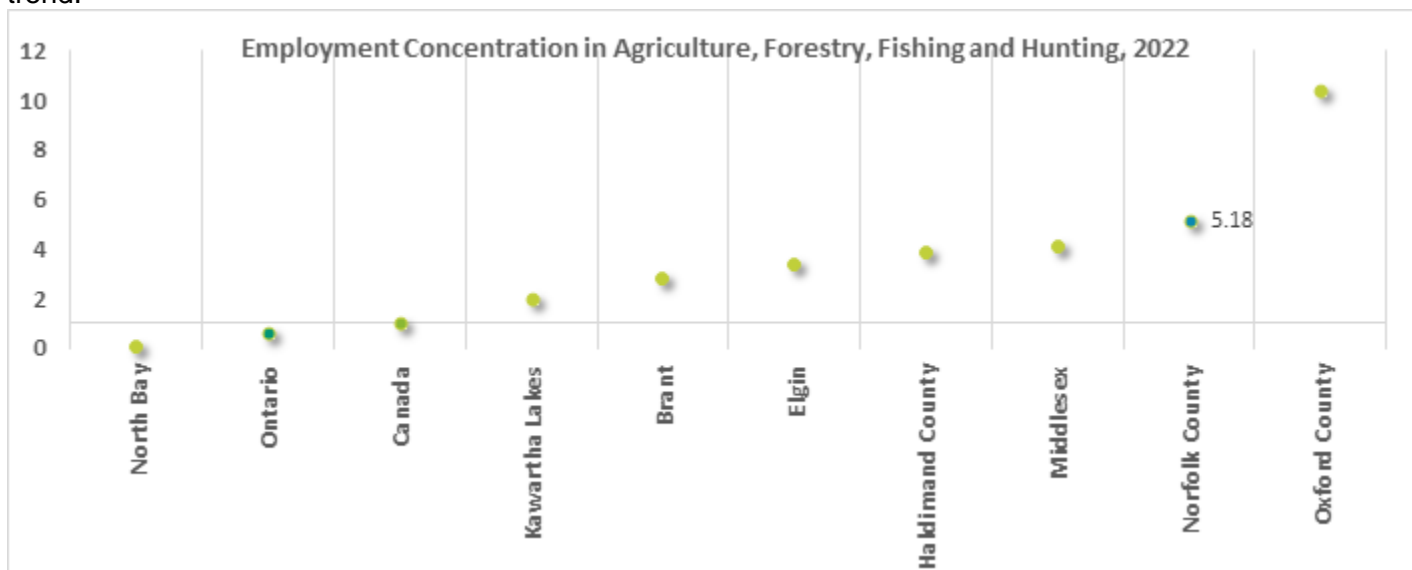


Chart 4.1, Source: Lightcast/Analyst, 2022

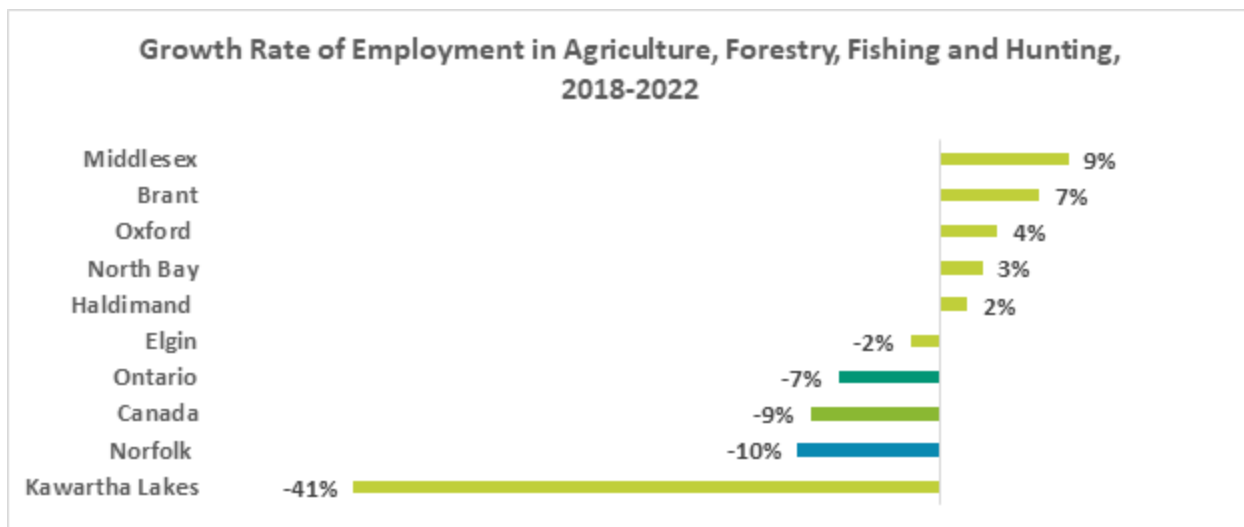


Chart 4.2, Source: Lightcast/Analyst, 2022

Accommodation and Food Services

Norfolk County ranks the highest in job concentration in this sector using this set of comparator communities. The job concentration is 1.17, accounting for 1,863 jobs. There was a 16% decrease in this industry from 2018-2022, which can likely be attributed to the negative effects of the COVID-19 pandemic.

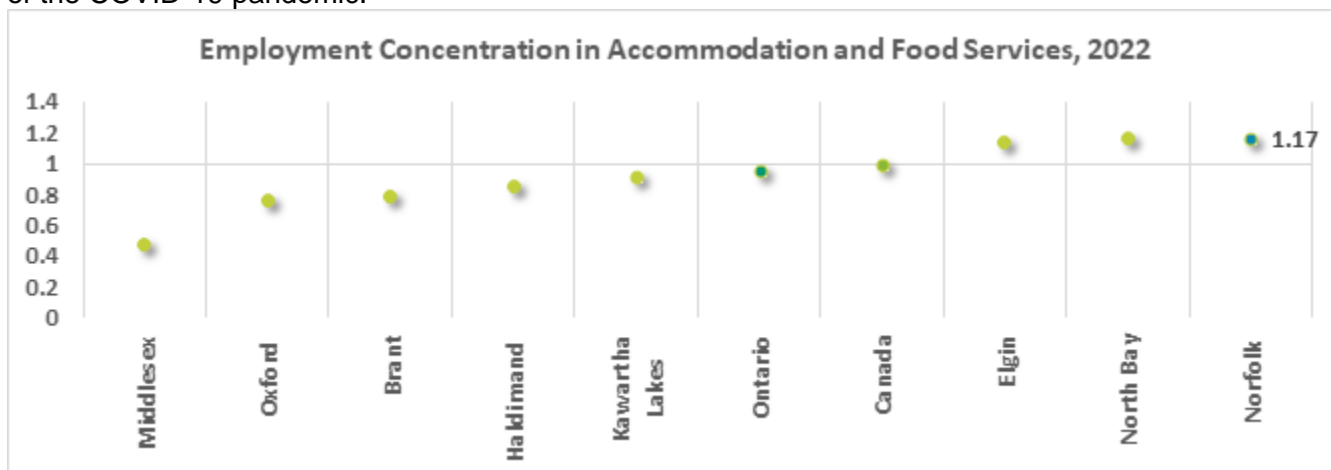


Chart 4.3, Source: Lightcast/Analyst, 2022

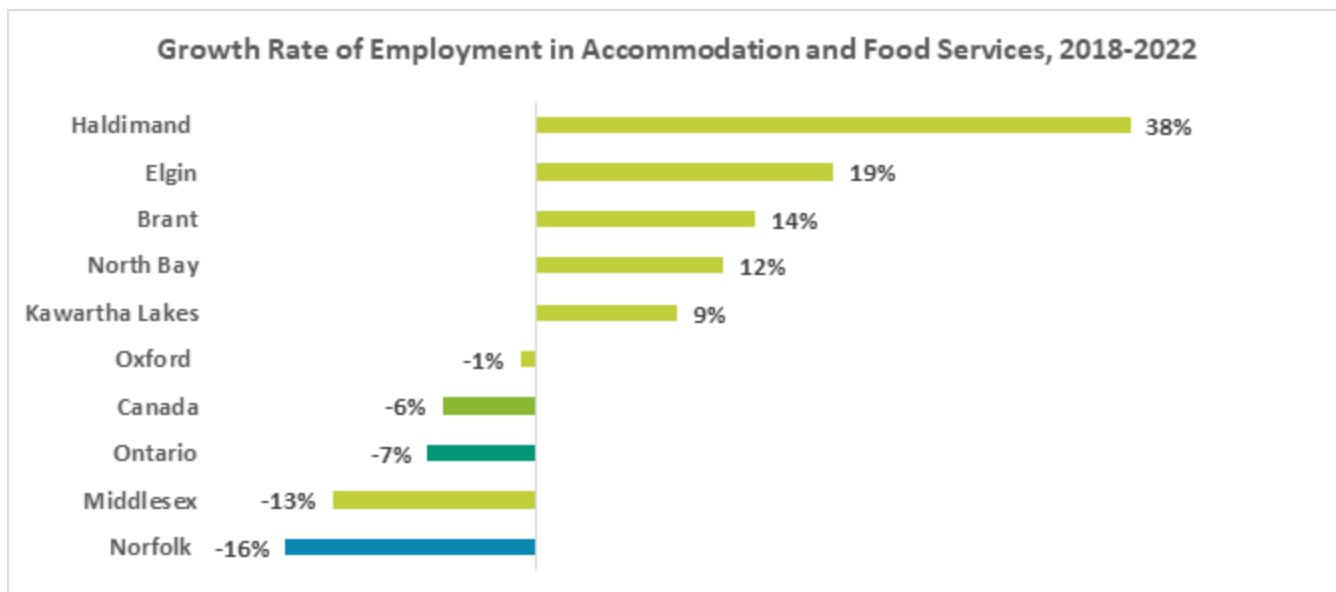


Chart 4.4, Source: Lightcast/Analyst, 2022

Educational Services

Norfolk County's employment concentration in this industry (.73) is smaller than both the provincial and national concentration, but it is on par with most of the other comparator communities. This could possibly be attributed to an overall older population, with a smaller portion being of schooling age. Educational services in Norfolk County have decreased by 6%, whereas nationally, they have grown by 6%.

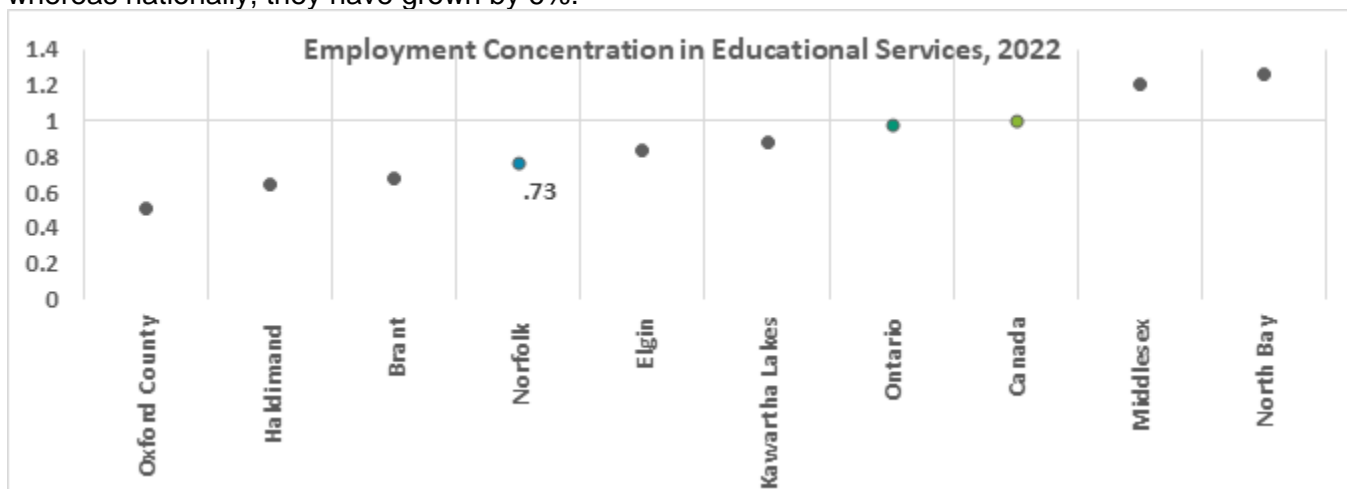


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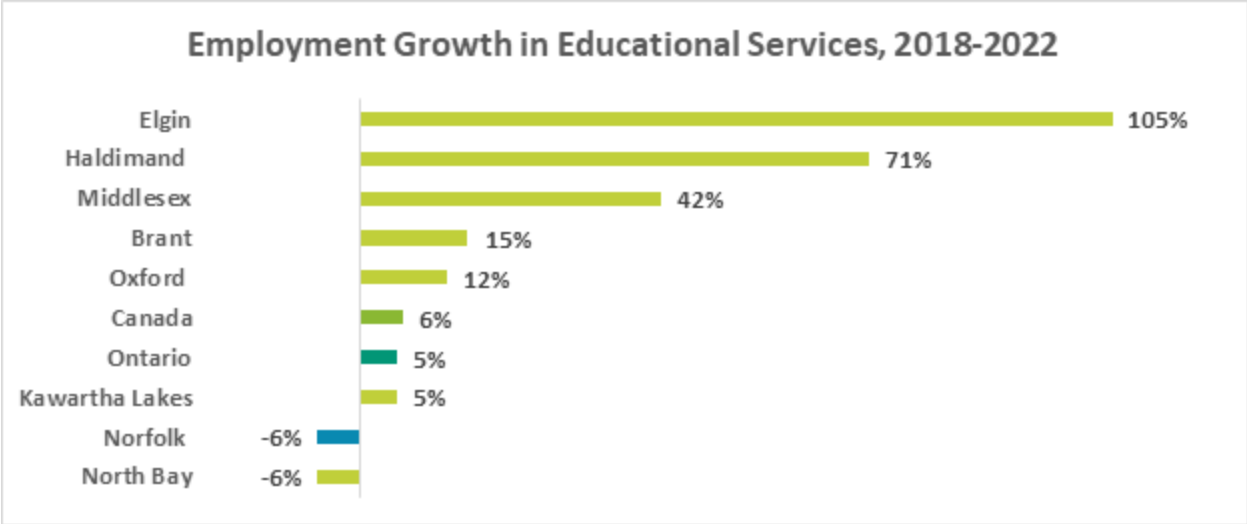


Chart 4.6, Source: Lightcast/Analyst, 2022

Major Occupations

According to the glossary on Lightcast/Analyst, employment concentration (formerly known as “location quotient”) can be defined as:

“a way of quantifying how concentrated a characteristic of a particular region is compared to the nation. These characteristics could be an industry's or occupation's share of employment, resident demographic, online profiles or job postings. The [concentration] is the calculation that reveals what makes that particular region “unique” in comparison to the national average.” (Lightcast/Analyst 2023).

For the following data, the percentage of the workforce is calculated using the total number of people in the workforce (31,620), not just those currently employed, since we are referring to occupations.

The following section is categorized utilizing the National Occupation Classification. This system describes occupations of Canadians and allows everyone from labour market groups to individual job seekers to describe and understand occupations in a standardized way.

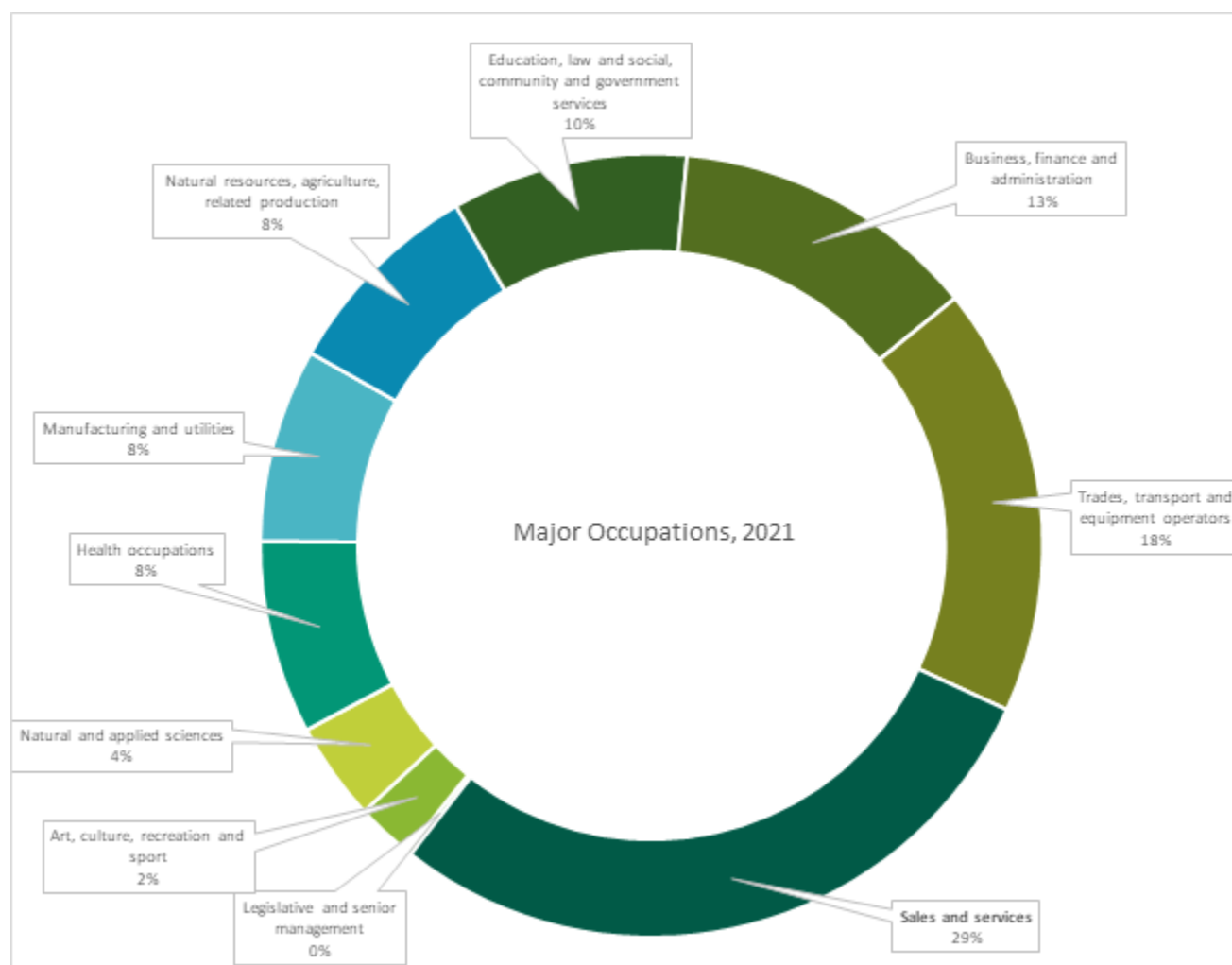


Chart 4.7, Source: Statistics Canada, 2021 Census of Population.

Sales and Service

As of 2022, 7,161 people in Norfolk County are employed in Sales and Service occupations, accounting for 22.6% of the workforce. Norfolk has the highest concentration in this occupation compared to all of the other communities. It is 10% higher than the national and provincial concentration, even though it has seen a 6% decrease from 2018-2022.

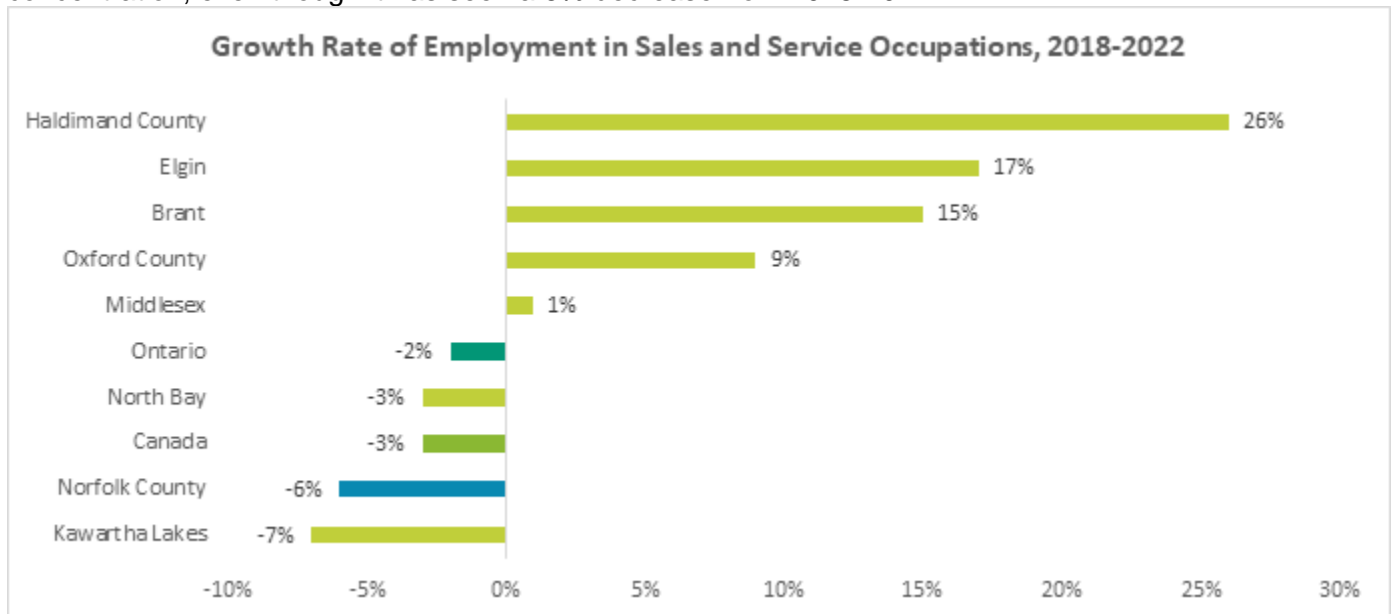


Chart 4.8, Source: Lightcast/Analyst, 2022

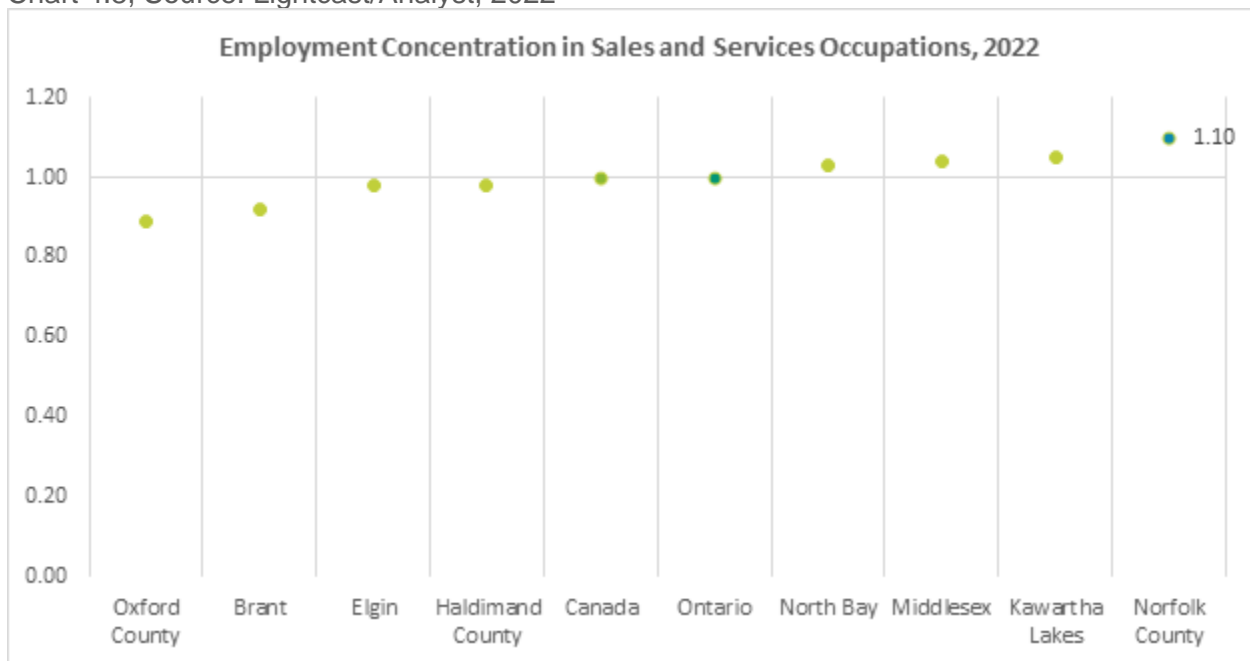


Chart 4.9, Source: Lightcast/Analyst, 2022

Education and Public Administration

There are 2,458 people working in Education, Law and Social, Community and Government Services occupations in Norfolk County. This accounts for 7.7% of the workforce. The employment concentration is 18% less than the provincial and national concentrations, and these occupations have seen a minor decrease of 7%.

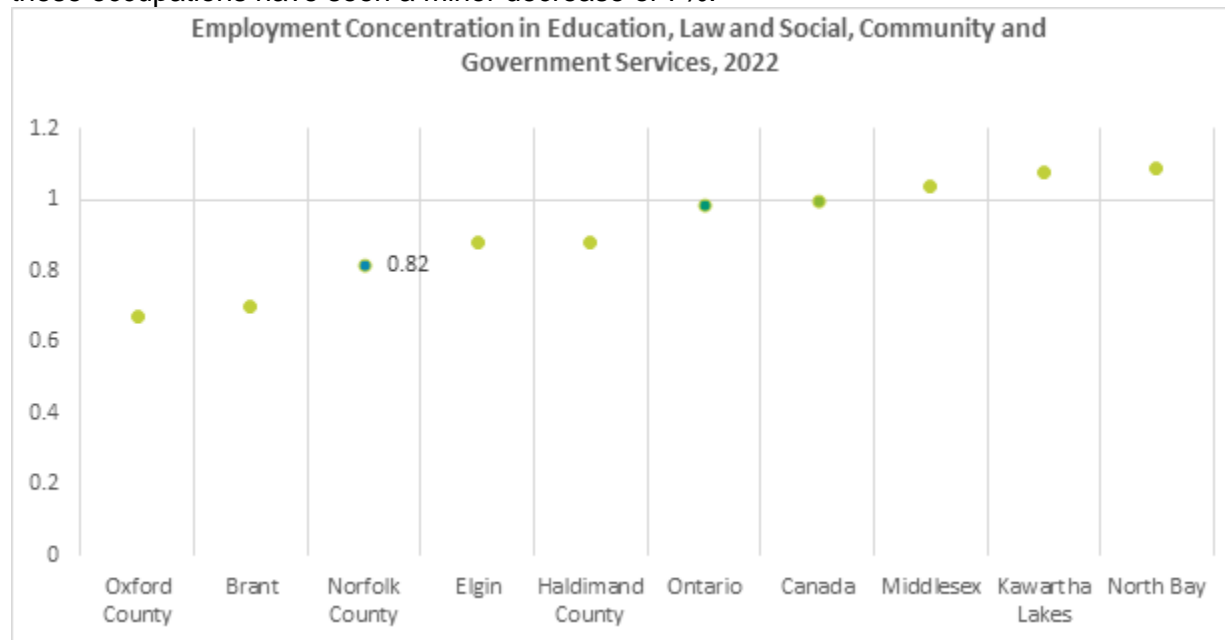


Chart 5.0, Source: Lightcast/Analyst, 2022

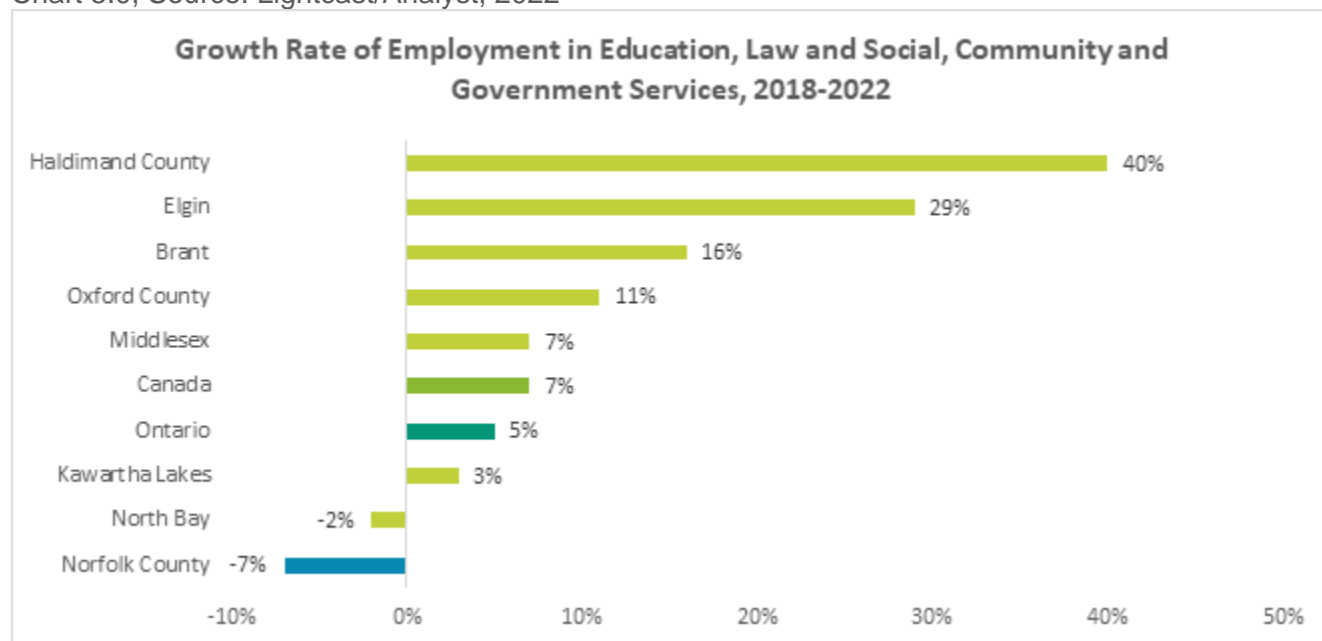


Chart 5.1, Source: Lightcast/Analyst, 2022

Business and Finance

3,182 people in Norfolk County are working in Business, Finance and Administration occupations as of 2022. The employment concentration is 0.73, which is lower than the national (1.00) and provincial (1.06). These occupations account for 10% of the workforce, and there has been a small decrease of 2% in the last several years.

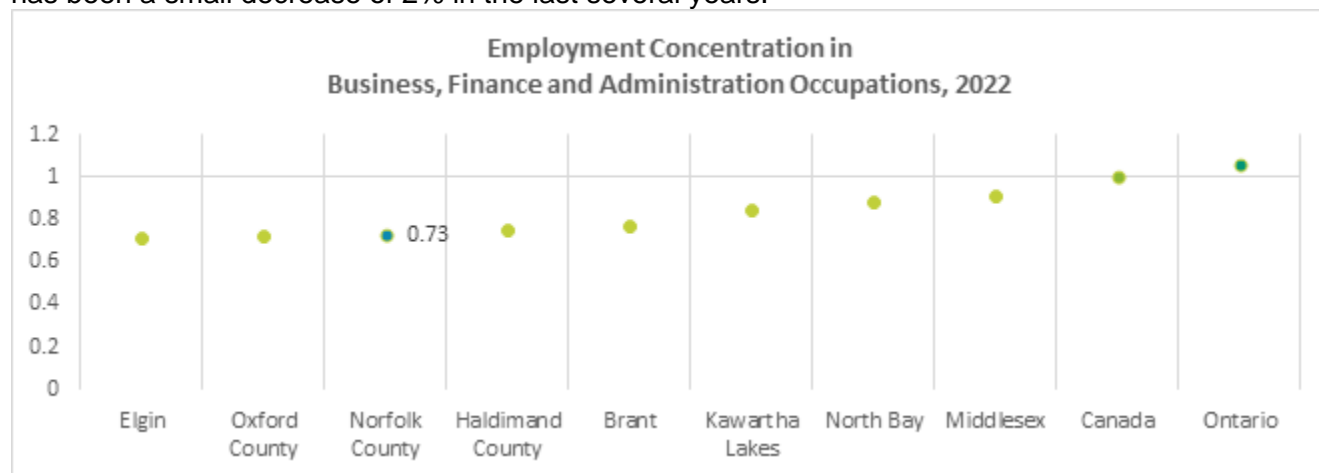


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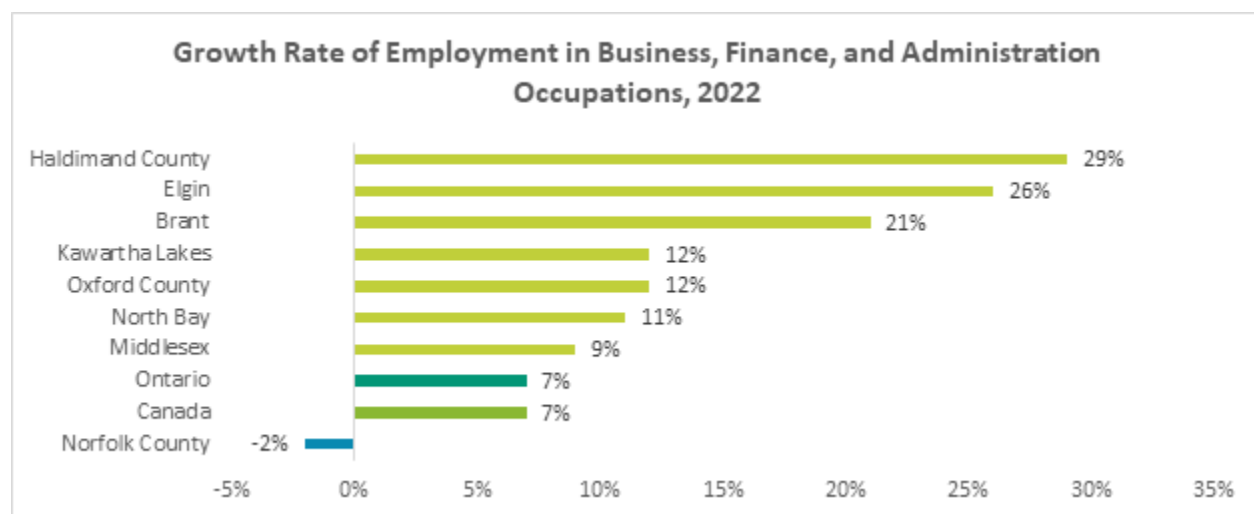


Chart 5.3, Source: Lightcast/Analyst, 2022

Trades and Transport

Norfolk County employs 4,457 people in the Trades and Transport occupations (14% of the workforce). The concentration for this occupation is 7% higher in Norfolk County than it is nationally. These occupations have grown by 2% in the given timeframe, which is on par with the national (3%) and provincial (5%) increases.

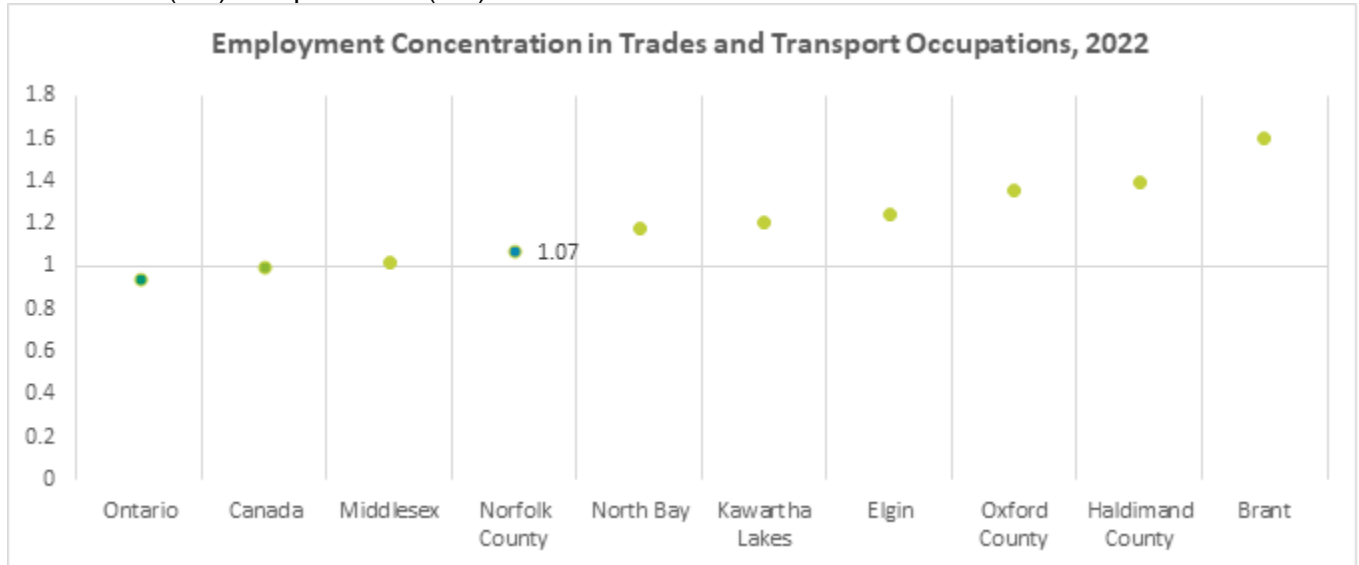


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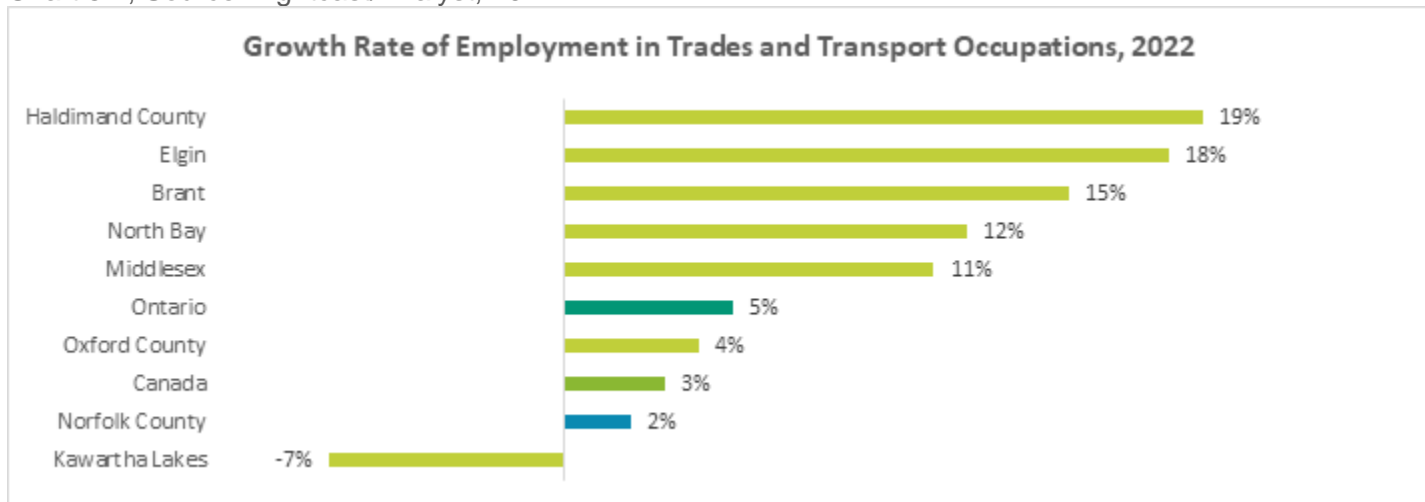


Chart 5.5, Source: Lightcast/Analyst, 2022

Management

There are 53 people in Norfolk County working in Legislative and Senior Management occupations, which account for a smaller portion of the total workforce at 0.16%. The employment concentration is lower than both the provincial and national concentrations. Management occupations saw a decrease of 18%; national and provincial rates also decreased, but by significantly less.

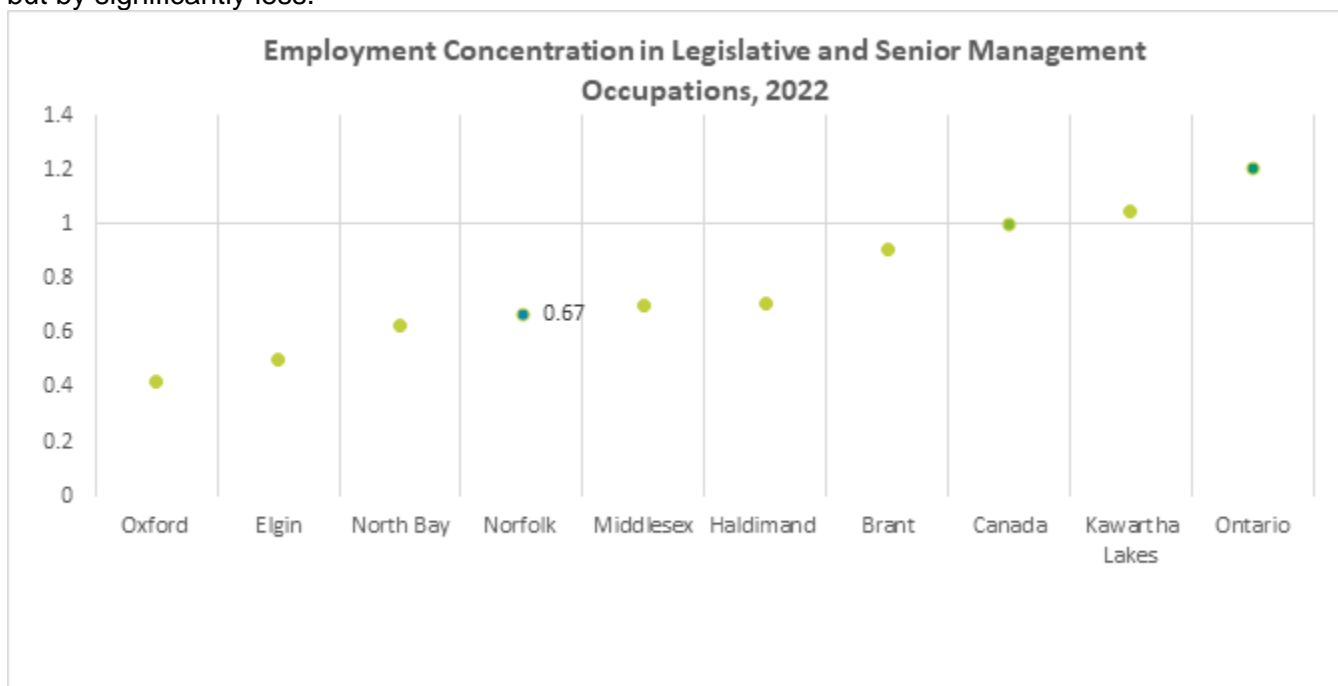


Chart 5.6, Source: Lightcast/Analyst, 2022

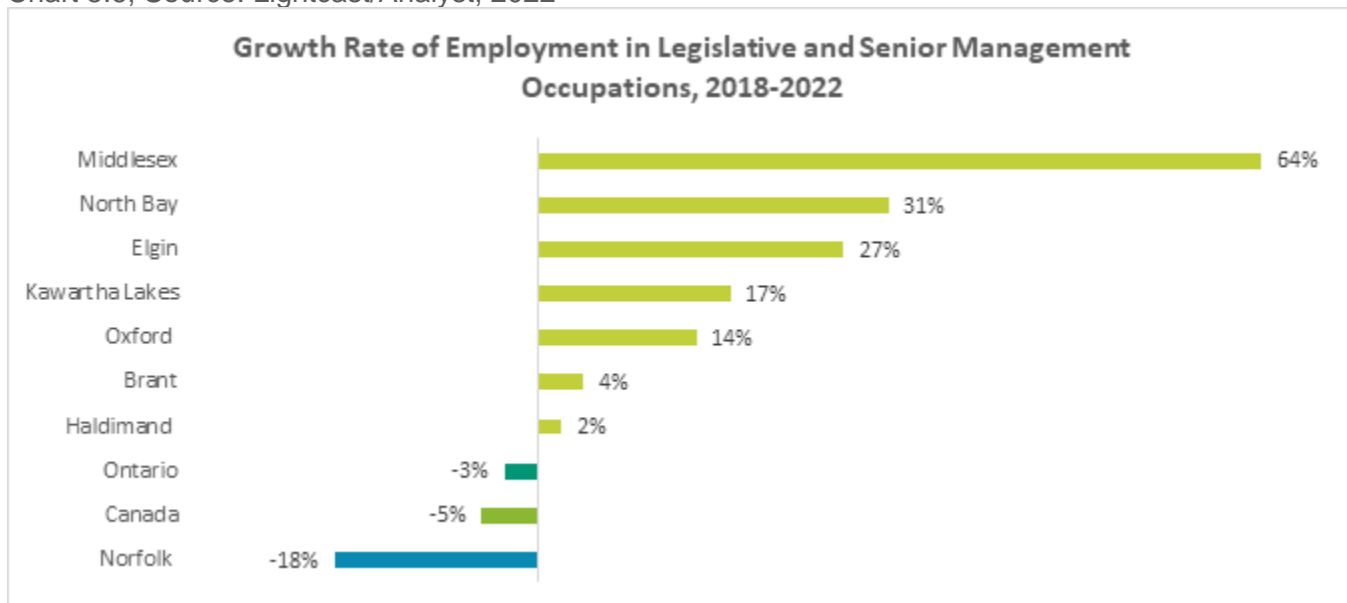


Chart 5.7, Source: Lightcast/Analyst, 2022

Manufacturing

1,994 people work in Manufacturing occupations in Norfolk County (6.3% of the workforce). This is 53% higher than the national employment concentration, which could be attributed to major companies such as Toyotetsu being located within the County. This occupation has only decreased by 2% in the last several years, which mirrors the national rate, and is better than the provincial decrease of 5%. 20% of these occupations are classified as Motor Vehicle Parts Manufacturing (NAICS code 3363).

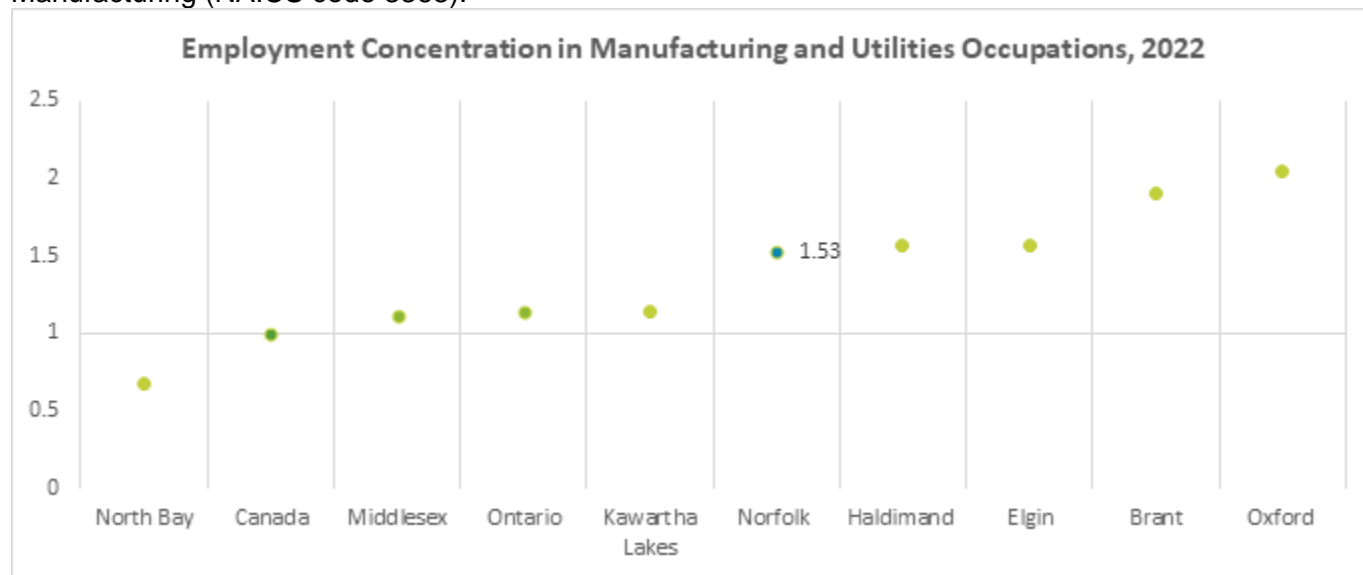


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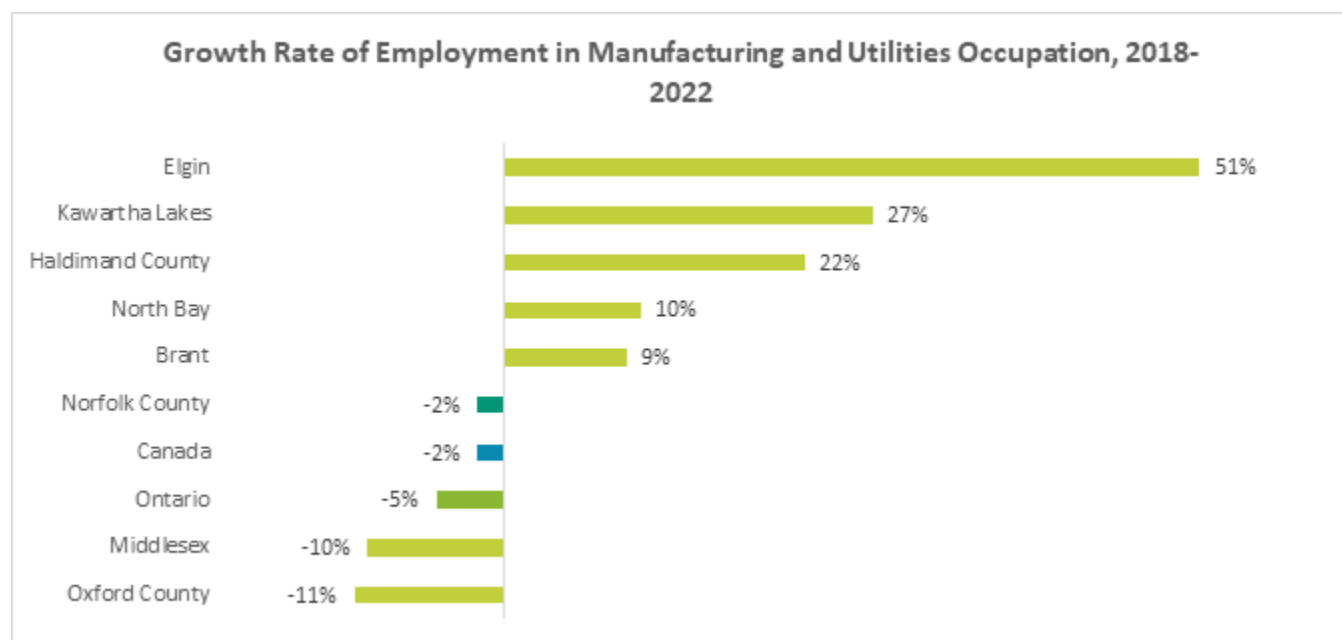


Chart 5.9, Source: Lightcast/Analyst, 2022

Natural and Applied Science

Norfolk County's employment concentration in Natural and Applied Science occupations is quite low (0.45), but it is similar to most of the comparator communities. There are 1,033 occupations in this category, and jobs have grown by 5% in from 2018-2022. Natural and Applied Science occupations account for 3.2% of the workforce.

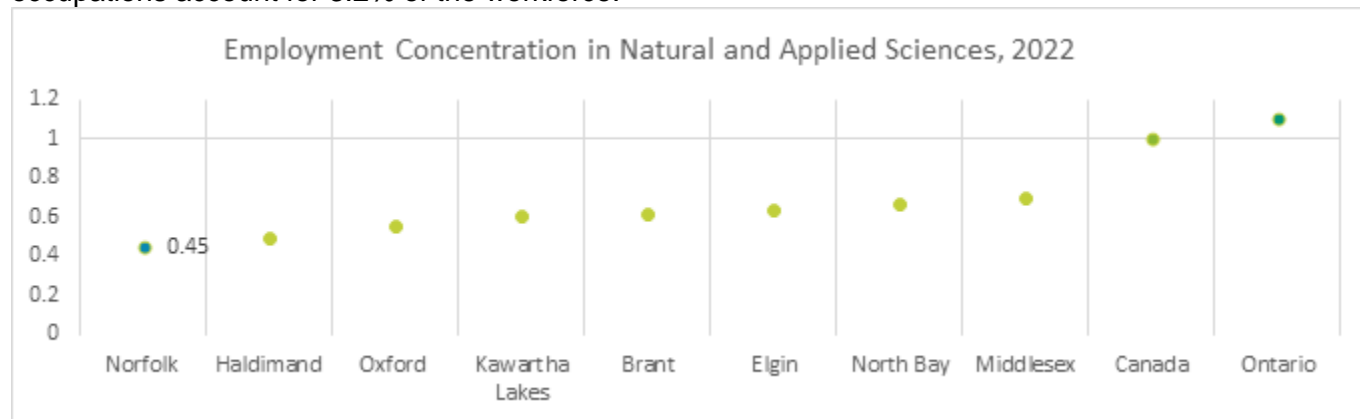


Chart 6.0, Source: Lightcast/Analyst, 2022

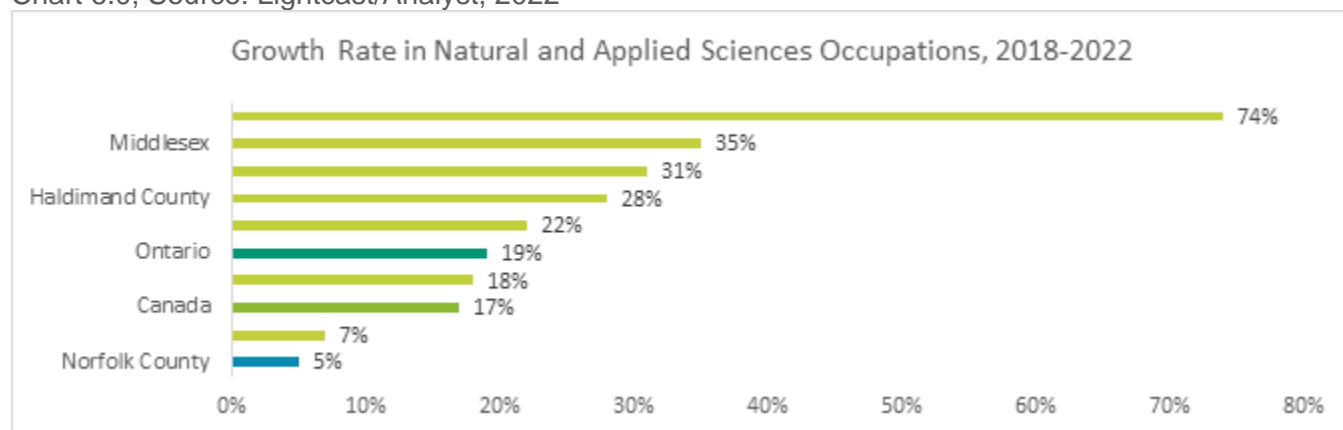


Chart 6.1, Source: Lightcast/Analyst, 2022

Natural Resources, and Agriculture

There are 2,136 occupations in this category in Norfolk County, accounting for 6.7% of the labour force. Norfolk County's employment concentration is one of the highest out of all comparators (3.15), and is over 3 times the national concentration. These occupations have declined by 6%, but mirror the provincial and national growth trends.

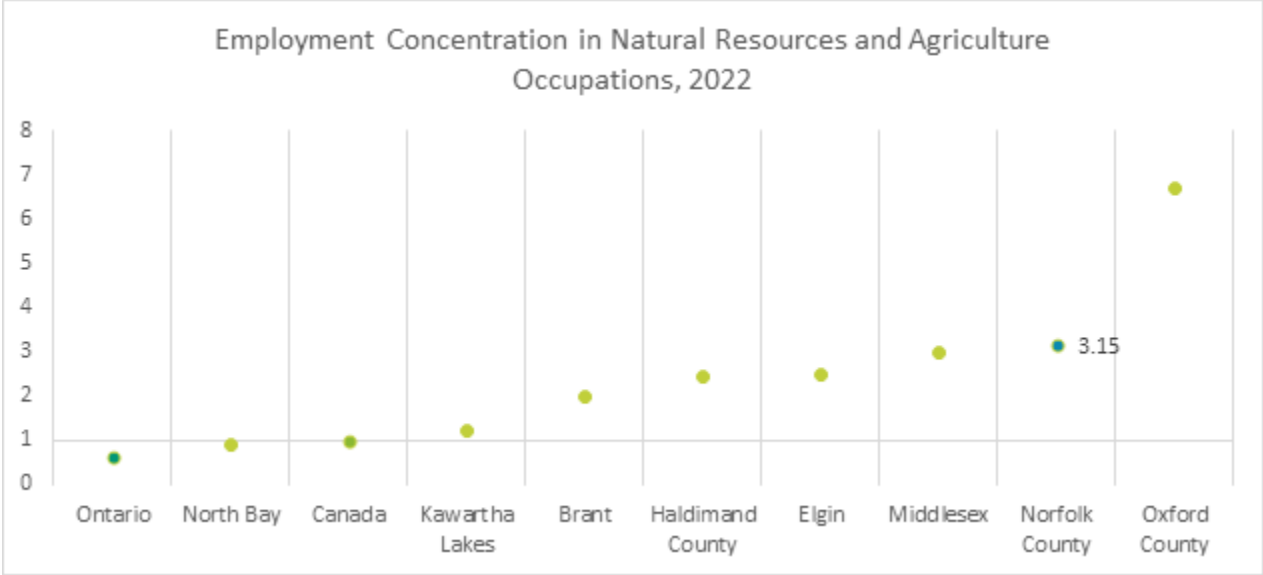


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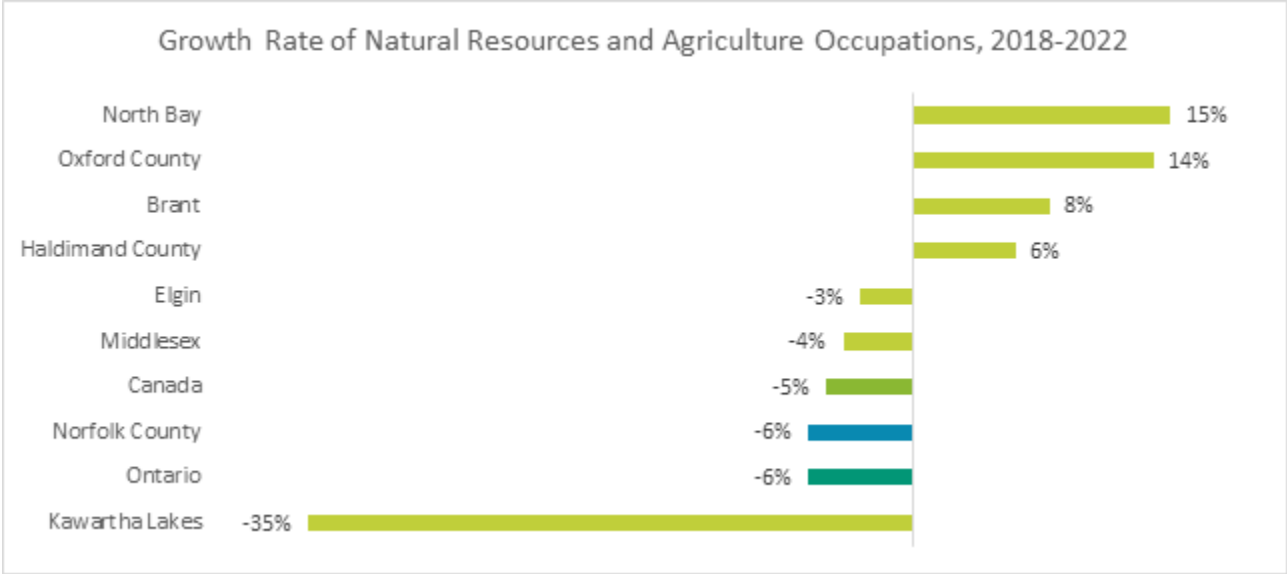


Chart 6.3, Source: Lightcast/Analyst, 2022

Health Care

Norfolk County employs 2,004 people in health care occupations, which equals 6.3% of the workforce. These occupations have decreased by 9% from 2018-2022. The County has 3% more healthcare occupations when compared to the national concentration.

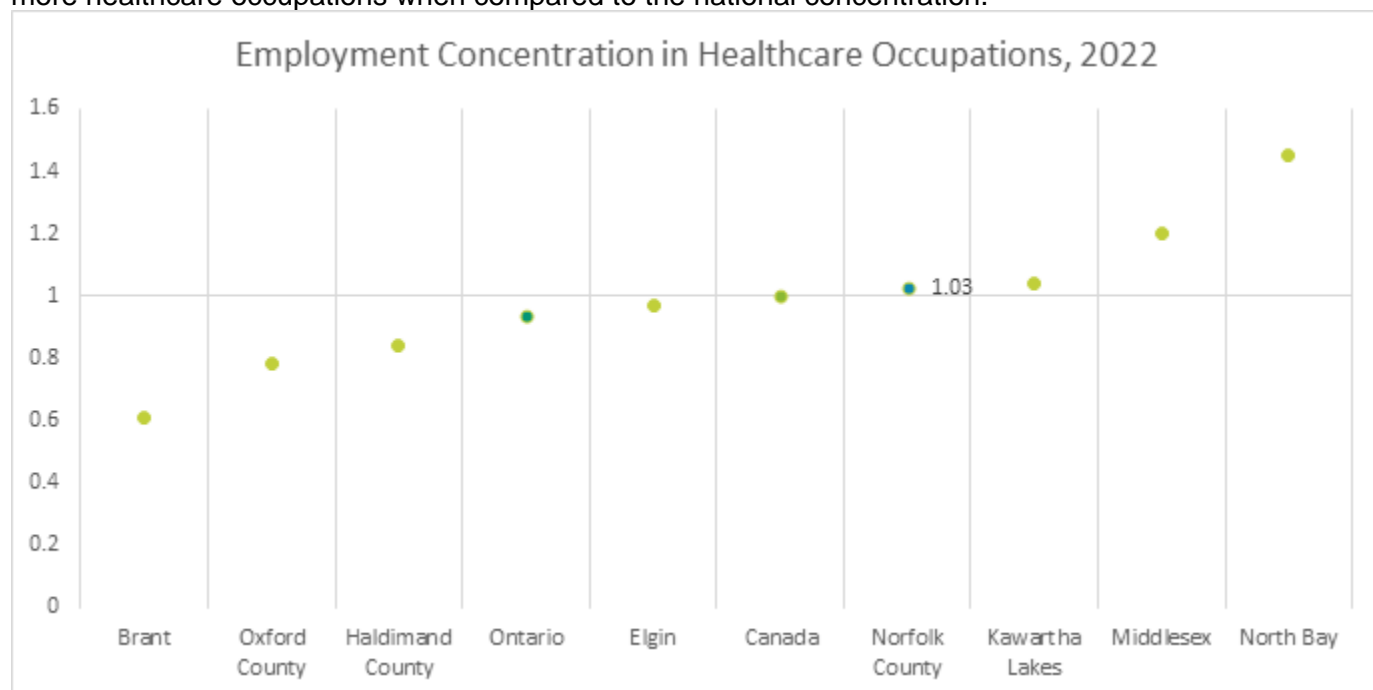


Chart 6.4, Source: Lightcast/Analyst, 2022

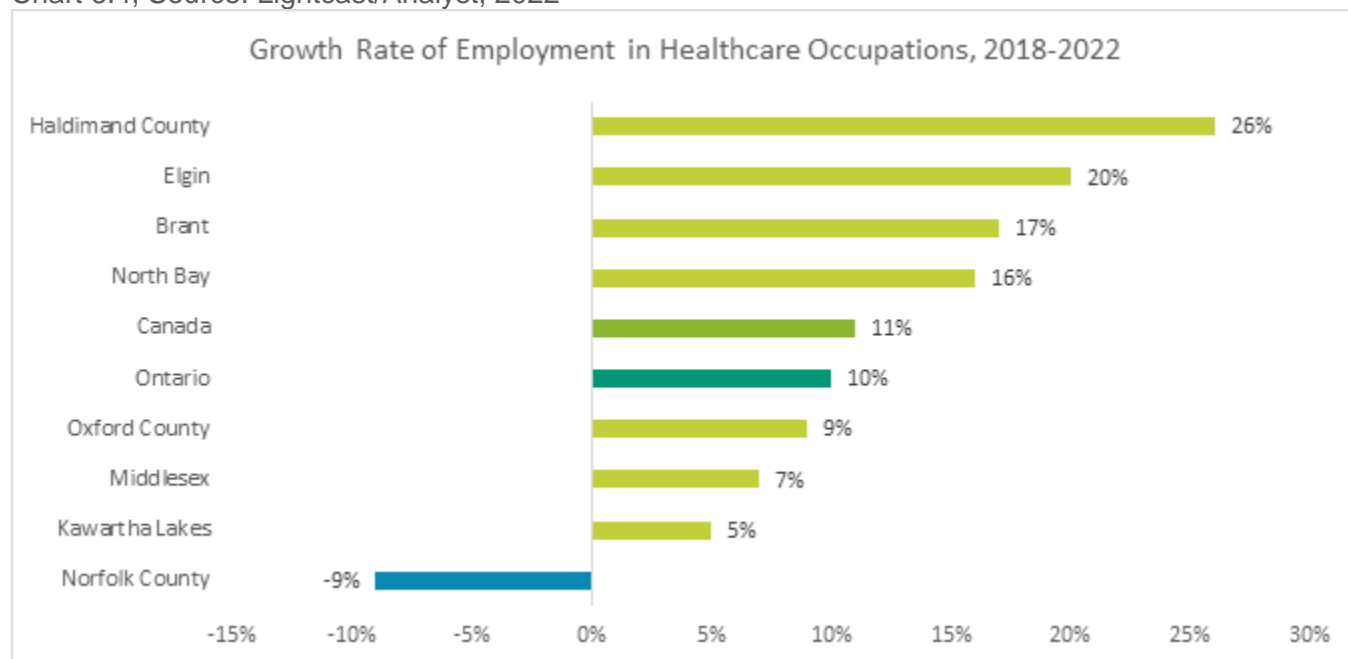


Chart 6.5, Source: Lightcast/Analyst, 2022

Arts, Culture, Recreation, And Sport

There are 594 occupations in this category in Norfolk County, accounting for 1.87% of the workforce. These occupations have decreased by 4%, which is the same as the provincial growth rate. The County's concentration of these occupations is at 0.81, which is the highest out of all the comparator communities, except for the province and the country.

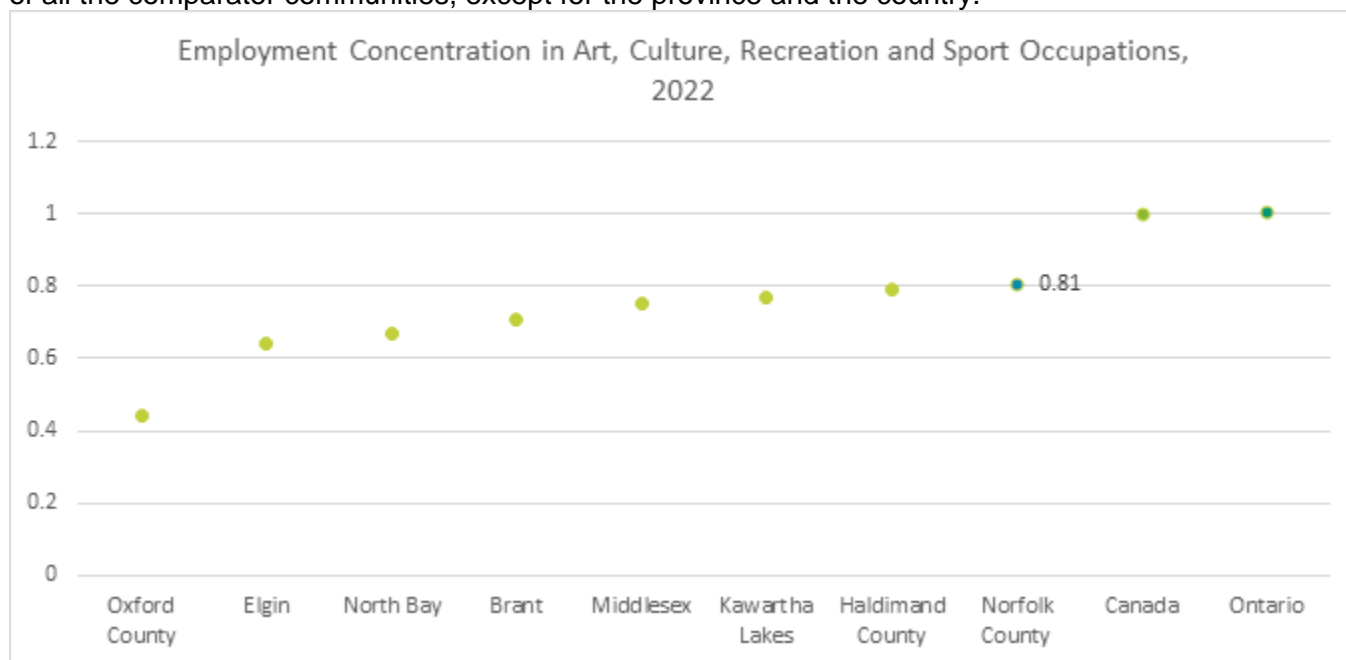


Chart 6.6, Source: Lightcast/Analyst, 2022

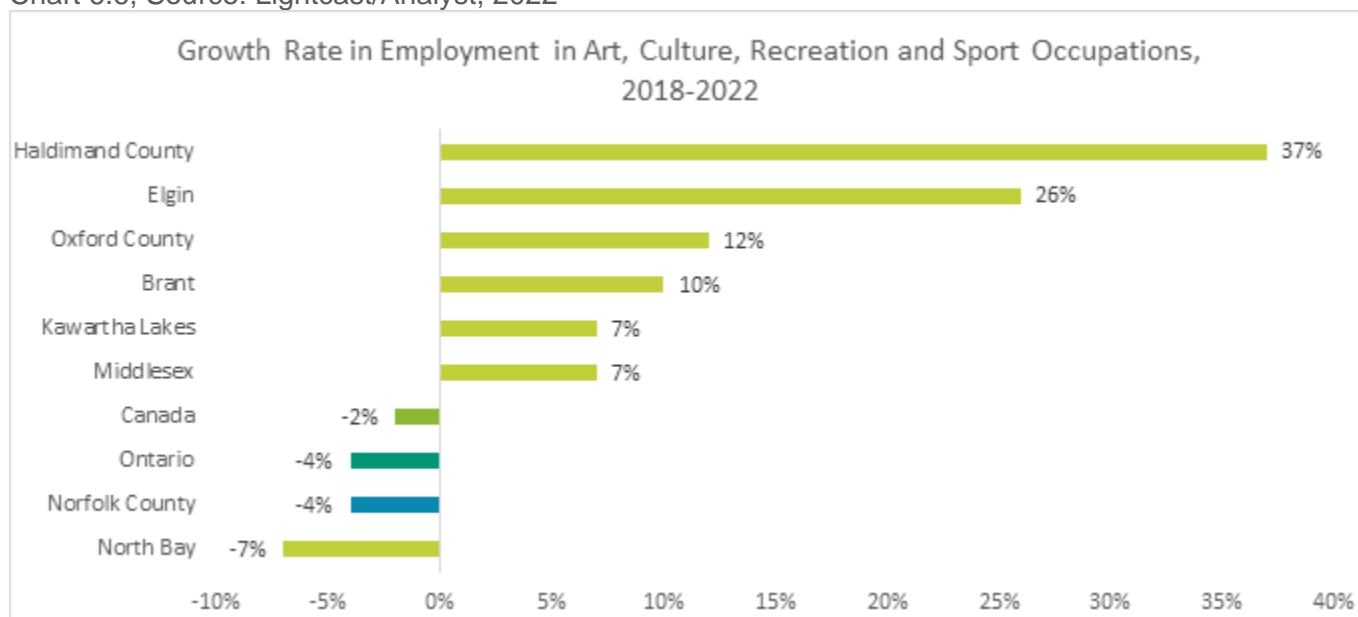


Chart 6.7, Source: Lightcast/Analyst, 2022

Innovation

One of the major benefits of innovation is its contribution to economic growth. This can be demonstrated by metrics that are closely linked to tourism and agriculture, and manufacturing. These sectors drive productivity forward in the County. The strength of the ecosystem to produce new ideas and companies in Norfolk County is presented in the analysis below:

Accelerators and Incubators

Regional innovation centers close by to Norfolk County include Innovation Guelph, Innovation Factory in Hamilton, and Communitech in Kitchener, and the Brant Resource Enterprise Centre.

Norfolk County is home to several spaces that promote innovation. Groundswell Coworking, located in Simcoe, has office desks for rent and offers a space for community and collaboration. Venture Norfolk, formerly known as Norfolk District Business Development Corporation, supports the local economy by offering services to entrepreneurs, such as help with business start-ups, or current business improvements. Riversyde 83 is a new community space in Simcoe Ontario, which is fully equipped with meeting rooms, work areas, and an industrial kitchen – as they grow, they plan to host workshops and allow young, local entrepreneurs to work in their space. There are also a number of regional innovation centres nearby - including Innovation Guelph, the Innovation Factory in Hamilton, Communitech in Kitchener, as well as the Brantford-Brant Business Resource Centre. The table below shows how Norfolk County compares in terms of local business accelerators and incubators.

Region	Accelerators/Incubators
Norfolk County	Venture Norfolk, Riversyde 83
Haldimand County	Grand Erie Business Centre
Brant	Brantford/Brant Business Resource Enterprise Centre
Kawartha Lakes	Kawartha Lakes Small Business and Entrepreneurship Centre, Innovation Cluster (Peterborough and The Kawarthas), Kawartha Lakes CFDC, THRIVE Coworking Community,
North Bay	Innovation Initiatives Ontario North; The Business Centre Nipissing Parry Sound;
Elgin County	Elgin Business Resource Centre; Innovation Centre for Entrepreneurs;
Oxford County	Community Futures
Middlesex	Community Futures; Fanshawe Centre for Research and Innovation

Chart 6.8

Agriculture and Manufacturing Highlights

Norfolk County is often referred to as “Ontario’s Garden.” Agricultural strength is exemplified in the high number of crop farms within the county. Organic farming is also an area of success for Norfolk County.

Type of Farming	Amount in Norfolk County	Special Note
Soybean	508 assets	Just under 15% of all soybean farms in the SCOR

Tobacco	171 assets	35% of all tobacco farms in the province are found in Norfolk County; majority of tobacco manufacturing also occurs in the County when compared to SCOR
Mushrooms	3 assets	42.8% of production within the whole SCOR
Potatoes	24 assets	Just under 50% of all the farms in the SCOR
Corn	443 assets	Top crop for Norfolk County
Grain	190 assets	Top crop for Norfolk County
Vegetables	166 assets	Top crop for Norfolk County
Maple Syrup	21 assets (8,812 taps)	Rank 3 rd amongst our set of comparators
Organic Farming`	23 assets	Ranks 1 st amongst our set of comparators

Chart 6.9, Source: ConnectON, 2023

Agriculture in Norfolk County also extends to animal production; the County's top livestock includes cattle and broiler chickens. There are also 32 farms involved in honeybee production; Norfolk is just below Kawartha Lakes here.

Type of Livestock	Amount in Norfolk County	Special Note
Cattle	69 assets	9.3% share of all farms in the SCOR
Broiler chickens	40 assets	16.5% share of all farms in the SCOR
Fur-bearing animal and rabbit production	1 asset	Accounts for 25% of all farms in the SCOR
Honeybee Production	32 assets	Ranks 2 nd amongst our set of comparators

Chart 7.0, Source: ConnectON, 2023

Manufacturing is another major sector in Norfolk County that speaks to its special strengths and highlights.

Type of Manufacturing	Amount in Norfolk County	Special Note
Non-chocolate confectionary manufacturing	1 asset	1 of 1 in the SCOR
Soft drink and ice manufacturing	1 asset	1 of 2 in the SCOR
Footwear manufacturing	1 asset	1 of 1 in the SCOR
Sawmills and Other mill work	3 assets	75% share of all assets in the SCOR
Support activities for printing	1 asset	1 of 1 in the SCOR
Resin and synthetic rubber manufacturing	1 asset	1 of 1 in the SCOR
Printing ink manufacturing	1 asset	1 of 1 in the SCOR
Other rubber product manufacturing	1 asset	1 of 1 in the SCOR
Copper rolling, drawing, extruding and alloying	1 asset	16% share of all assets in the province

Other fabricated wire product manufacturing	1 asset	1 of 2 in the SCOR
Ball and roller bearing manufacturing	1 asset	8.3% share of all assets in the province
Truck trailer manufacturing	2 assets	50% of all assets in the SCOR
Motor vehicle electrical and electronic equipment manufacturing	1 asset	50% of all assets in the SCOR
Boat building	1 asset	1 of 2 in the SCOR

Chart 7.1, Source: Connect ON, 2023

Small Businesses in Norfolk County

Micro-enterprises in Norfolk County account for 16%, which is only slightly lower than the national and provincial averages (17%), and on par when compared to its counterparts.

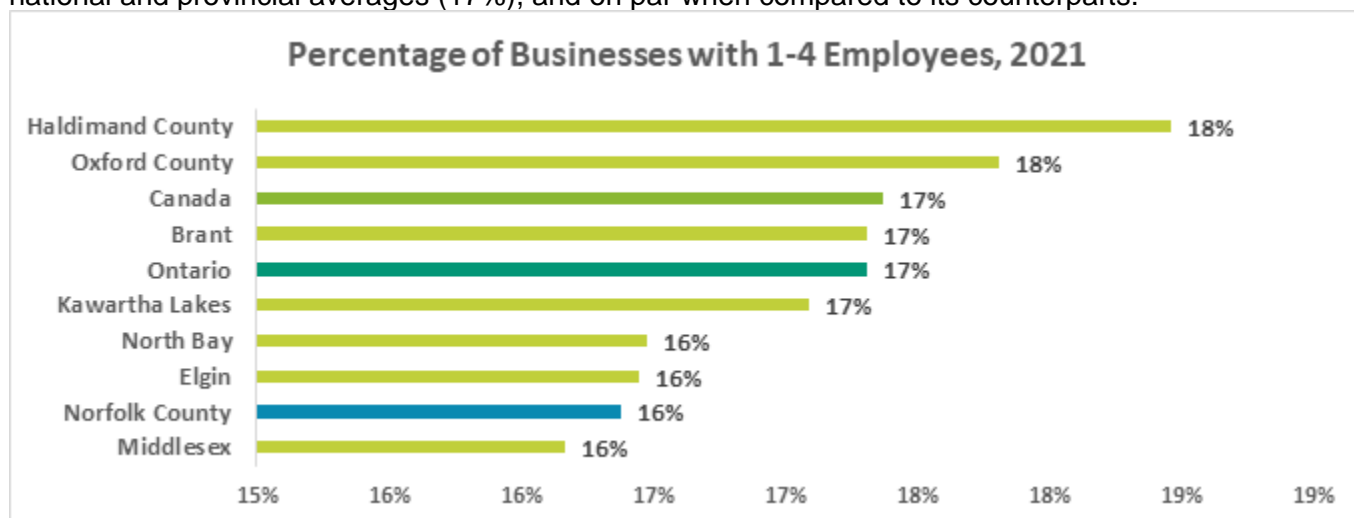


Chart 7.2, Source: Lightcast/Analyst, 2022

Establishments in Norfolk County by NAICS Code

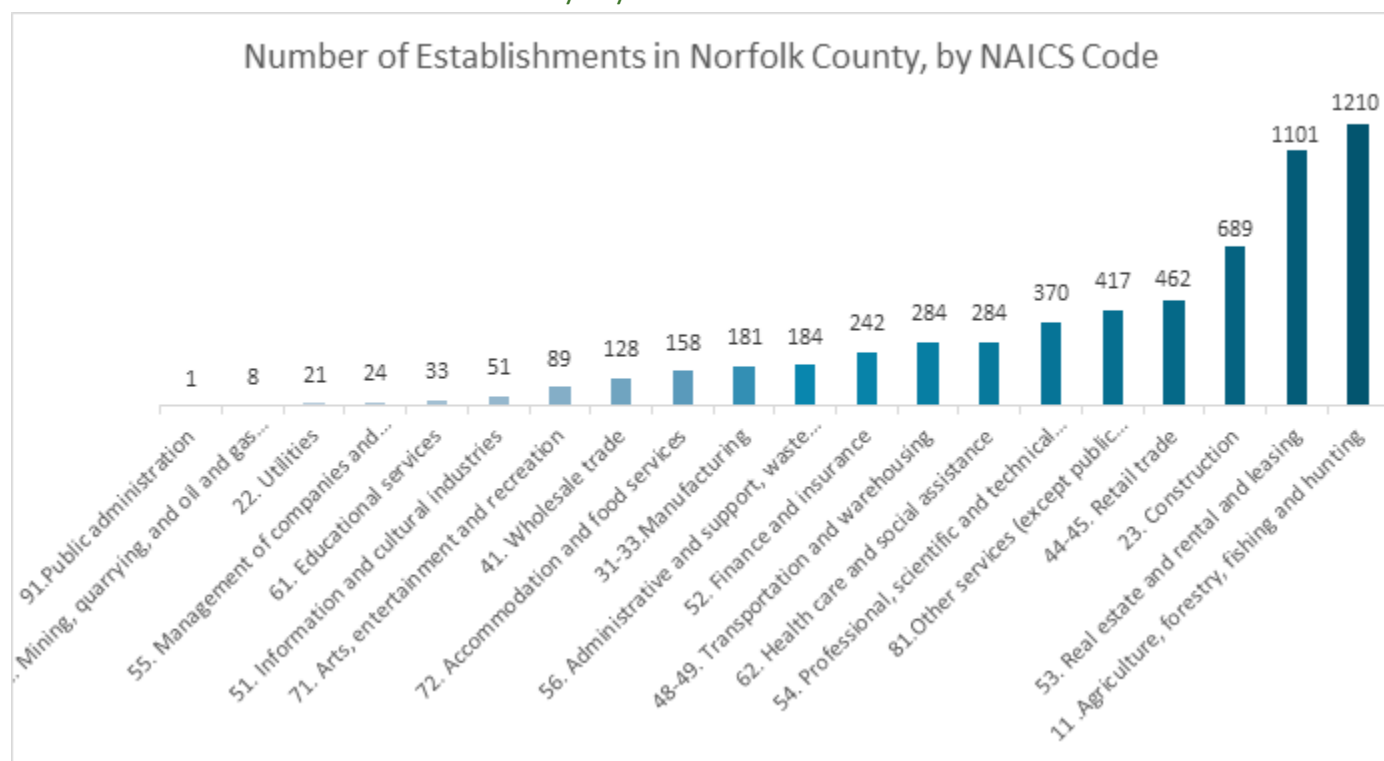


Chart 7.3, Source: Lightcast/Analyst, 2022

Establishments in the Agriculture, Forestry, Fishing and Farming Sector

There are 1,210 establishments in this sector (19% of all establishments); Norfolk County is the top of the list amongst its comparator communities. Norfolk County also has the highest number of job postings (177 from July 2022 to July 2023) for these occupations, indicating a better opportunity to find a job in this sector, and a chance to attract new talent.

For every 10,000 residents in Norfolk County, there are approximately 12.1 establishments in this sector.

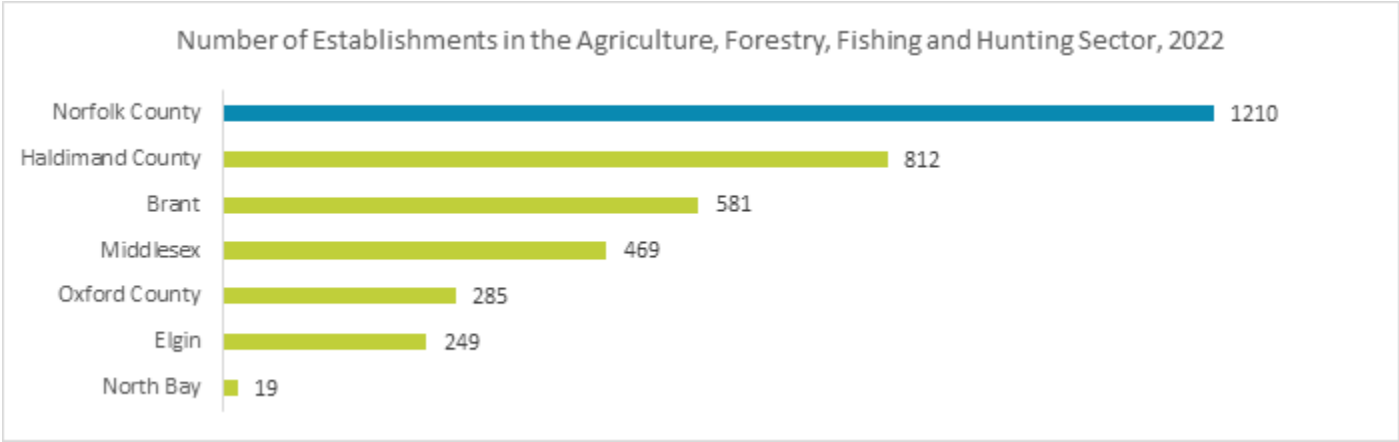


Chart 7.4, Source: Lightcast/Analyst, 2022

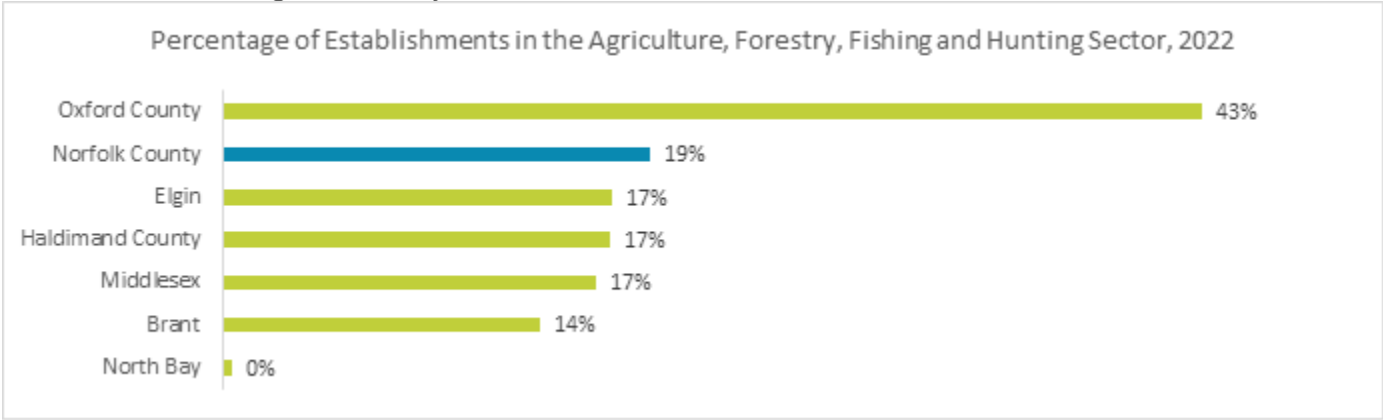


Chart 7.5, Source: Lightcast/Analyst, 2022

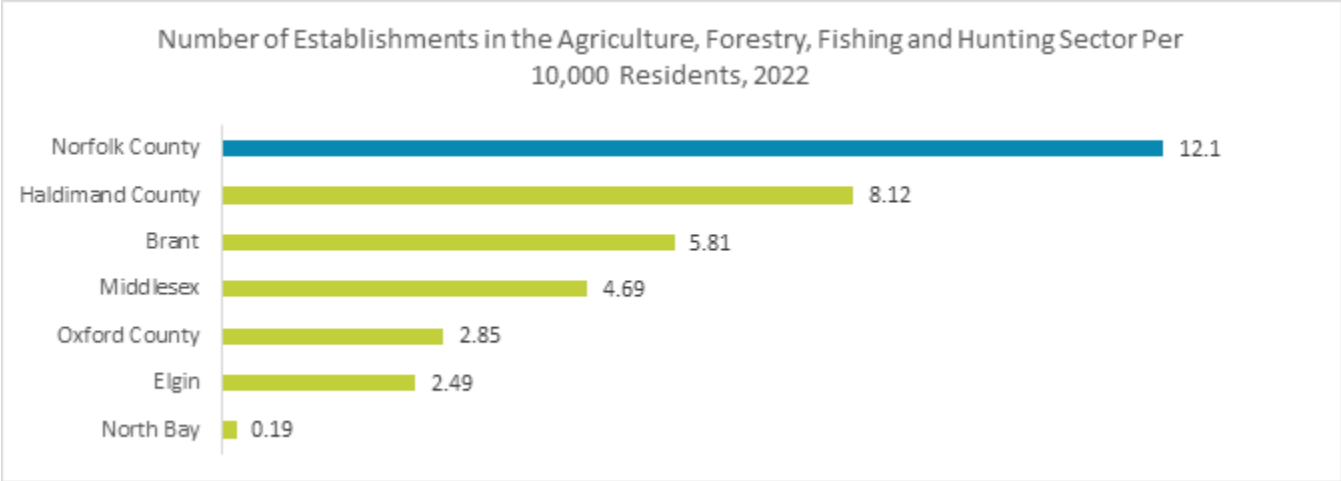


Chart 7.6, Source: Lightcast/Analyst, 2022

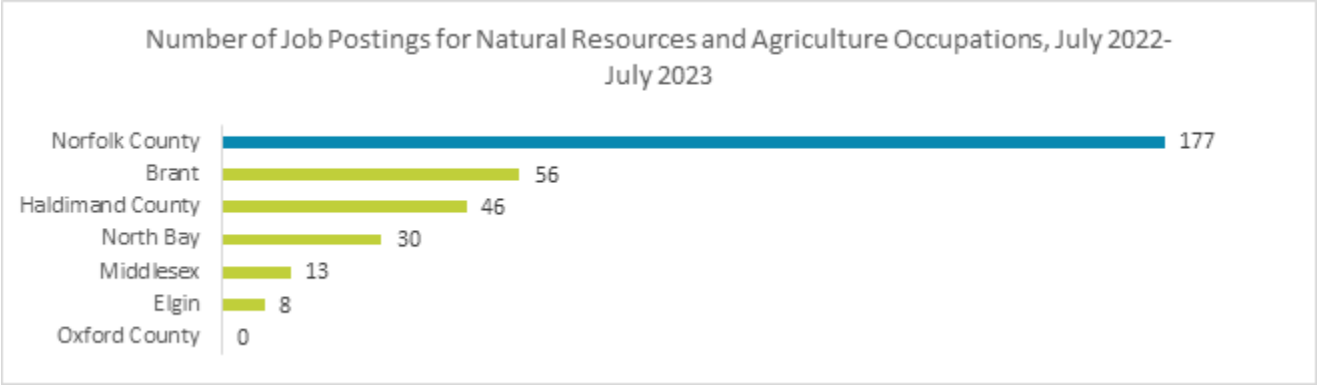


Chart 7.7, Source: Lightcast/Analyst, 2023

Establishments in the Retail Trade Sector

Norfolk County's retail trade is growing along with its tourism industry. There are 462 establishments in the Retail Trade sector, accounting for 7.21% of all establishments. Norfolk County is just below Kawartha Lakes, which has 7.3% of establishments in this sector, but slightly lower than North Bay, which is highest at 11.3%.

For every 10,000 residents in Norfolk County, there are approximately 4.62 retail trade establishments.

From July 2022 to July 2023, there were 1,063 unique job postings for Sales and Service Occupations, most of which fall into this industry. Norfolk County ranks third with amount of job postings in this category, indicating a better opportunity to procure employment in this sector.



Chart 7.8, Source: Lightcast/Analyst,



Chart 7.9, Source: Lightcast/Analyst, 2022



Chart 8.0, Source: Lightcast/Analyst, 2022

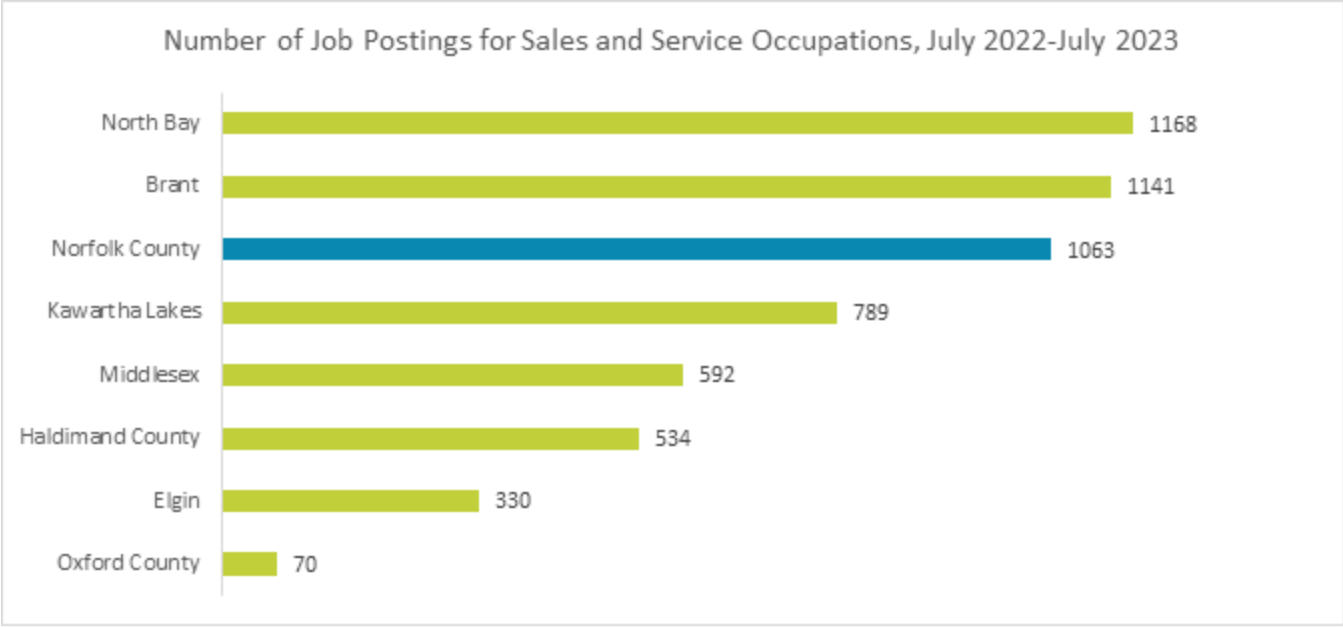


Chart 8.1, Source: Lightcast/Analyst, 2023

Employment of Graduates from Fanshawe College

The top fields that residents of Norfolk County have studied, as categorized by the Classification of Instructional Programs (CIP), include:

- Architecture, engineering, and related trades (25%)
- Health and related fields (19%)
- Business, management and public administration (17%).

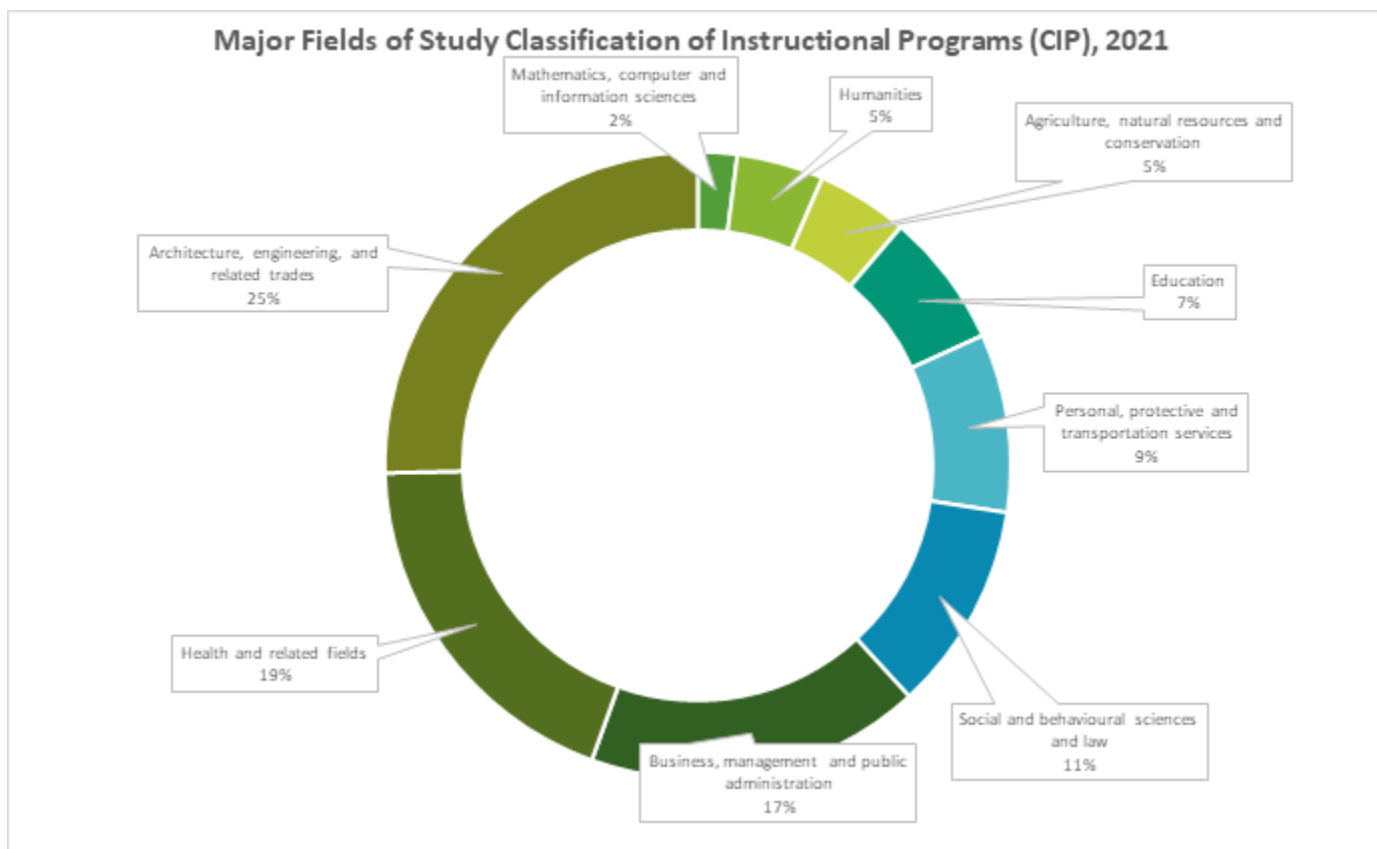


Chart 8.2, Source: Lightcast/Analyst, 2023

The Ontario Colleges KPI Report found that the graduation rate at Fanshawe College is 65.1%; this is on par with other colleges in the province, as well as the total provincial average. Fanshawe College has an 86.7% graduate employment rate, which is 4.3% higher than the provincial average.

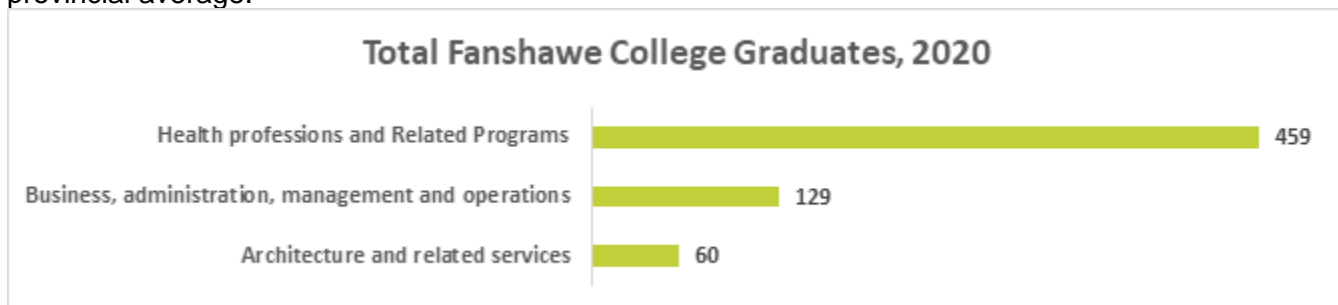


Chart 8.3, Source: Statistics Canada, 2021 Census of Population.

The regional campus for Fanshawe, located in Simcoe within Norfolk County, currently has over 1,300 students (800 part-time and 533 full-time). International enrolment is growing significantly.

The programs Fanshawe College's Simcoe campus offers that are within the scope of these top fields studied include: Personal Support Worker, Social Service Worker, and Welding Techniques.

Part-time studies include Woodworking, Welding, Small Engine Repair, and Automotive Basics.

The campus's two graduate programs correlate directly to Norfolk's agriculture and manufacturing industries: Agri-Business Management, and Supply Chain Management.

Equity

Median Household Income

Household income in Norfolk County falls below the national median by just over 2%, and below the provincial median by nearly 10%. Norfolk County is growing faster than the national average, but slower than the provincial average; this could be due to less profitable industries, education limitations, or inefficiencies within the County. It may also reflect the large retirement community within the area.

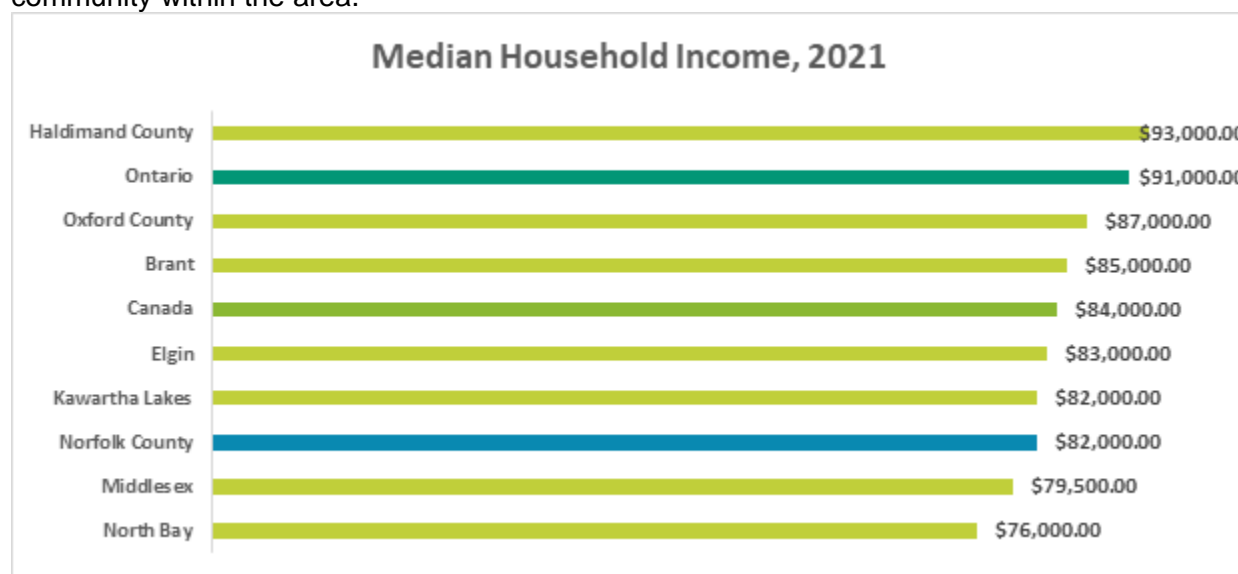


Chart 8.4, Source: Statistics Canada, 2021 Census of Population.

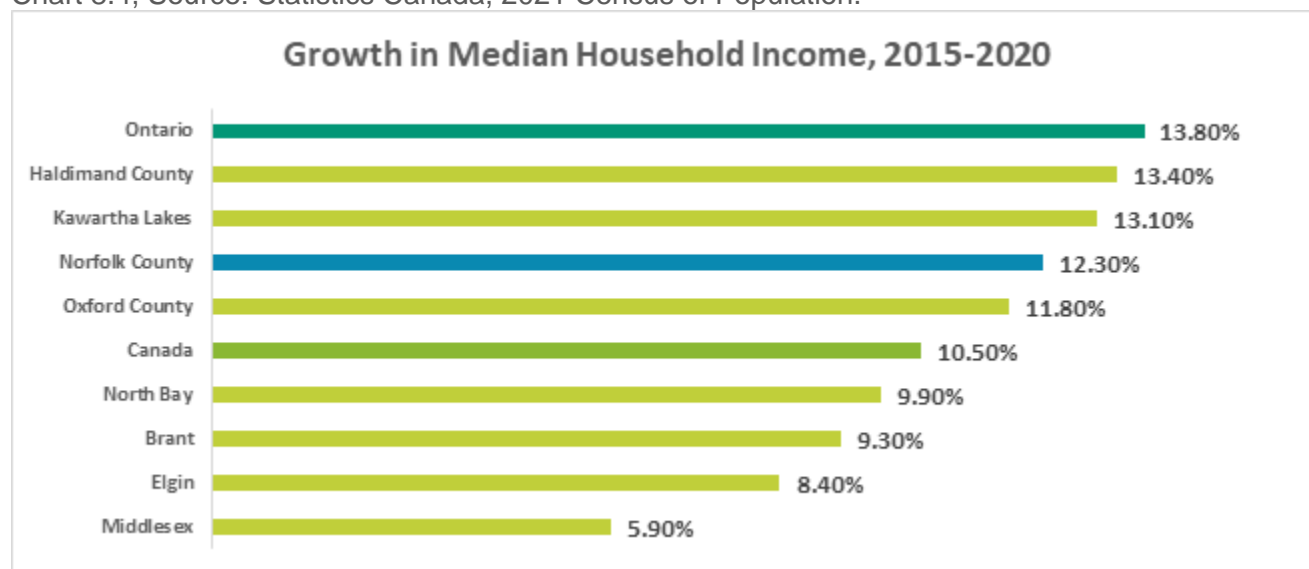


Chart 8.5, Source: Statistics Canada, 2021 Census of Population.

Poverty Rate

According to the Government of Canada, The Low-Income Measure is defined as “a fixed percentage (50%) or median-adjusted after-tax income of private households.” (2021)

10% of Norfolk County residents are defined as low-income, a 2.7% decrease from 2015. Norfolk County’s share is roughly in the middle when compared to this set of communities.

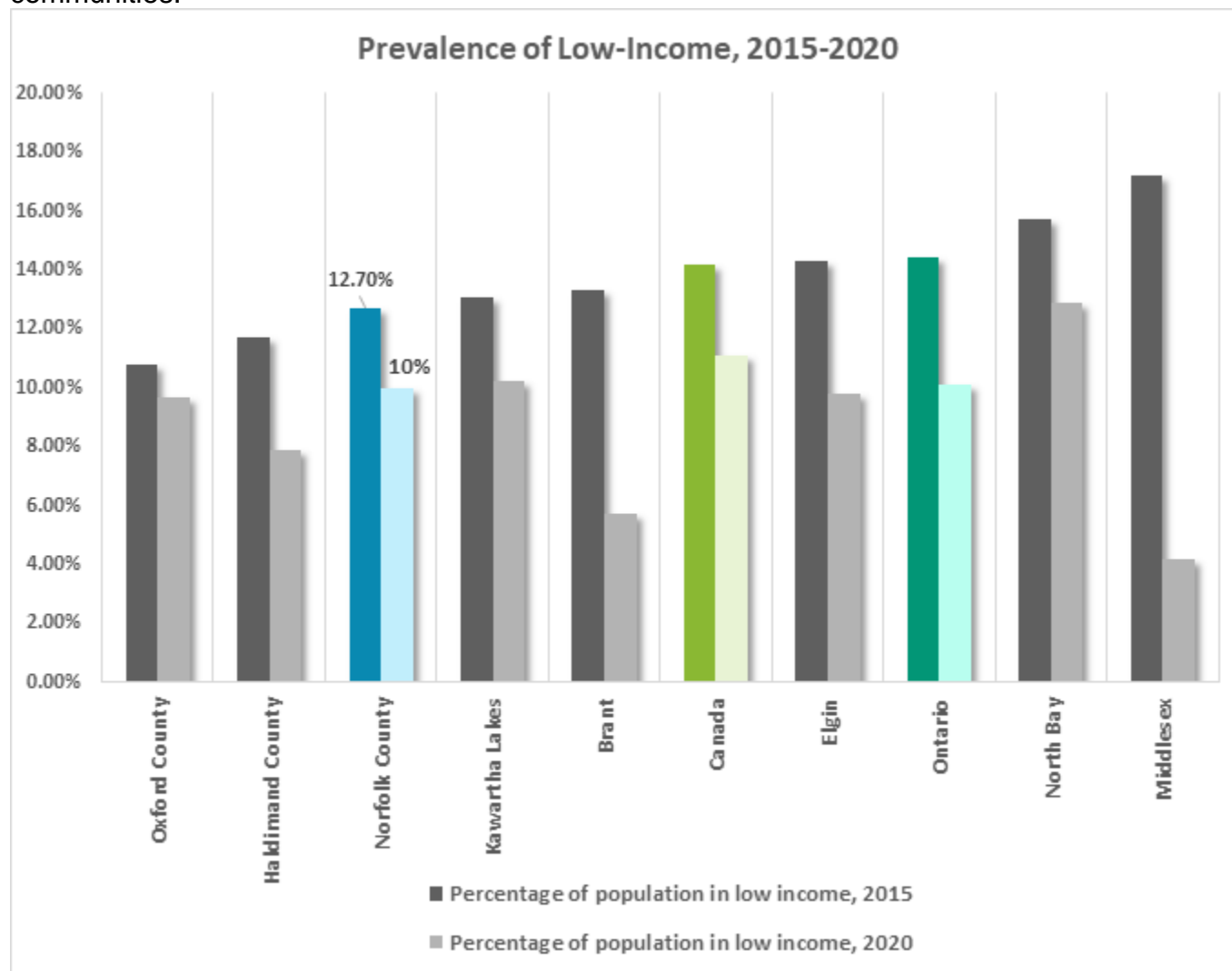


Chart 8.6, Source: Statistics Canada, 2021 Census of Population.

Affordable Housing

According to the Canadian Mortgage and Housing Corporation, “housing is considered ‘affordable’ if it costs less than 30% of a household’s before-tax income.” (CMHC, 2023). The goal is to identify households that may not have enough income left to spend on necessary items after they have paid for their housing.

Norfolk County is relatively affordable to the comparator communities. Renters in Norfolk County are more burdened than homeowners, where 34% of renters in Norfolk County are rent-

burdened, while only 11.3% of owners are home-burdened (lower than the Canadian national average). Average monthly shelter costs are also lower than provincial and national averages.

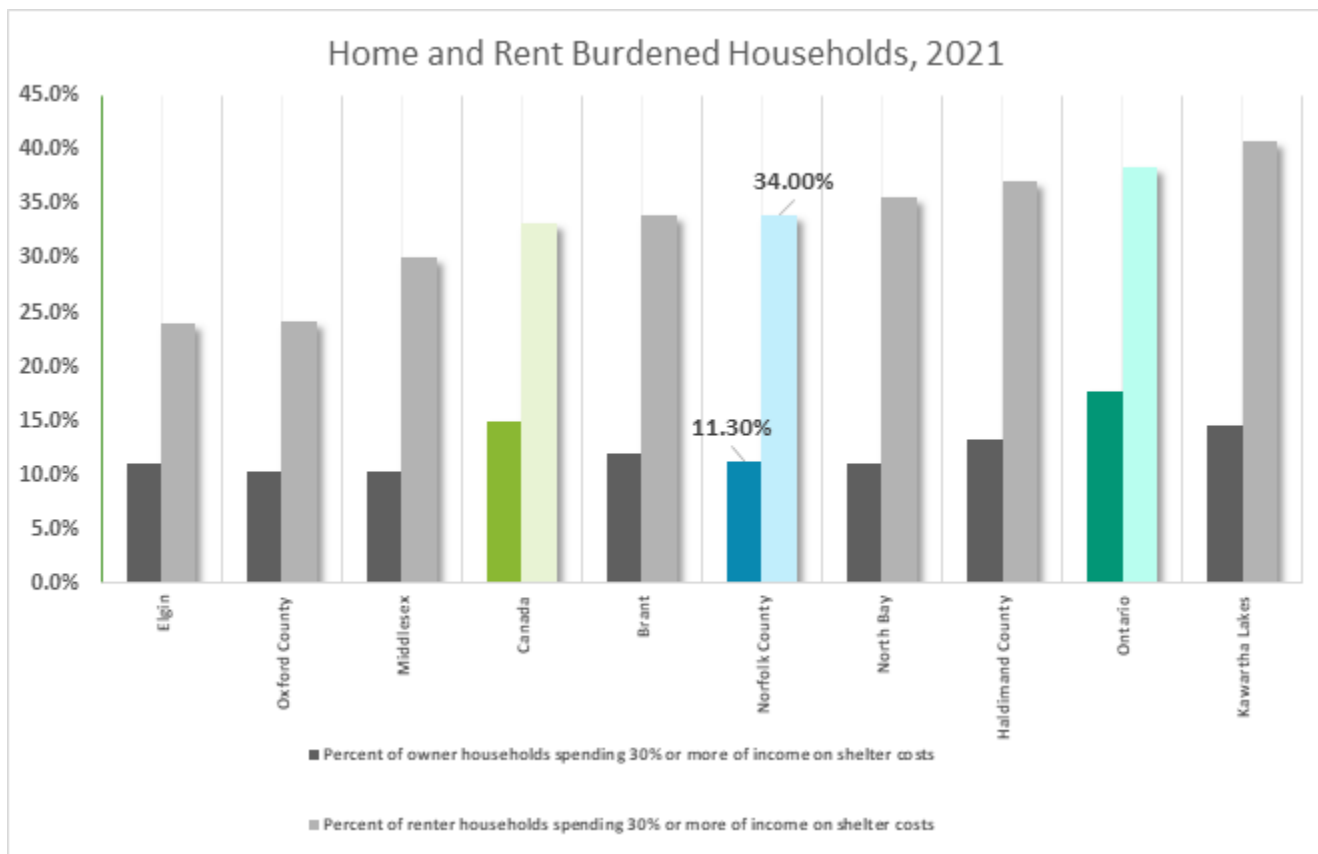


Chart 8.7, Source: Statistics Canada, 2021 Census of Population.

The median income for all those renting in Norfolk County is \$49,600, which ranks about mid-range with comparator communities. It is \$12,400 lower than the top community; Brant County, where renters have a median income of \$62,000.

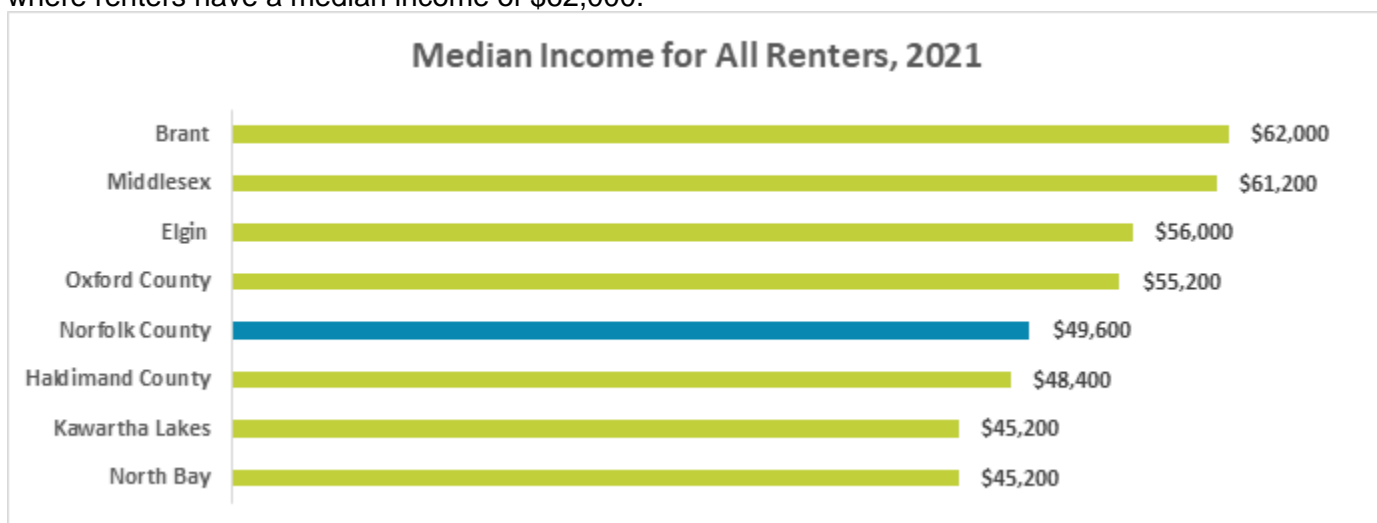


Chart 8.8, Source: Canadian Rental Housing Index, 2021

Norfolk County has a total of 5,020 rental units out of 30,085 total private dwellings, which puts it just below Kawartha Lakes; there are substantially more units in Norfolk County than its neighboring community of Haldimand County, with only 2,760 units.

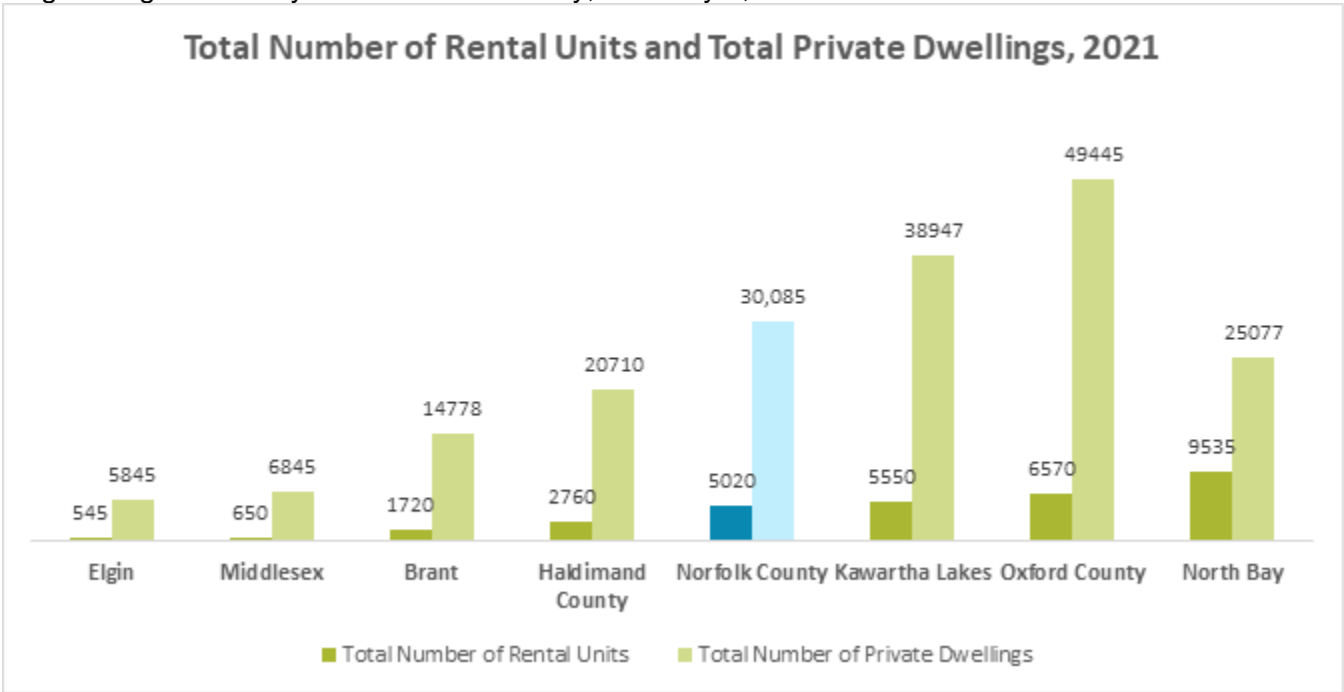


Chart 8.9, Source: Canadian Rental Housing Index, 2021

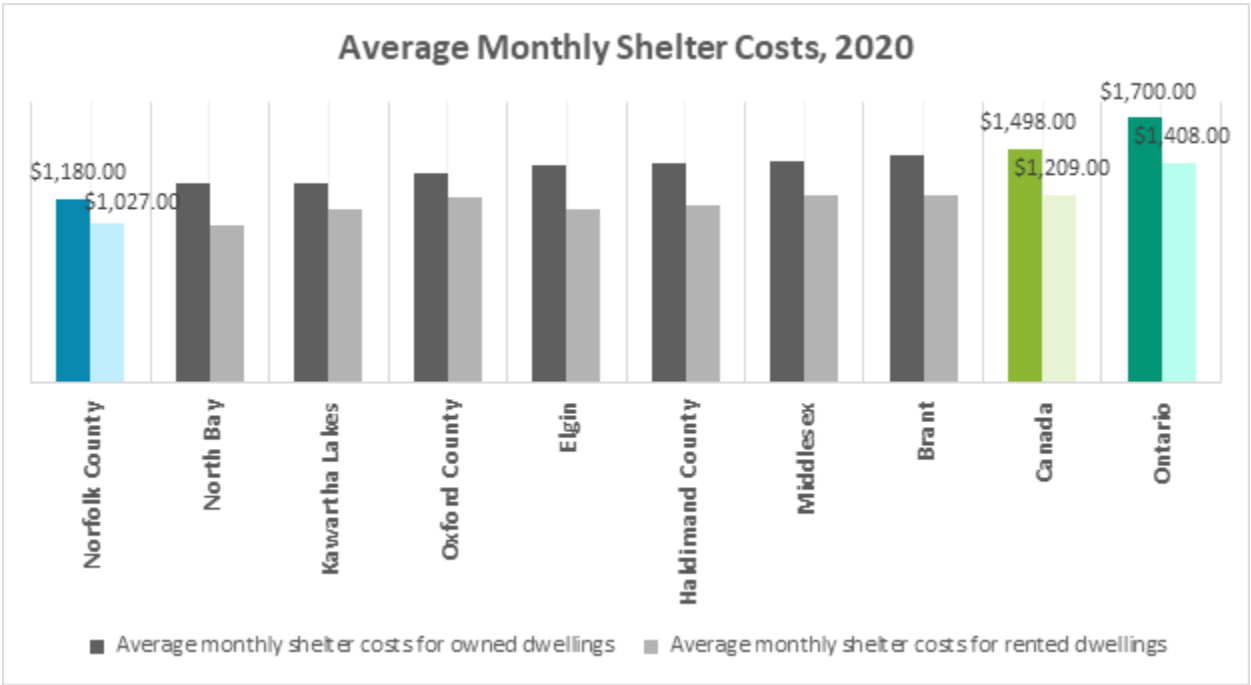


Chart 9.0, Source: Statistics Canada, 2021 Census of Population. Census of Population.

Gender Wage Gap

The Canadian Women's Foundation defines the gender wage gap as *"the difference in average earnings of people based on gender...it exists across [all] industries and professional levels."* (Canadian Women, 2023). It is important to note that "the gender pay gap is worse for those who face multiple barriers, including racialized women, Indigenous women, and women with disabilities...the gap starts from a young age and carries into senior years." (Canadian Women, 2023).

Norfolk County's gender wage gap is \$15,450 which is less than both the national (\$16,090) and provincial (\$16,620) wage gaps, indicating better pay equality in the workplace.

Norfolk not only has lower gender wage gap than the nation and province, female wages are growing at faster rate than comparator communities, nation, province. Within Canada, Norfolk is an attractive destination for women in the workforce.

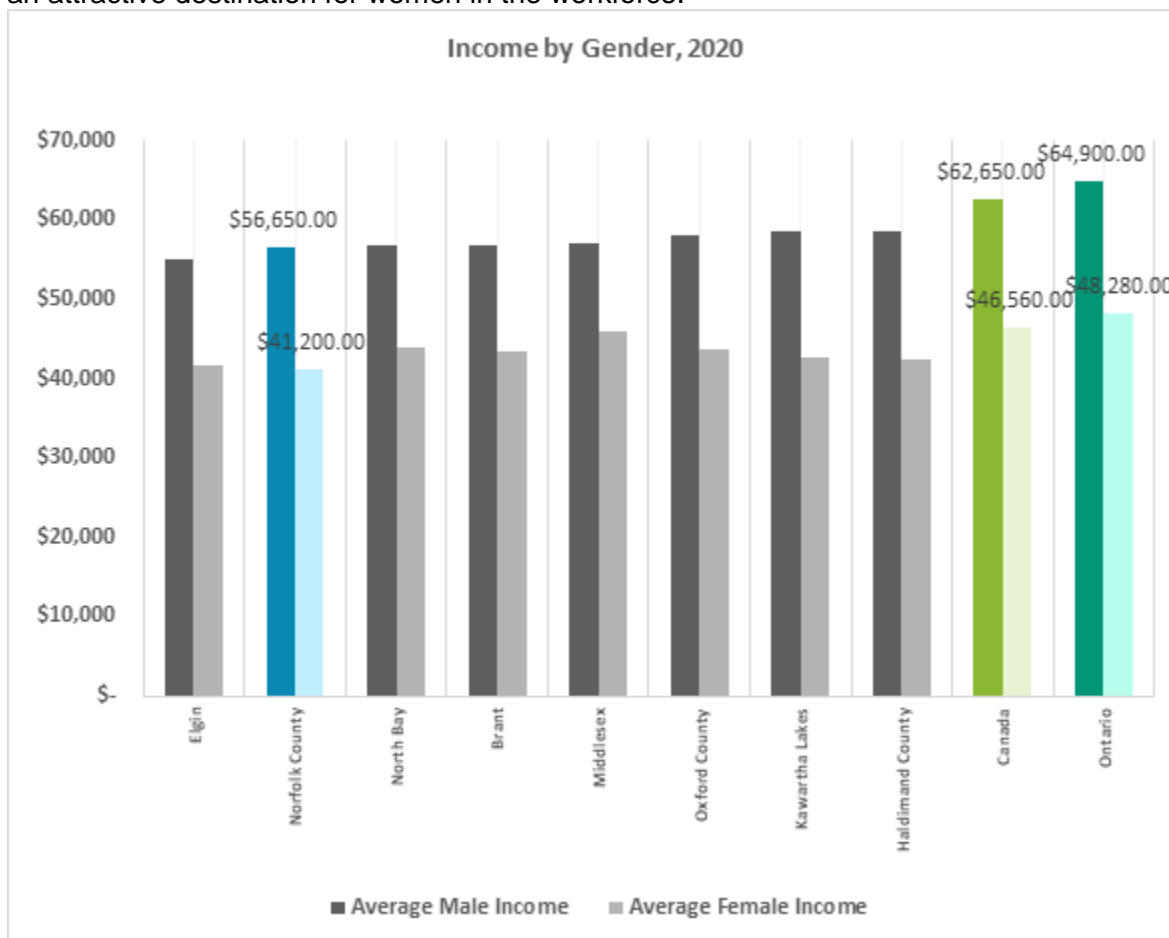


Chart 9.1, Source: Statistics Canada, 2021 Census of Population.



Chart 9.2, Source: Statistics Canada, 2021 Census of Population.

Quality of Place

One of the key factors to consider in an area is Quality of Place. This has an effect on population growth; the strength of the overall community and retaining talent; and attracting new talent, and investment opportunities. Tourism is also a consideration of Quality of Place; this sector drives employment and incomes. Quality of Place within Norfolk County is examined in the following analysis.

Short Commutes

The majority of Norfolk County's population commutes to work by truck or car (95.8%). Public transit, walking, and biking are low in percentage, which is a direct reflection of the rural community. Only 0.2% percent of residents take public transit to work, which is on par with comparator communities of similar size. 3.7% of workers walk to work, and 0.3% bicycle. 32% of the population in Norfolk County commutes less than 15 minutes to work. Out of the current student body at the Simcoe/Norfolk regional campus for Fanshawe College, 61% reside in urban areas and commute (an hour or longer). 17% of students live in nearby counties, and 22% live in Norfolk County.

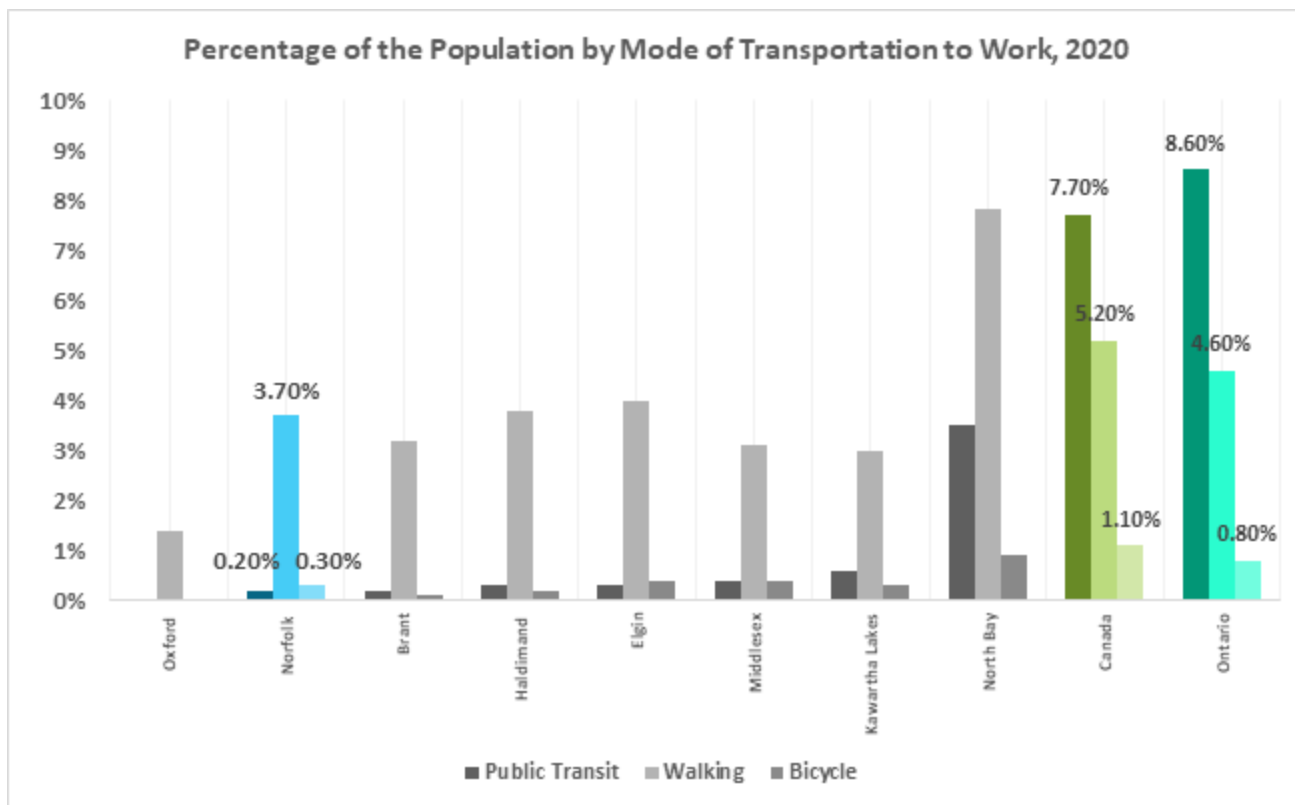


Chart 9.3, Source: Statistics Canada, 2021 Census of Population.

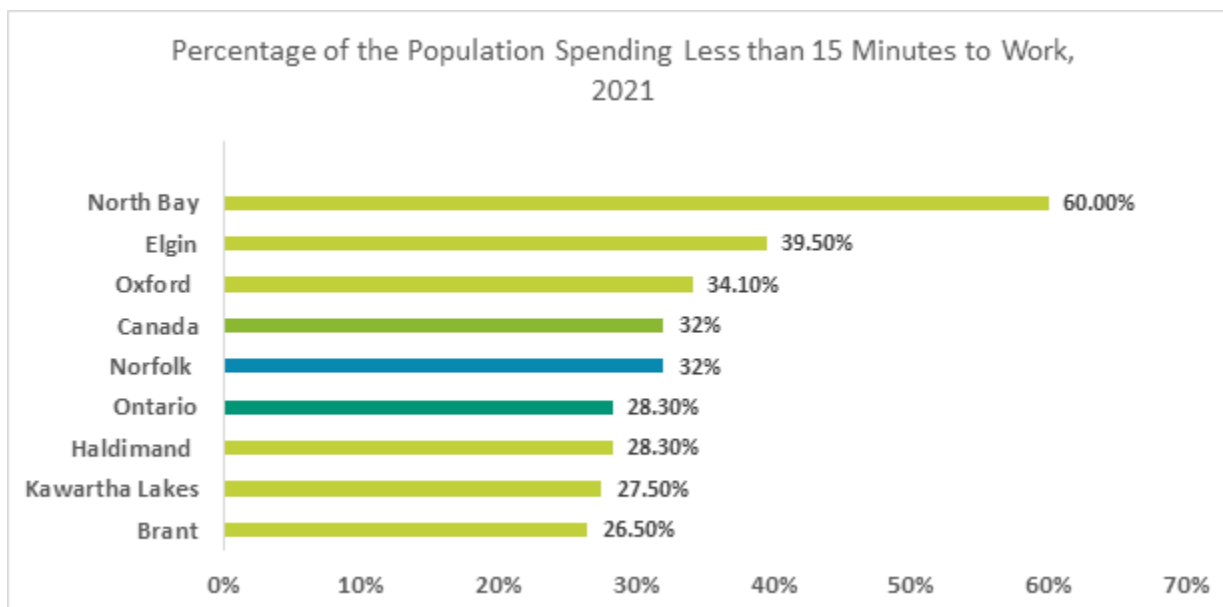


Chart 9.4, Source: Statistics Canada, 2021 Census of Population.

Health Care

For every 10,000 residents, there is only 0.0012 healthcare practitioners in Norfolk County. This is exceptionally lower than the national average of 2.4. Our area is lacking in healthcare

professionals. It is difficult for new residents to get a family doctor, long wait times at the ER, and to see various healthcare professionals. this negatively impacts quality of life, but creates an opportunity for healthcare practices to open in Norfolk County.

Number of Healthcare Practitioners Per 10,000 Residents	
Haldimand County	0.0012
Norfolk County	0.0018
North Bay	0.0021
Kawartha Lakes	0.0038
Brant	0.005
Elgin	0.006
Oxford	0.0075
Middlesex	.0724
Ontario	0.94
Canada	2.4

Chart 9.5, Source: Lightcast/Analyst 2023

Housing Prices

Norfolk County's median housing value is \$500,000, which is slightly higher than the national average (\$472,000). Median value of dwellings has increased by 66% over a 5-year period, higher than both the national (32%) and provincial (54%) increase.

The median listing price for a home in Norfolk County as of July 2023 is \$750,000, which is over \$80,000 more expensive than the national median, but below the provincial by \$106,290.

Homes in Norfolk County are more affordable when compared to the other communities, creating an attraction. However, sellers in the market will make less in Norfolk County when someone else purchases their home.

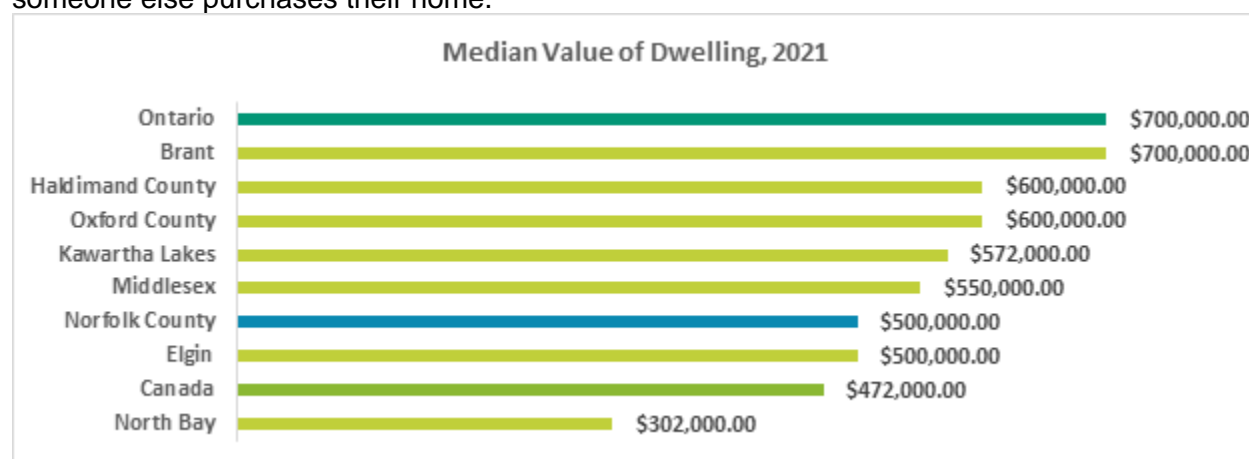


Chart 9.6, Source: Statistics Canada, 2021 Census of Population.

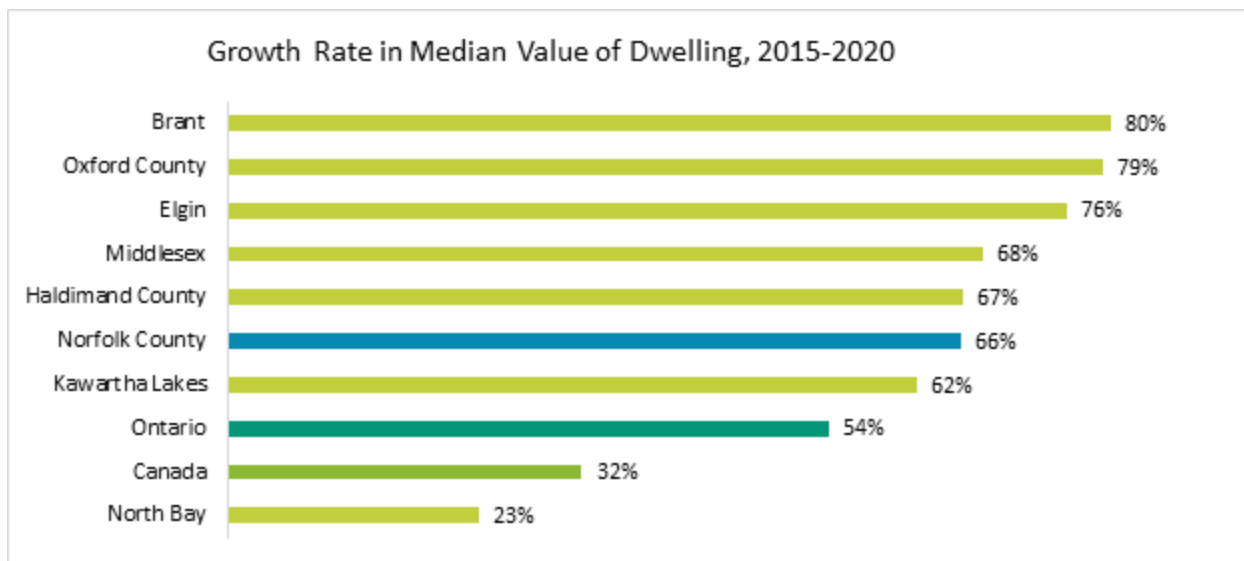


Chart 9.7, Source: Statistics Canada, 2021 Census of Population.

Rental Costs

Average shelter costs in Norfolk County spends \$1,027 per month – this is drastically lower than the national average by \$379. The County is also much more affordable than nearly all comparator communities. This is a 22.7% increase, which is just above the national increase, and 4.08% lower than the provincial increase.

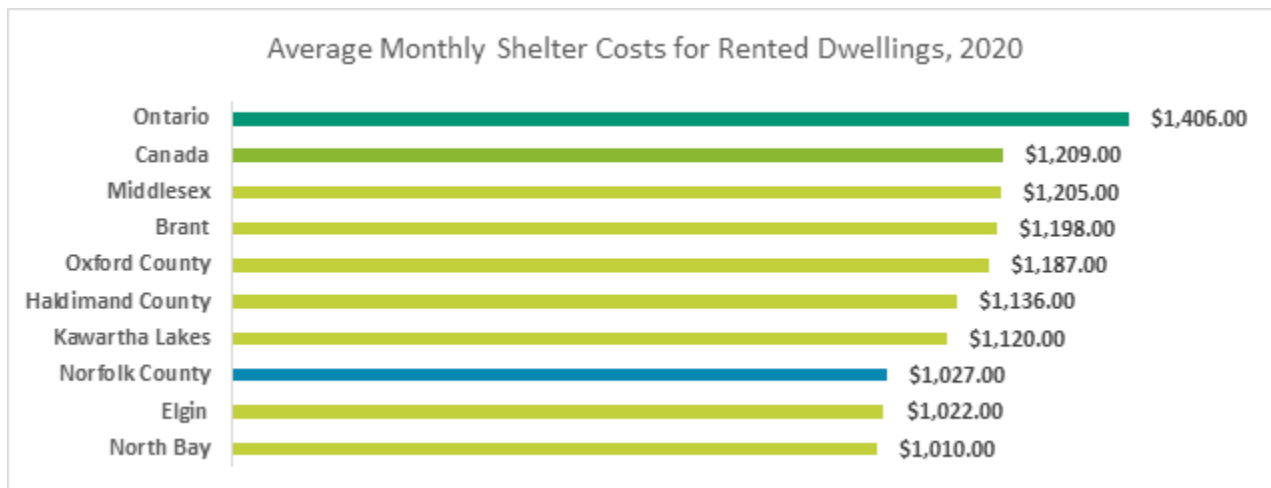


Chart 9.8, Source: Statistics Canada, 2021 Census of Population.

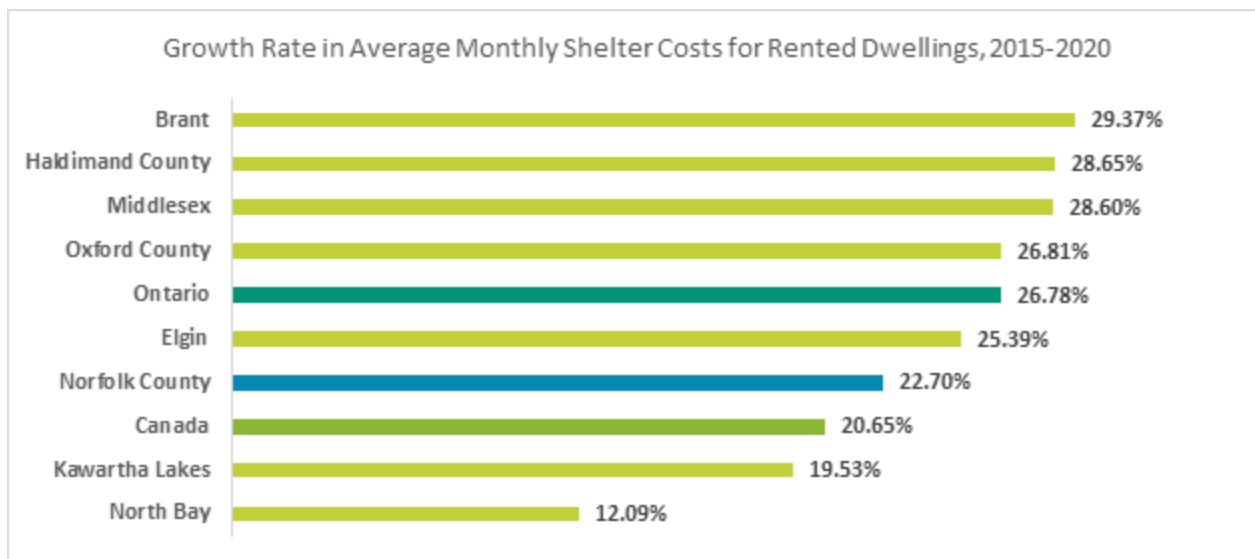


Chart 9.9, Source: Statistics Canada, 2021 Census of Population.

Home Value to Income Ratio

The median listing price for a home in Norfolk County as of July 2023 is \$750,000, which is over \$80,000 more expensive than the national median, but below the provincial by \$106,290.

According to the Simcoe and District Real Estate Board, the average sale price of a home in Norfolk County for July 2023 was \$618,685, a 17.7% decrease from the previous year at the same time. This indicates a buyer's market in the County, because homes are becoming more affordable, and not necessarily selling for their full listing price.

The price of a single-family home is more affordable than all of its comparators, except for Elgin County and North Bay. Norfolk County is considerably more affordable than the province and also the nation as a whole.

Home Value to Income Ratio was calculated by staff by examining the Median Individual Income along with the Average Sale price of a home. Ratios are rounded/approximate. A home in Norfolk County costs approximately 15 times the average resident's income. Norfolk is similar to its surrounding communities, and is more affordable than Canada (19 times) and Ontario (21 times).

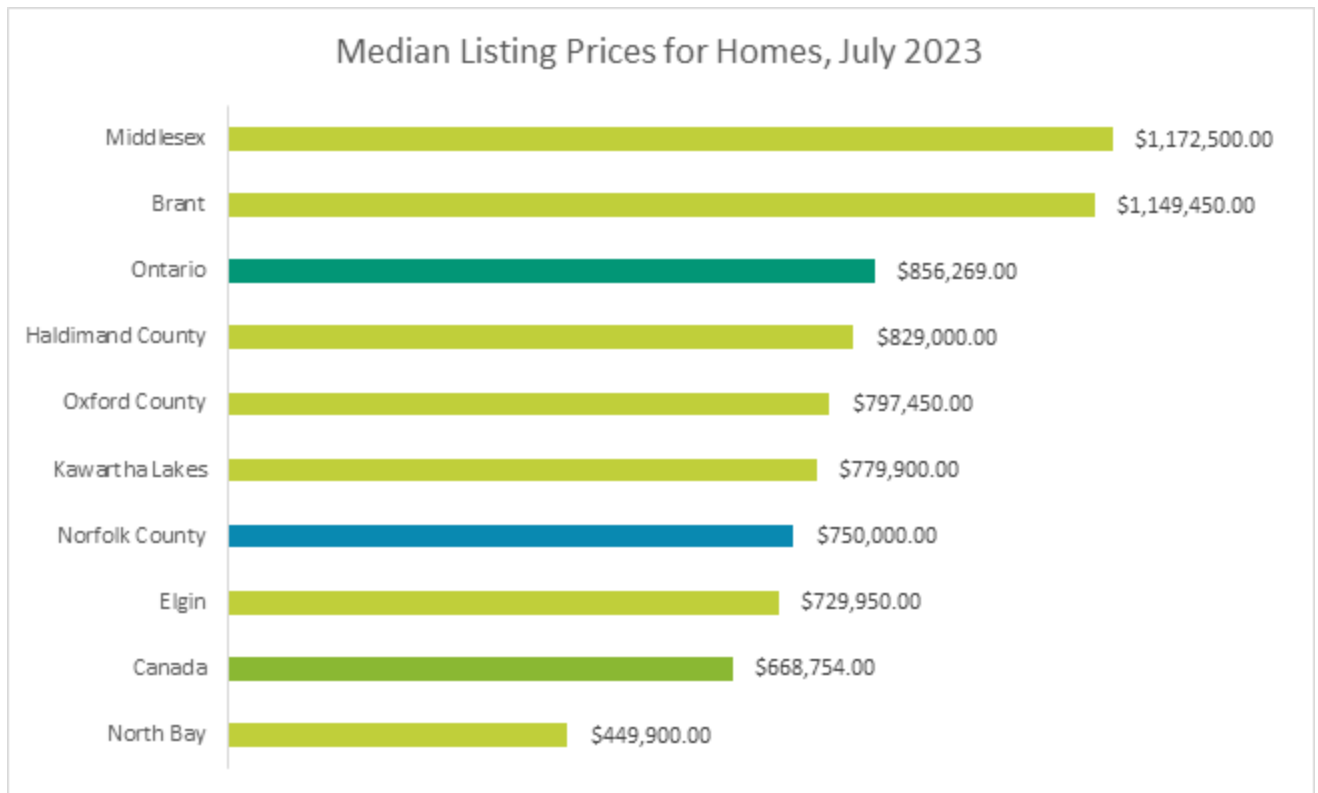


Chart 10.0, Source: OJO Homes, 2023

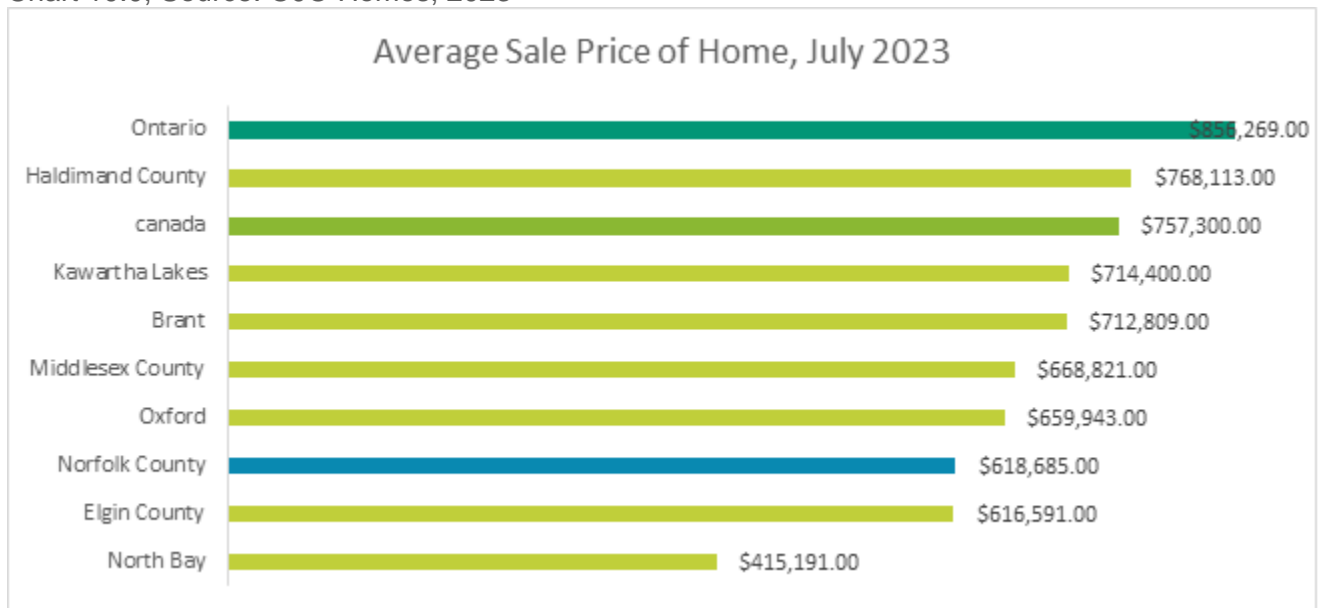


Chart 10.1, Source: Canadian Real Estate Association, 2023

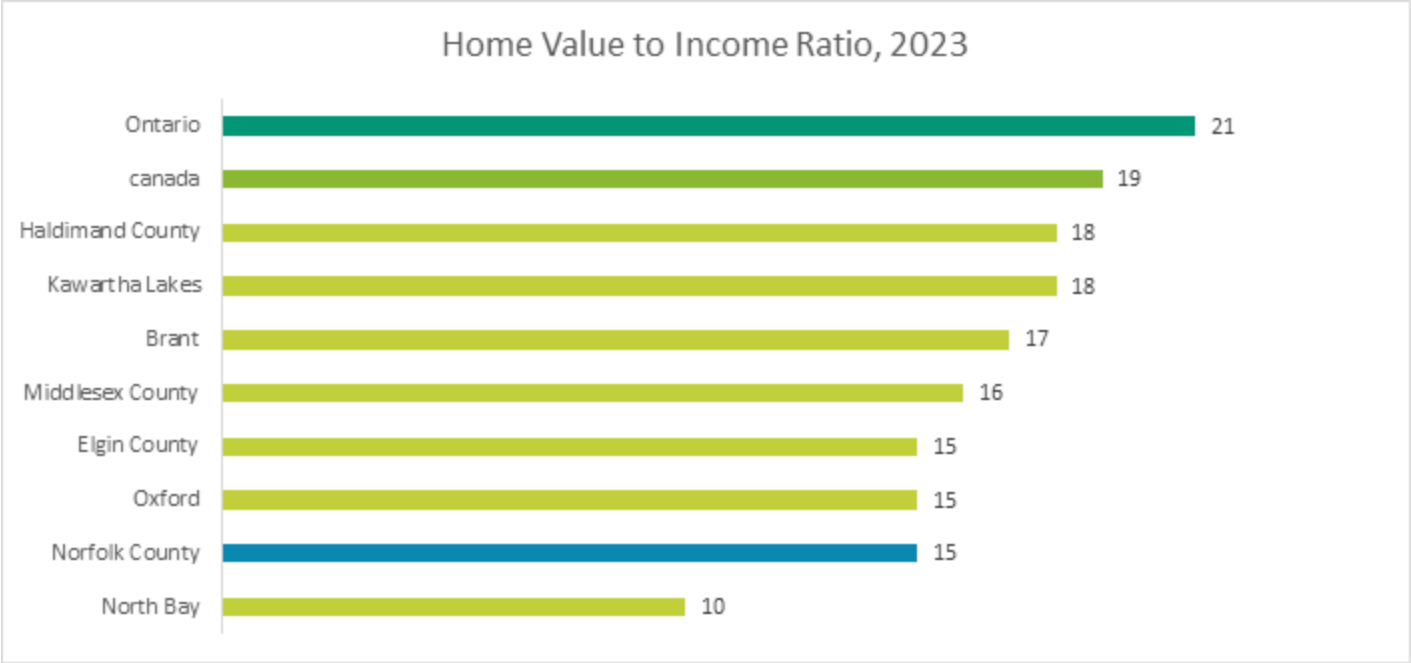


Chart 10.2, Source: Canadian Real Estate Association, 2023

Online Promotional Efforts

Google Trends

A Google Trends Score is a helpful way to measure online searches for each region. A scale of 0-100 is used; a score of 100 is peak popularity, a score of 50 means it is half as popular, and 0 means there was not enough data available. The numbers show the search interest relative to the highest point on the chart for the given time and region.

Within the timeframe of 2018-2023, Norfolk County's average score was a 37, falling just below Haldimand County with a score of 42. North Bay and Kawartha Lakes are tourist hotspots, which could explain their higher score. This is an opportunity for Norfolk County to gain even more online presence.

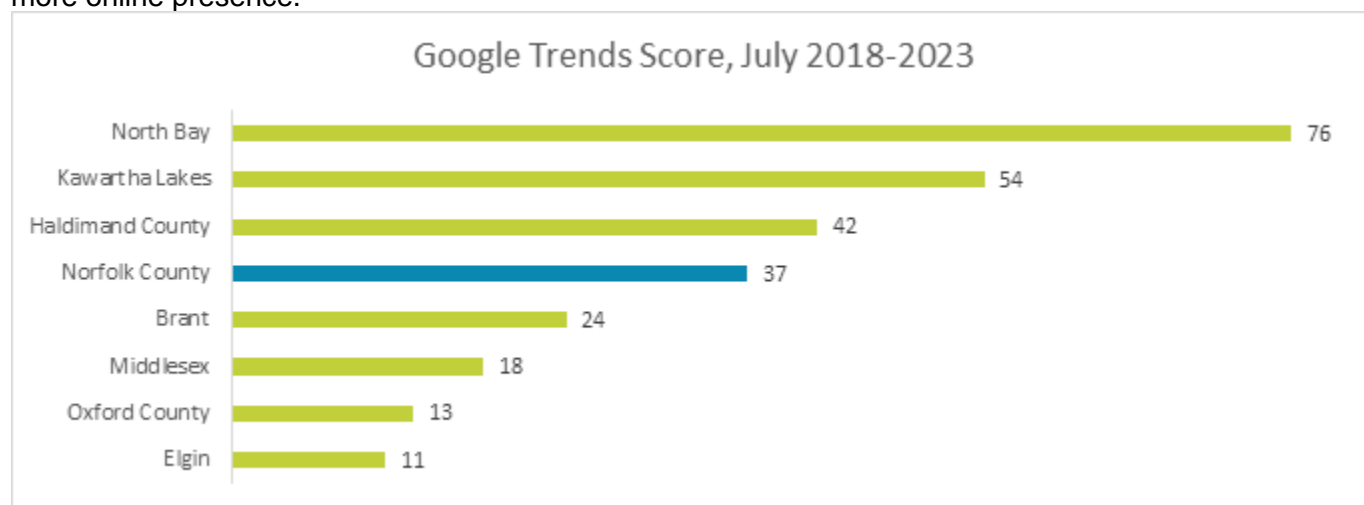


Chart 10.3, Source: Google Trends, 2023

Google Search Results

Norfolk County ranks 3rd amongst its comparators for number of Google Search results, with approximately 207 million results, which is considerably higher than all other communities, except for Oxford County and North Bay.

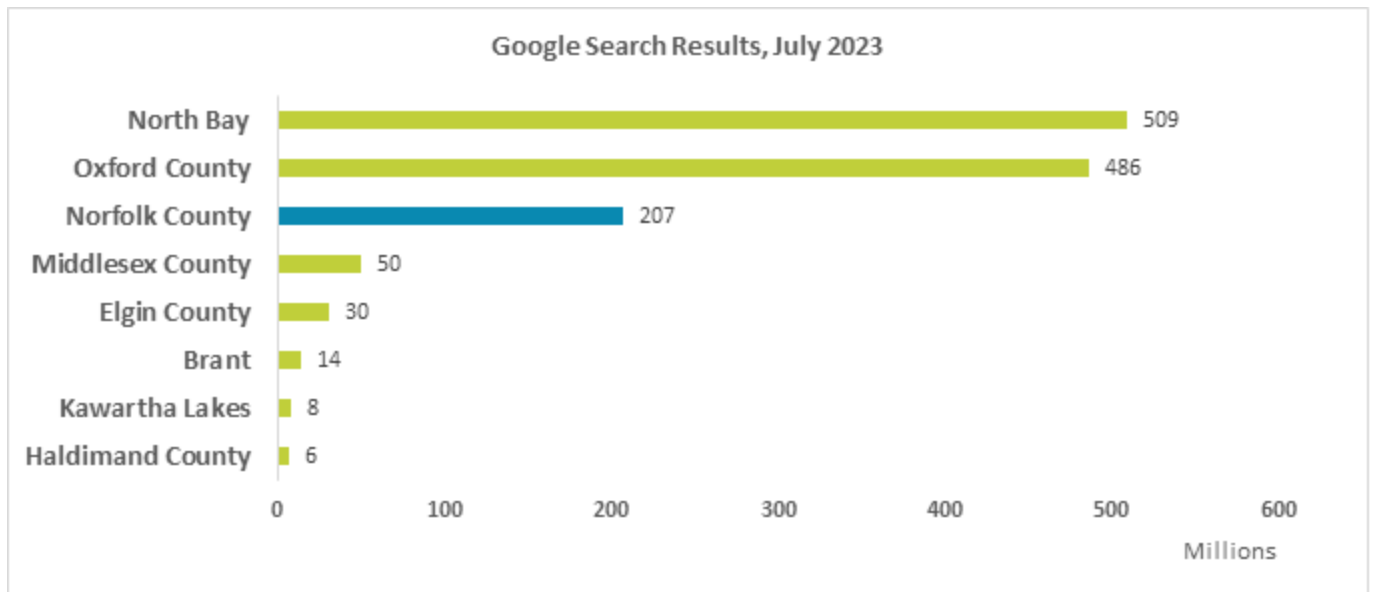


Chart 10.4, Source: Google Search, 2023

Instagram Engagement

Instagram was used to measure tourist-generated engagement. To maintain consistency, each region was searched via *#CommunityName*. As of July 2023, there were 194,000 uses of the *#NorfolkCounty* tag. Norfolk County is on the high end with hashtag uses, but this could be another space for opportunity to truly brand *#NorfolkCounty*.

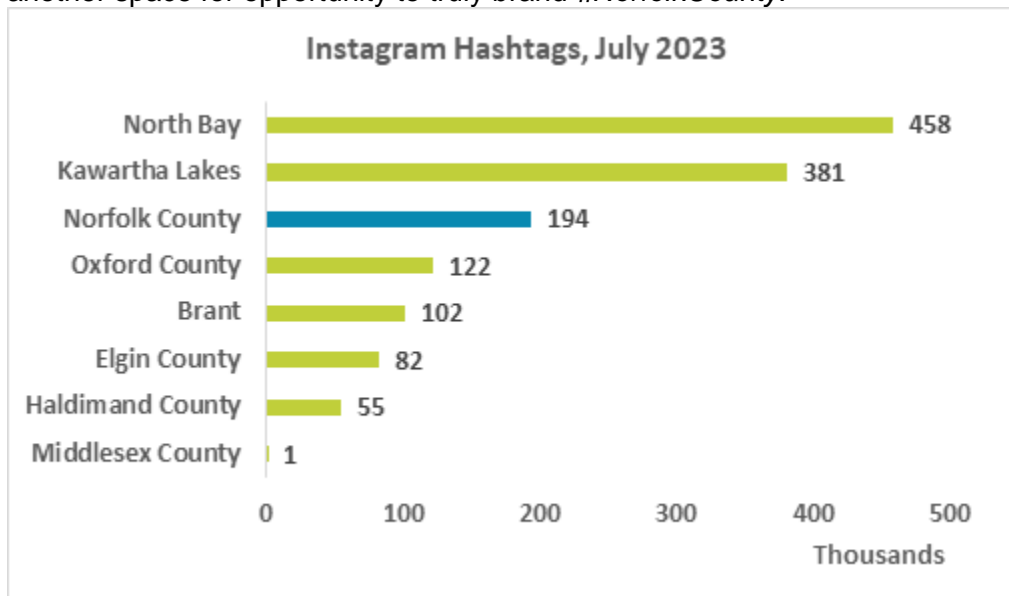


Chart 10.5, Source: Instagram, 2023

Facebook Check-Ins

Facebook check-ins were analyzed to measure engagement. Norfolk County has 25,235 check-ins as of July 2023, roughly half of Kawartha Lake's check-ins, but considerably higher than all other communities. There is a huge difference between the top communities, indicating that

Kawartha Lakes, Norfolk County and North Bay are all tourism leaders. This is reason for Norfolk County to leverage tourism efforts even more.

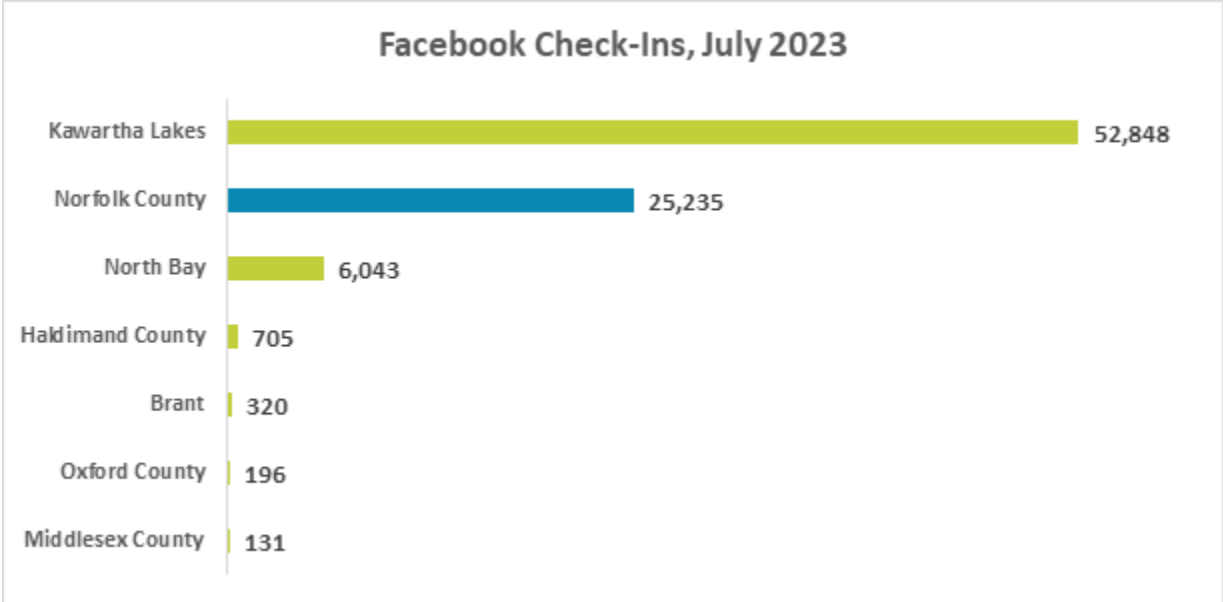


Chart 10.6, Source: Facebook, 2023

TripAdvisor Reviews

Norfolk County ranks 3rd with 11,909 TripAdvisor reviews. This is similar to North Bay, Kawartha Lakes, and Brant County.

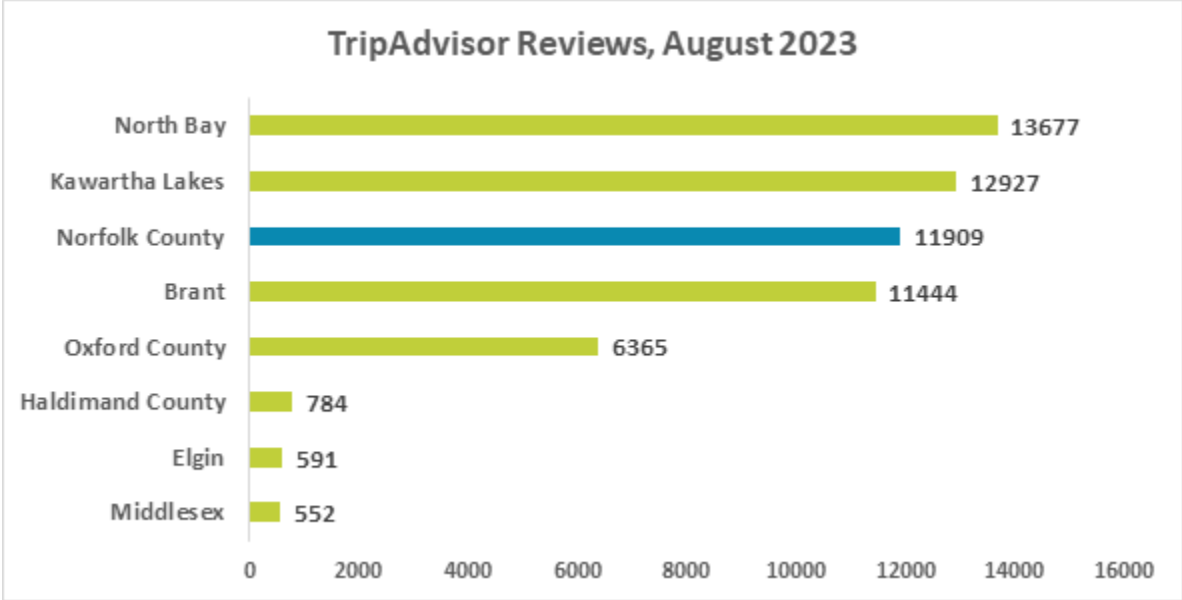


Chart 10.7, Source: TripAdvisor, 2023

Extra Information

Introduction

According to the glossary provided by Analyst, industry clusters can be defined using the following parameters: “Industries which tend to co-locate in the same areas; Industries that share a similar workforce; Industries which tend to have supply chain connections. (Lightcast, 2023). These can be a number of different entities, from companies, suppliers, service providers; also, government agencies and any other institution that provides value to the local economy, by means of research, information, technical support and education. These unique networks create a two-fold advantage for a region – a competitive advantage and the opportunity for new businesses to benefit from the clusters.

There is a key difference between traded industry clusters and local industry clusters. Traded industry clusters operate on a larger scale, and their strength is exports. By serving markets outside of the region, new money enters the local economy. These clusters are essential to growth and innovation in a region; they end up driving the economy, provide more jobs, increase average wages, and offer opportunities for innovation and development through research and knowledge sharing.

In order to understand the local economy and its structure, an industry cluster analysis is conducted. The goal is for Norfolk County to categorize its economy into traded industry clusters, and by doing so, have the ability to identify the key elements that comprise the economy and prioritize key clusters. This analysis will act as the strategy for Norfolk County's economy moving forward, and will assist in the following:

- Recognize and aid these clusters/sectors in a variety of ways including strategic partnerships, development of new policies, and programs, etc.;
- Express its role in both regional and national economic levels
- Cultivate the growth of new and applicable business opportunities; and
- Successfully share the competitive advantages of Norfolk County in order to appeal to outside talent and investment

Norfolk County will conduct an environmental cluster analysis. Identifying the cluster assets and their strength/weaknesses will provide a better picture on performance, challenges and direction (new target markets, supply chain requirements, tourism opportunities). The strategy includes a plan with set key performance indicators that will lead the way for advancement in these industries.

Methodology

This analysis was conducted on three geographic levels: Norfolk County [CSD], Ontario [Province] and Canada [Country], using sector (NAICS) definitions aligned with those used at the regional, provincial, and/or federal levels. Norfolk County consists of several single-tier municipalities, with its largest population center being Simcoe, followed by Port Dover, Delhi, Waterford and Port Rowan (in no particular order). With the defined geographies and sectors as the foundation, working within the reference periods of 2015 and 2020, an analysis was undertaken on both business counts and employment for Norfolk County, in relation to Ontario and Canada. All statistics and “concentrations” (formerly location quotient) referenced in this analysis are comparing Norfolk County to Canada.

Employment

In order to determine employment estimates for all three geographies, the 2016 Census of Population and Occupation Reports in Analyst were used. This data was applied to estimate employment for 2015 and 2020. All employment estimates are at the NAICS four-digit level.

When more recent information was available for employment data, this was used. Lightcast/Analyst has information dating to 2022, so for the sections detailing Major Industries and Major Occupations, the timeframe of 2018-2022 has been used.

Business Count

The Canadian Business Patterns, a Statistics Canada data product offered through Lightcast/Analyst, was used to determine business counts. This was used for all three geographic levels and within the 2015-2020 timeframe (when information was available for the year 2022, this data was used). The 4-digit level was used in order to stay consistent across the board, especially when comparing with employment estimates.

Definitions*

- **Concentration/Location Quotient (LQ):** the relative concentration of an industry sector in a given region (Norfolk County CSD) compared to a larger geographic area (Canada).
 - (LQs above 1.00 signify employment concentration above that of the country.
 - LQs above 1.20 typically signal high levels of concentration and are an indicator of possible industry clustering.)
- **Employment Estimate:** the total employment for the specified sector.
- **Business [Location] Count:** the total business location count for the specified sector.
- **Share of Ontario (ON) Sector Employment:** the degree of significance of employment concentration (clustering) in relation to Ontario, expressed as a percentage.
- **Employment Change:** the change in total employment for the specified sector.
- **Business Count Change:** the change in business count for the specified sector.
- **Employment Growth Rate:** the employment growth, over a given reference period (2015 to 2020), for the specified sector, expressed as a percentage.
- **Employment Growth Difference from Ontario (ON):** the difference between Norfolk County CSD and Ontario employment growth rates.

* Adapted from Guelph's 2022-2026 Economic Development Strategy Background Report.

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Caveats

It is important to note that there may be some inconsistencies with industry groups due to the hierarchy and organization of NAICS codes. Employment estimates are collected using 4-digit level NAICS codes, where sectors are defined using the 6-digit level codes. There are some exceptions where sectors do not align at the 4-digit level. The industry group will be omitted if the Canadian industry/industries only make up a small portion of the total industry group. If the Canadian industry/industries make up a significant portion of the industry group, it will be included. Two industry groups that are omitted from the 4-digit level estimates are Cannabis Product Manufacturing (NAICS code 3123) and Cannabis Merchant Wholesalers (NAICS code 4134). This is because they were presented after the 2016 census; however, this will still affect employment estimates for 2020. Business counts for this year include these new codes. The most recent Census is also from 2021, and the team had hoped for recent data in order to have an accurate depiction of Norfolk County. Some reports from Lightcast/Analyst had information available up to 2022, and in cases where this was possible, the timeframe for analysis was adjusted to 2018-2022.

Please note: All figures at or above one (1) thousand are round to the nearest hundredth, all figures below one (1) thousand are round to the nearest tenth.

Disclaimer

Please note that this analysis should not be used for any purpose outside of this scope, and that all analysis is experimental. The data collected shows an estimate of employment in Norfolk County CSD, Ontario, and Canada, and is based on the confines of changes in NAICS code following the 2016 census, the labour force survey, effects of the COVID-19 pandemic, access to specific regional data, and the most current census being 2021. Required changes will occur as the Economic Development department continues to grow its database of analytics and resources by the way of new community research and evolving updates from sources such as Connect ON, Environics, and Statistics Canada.



Economic Development Strategy

2024-2027

Table of Contents

Executive Summary.....	3
Note from the Mayor and Director.....	4-5
Introduction.....	6
EcDev - How it works.....	8
Methodology.....	9
Engagement.....	10
Our Foundation.....	12
Fresh Thinking and Innovation.....	15
Goals and Priorities.....	17
Goals 1 - 4	18-21
Concluding Remarks.....	22

Strategy Goals

This document and the objectives within build on a strong history of economic growth and evolution, rooted in our entrepreneurial spirit.

Goal 1



Support

Build a culture of support through collaborative action



Retain

Collaborate with stakeholders to retain our businesses and existing amenities.

Goal 2



Attract

Work with local partners and business to attract people, investment, labour, amenities, and housing.

Goal 3



Grow

Successful local economy and labour force.

Goal 4



Connect

Facilitate connections within the community to transit, business clusters, and business incubators through improved communication.

Executive Summary

Nestled along the picturesque coastline of Lake Erie, Norfolk County stands as one of Ontario's geographically vast regions, spanning 1,607 kilometers squared. Beyond its scenic beauty, Norfolk is a nexus of cultural vibrancy and business potential, positioning it as a prime locale for living, working, visiting, and doing business. Recognizing the intrinsic value of its diverse populace, the County is unwavering in its commitment to inclusivity, ensuring every voice, regardless of race, background, or belief, resonates in our community's growth.

In our pursuit of continuous development, we've embarked on a comprehensive competitive background assessment. Comparing Norfolk to similar-sized municipalities such as Haldimand, Oxford, Middlesex, and others, we've distilled insights across six key metrics: People and Diversity, Talent, Economic Vitality, Innovation, Equity, and Quality of Place. These findings, derived from over 40 distinct data points, anchor our strategy, pointing towards areas of strength and avenues of improvement.

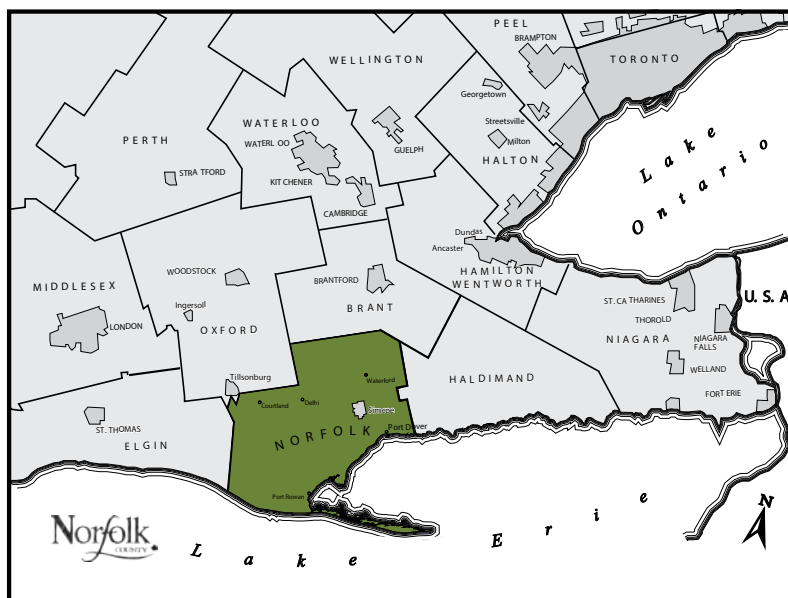
Revisiting our previous strategic plan, we've incorporated the changing dynamics of the modern economy and synced it with the evolving vision of Norfolk's corporate objectives. Embracing adaptability, this strategy will evolve as our community's needs change.

Among our identified strengths, Norfolk's prime location is paramount. Our residents relish the tranquility of rural life while benefitting from proximity to major urban hubs. Add to this an affordable cost of living, high-quality public services, and a workforce recognized for its dedication - and Norfolk's allure is evident.

Our agricultural prowess coupled with a burgeoning manufacturing sector, plus vibrant business and tourism industries, paints a promising picture for the County's economic future. Building upon these assets, our refreshed strategy outlines four primary goals, targeting:

- Business Retention and Expansion (BR&E)
- New Business Investment & Job Creation
- Talent Attraction and Workforce Development
- Enhanced Branding, Communications, and Marketing Initiatives

Together, with the unity of purpose and clarity of vision, we venture into an era of unprecedented growth and prosperity for Norfolk County.



A Note from the Mayor

On behalf of the Council and myself, I wish to extend a profound thank you to every stakeholder – from local business leaders to community agency representatives, and our county staff – who poured their expertise, experience, and passion into shaping our new Economic Development Strategy. Your dedication to the vibrant future of Norfolk shines brightly in our collective vision.

This Economic Development Strategy builds on the strong foundation provided by the corporate strategic plan - “Our Future Norfolk.” It not only champions our core strengths through existing business and industry, but also focuses keenly on attracting new businesses and investments. Our aim is clear: to create an environment where existing businesses can thrive and new enterprises see Norfolk as the prime location to plant their roots.

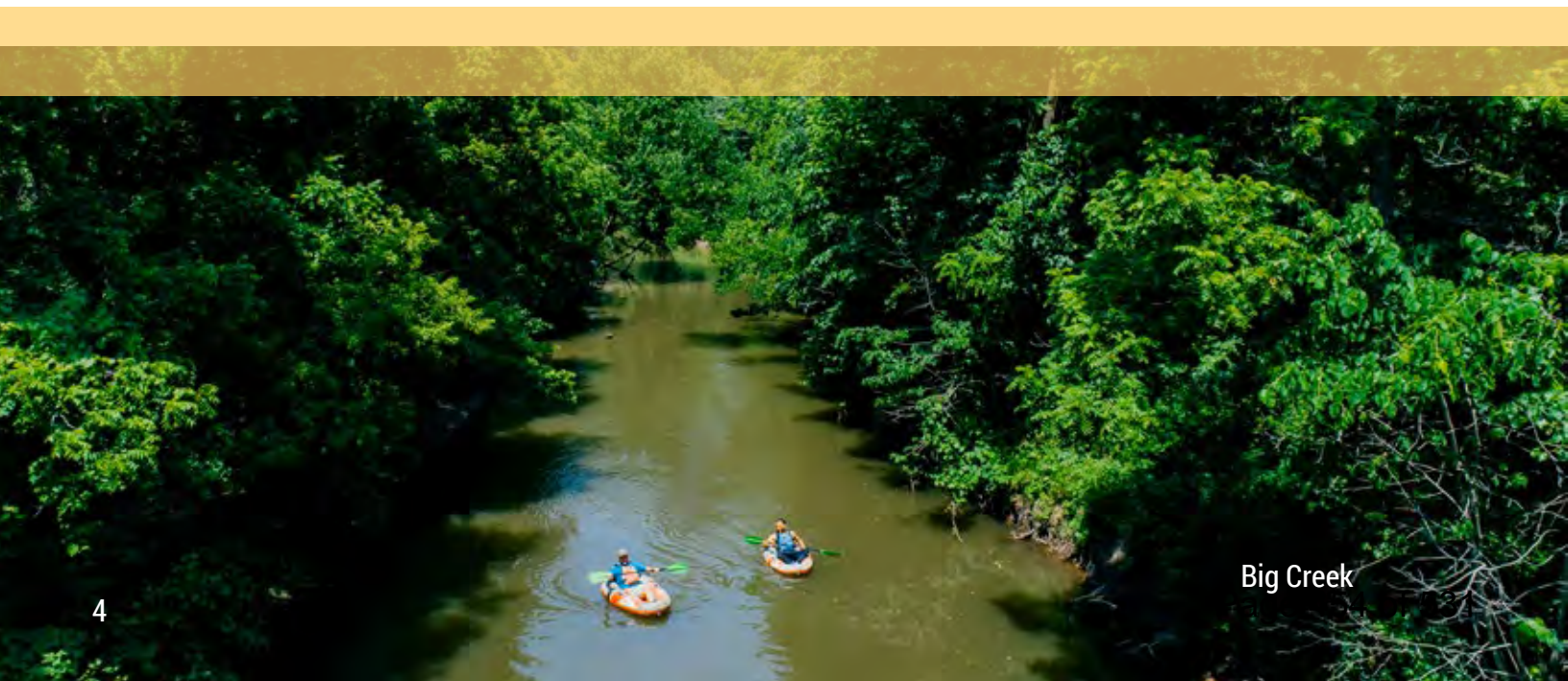
The strategic goals we’ve outlined in this plan, supported by well-thought-out initiatives, will guide Council and our dedicated staff in the coming years. They will direct our efforts to respond to current economic challenges, while proactively setting the stage for growth and opportunity.

We promise regular updates on our progress, and we encourage your continued feedback, ensuring that our strategy evolves with the needs and aspirations of our community.

With renewed vigor and clear goals in sight, Council and I are eager to continue championing a Norfolk County that is both welcoming to new business prospects and supportive of our existing gems.



Amy Martin, Mayor



Big Creek

A Note from the Director

As the Director of Strategic Innovation and Economic Development, it's my distinct honor to introduce Norfolk County's revitalized Economic Development Strategy. Behind the scenes, countless hours of dialogue, research, and collaboration have taken place. From Council to local business leaders to our very own residents and staff, your voices have been integral in shaping this vision.

The essence of our strategy is grounded in this background work, as well as the August 2023 report prepared by KPMG on "Priority Setting for the New Economic Strategy." Most importantly, however, it is aligned with the mission, vision, and values set out in our corporate strategic plan, "Our Future Norfolk".

Norfolk, blessed with a vibrant agricultural legacy and a growing tourism sector, is at a pivotal juncture. With this new strategy, we have charted a course that honours these pillars while opening doors to innovative businesses and fostering an environment conducive to investment and growth.

Administration, at its core, is about ensuring that our strategies translate into tangible benefits for our community. This requires not only vision but also effective implementation. The Norfolk team, supported by Council and in collaboration with various stakeholders, is equipped and eager to bring this strategy to life, ensuring that its ripple effects are felt in every corner.

We look forward to this journey towards growth, innovation, and prosperity for all of Norfolk. Our best days lie ahead.



John Regan
Director, Strategic Innovation
& Economic Development



Introduction

Norfolk County is a vibrant and growing community located along the coastline of Lake Erie. One of Ontario's geographically largest counties at 1,607 km², with access to vibrant natural and cultural amenities, Norfolk is widely regarded as a desirable place to live, work, visit do business.

Norfolk is dedicated to advancing efforts to build our community that celebrates and values the contributions of visitors, residents, employers and employees. We are committed to building a sustainable community and responsible government in which all members are equitably represented regardless of race, background, and beliefs. Through a sustained commitment to addressing issues of diversity in all forms, we aspire to create a more inclusive, safe, and welcoming community which celebrates the unique gifts, talents and contributions of all.

This competitive background assessment provides a snapshot of community and economic conditions in Norfolk compared to other similarly sized municipalities. This analysis compares Norfolk to other communities in Ontario, whose size, demographics, and economics are similar to Norfolk and offer policies and best practices that the community can look to: Haldimand, Oxford, Middlesex, Elgin, Brant, North Bay and Kawartha Lakes.





Port Dover Lighthouse

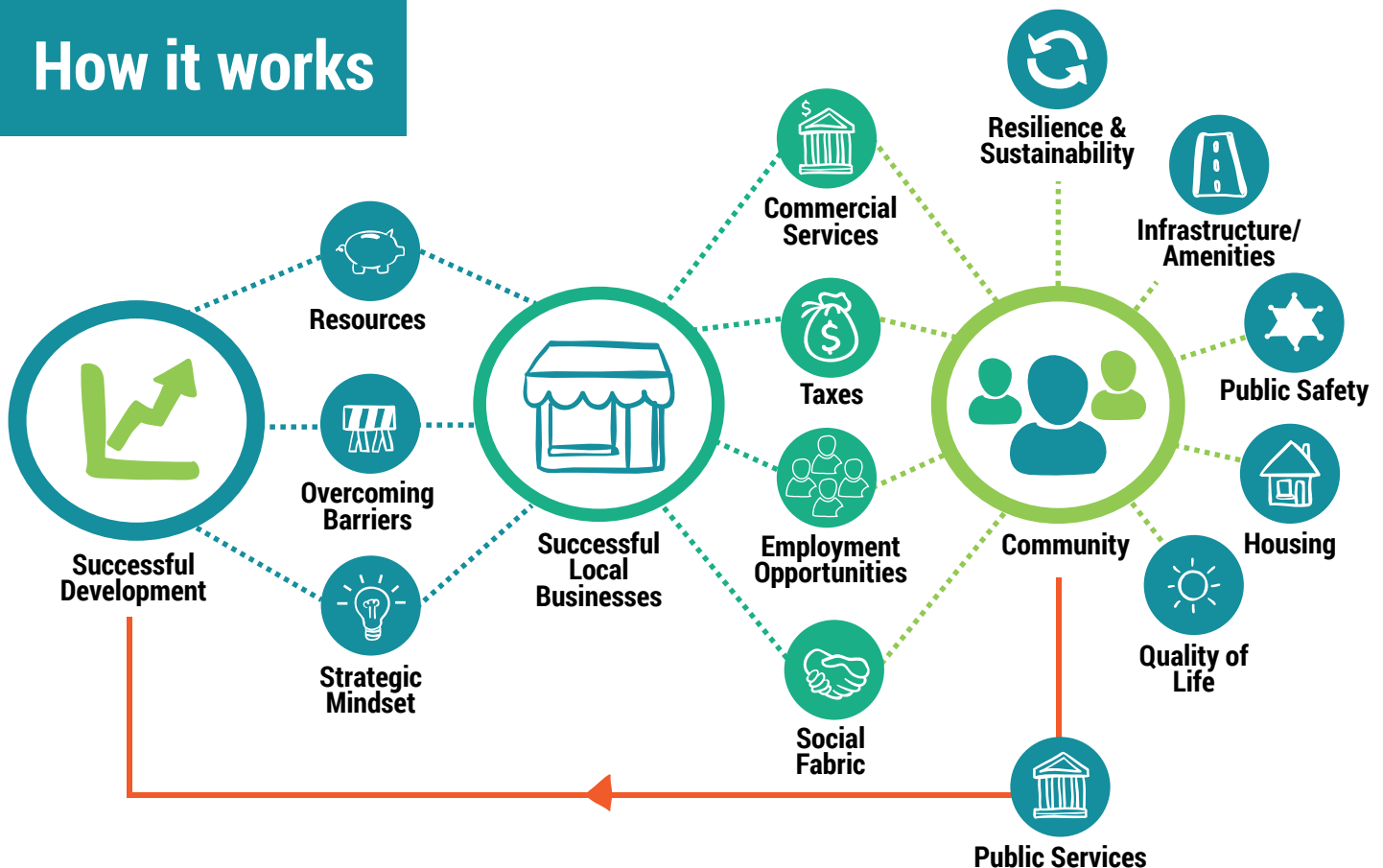
Economic Development

Economic development is about attracting and growing businesses, creating and retaining jobs, and making our communities better places to live.

Attracting and growing businesses strengthens our economy providing locally-produced goods and services. Strong businesses pay taxes that go for vital services such as schools, roads, fire, and police. Businesses also provide good jobs that put money in people's pockets and allow for a higher quality of life.

Economic development has a lasting impact on a community. Job providers purchase goods and services they need to operate, and their workers purchase goods and services they need to live. Money changes hands many times as it flows through the local economy and creates overall prosperity enjoyed by all citizens.

How it works



Adapted from the California Association of Local Economic Development

This strategy picks up from the previous strategic plan and takes into consideration the new economy, current and future Norfolk corporate plans and strategies. This document will be refreshed as required to adjust course to meet the needs of the community that we serve.

Methodology

Over 40 metrics were collected for Norfolk and the benchmarking (comparator) communities. The metrics fall into the following six categories: People and Diversity, Talent, Economic Vitality, Innovation, Equity, and Quality of Place.

The data points used in this assessment will serve as a point of reference to gauge performance, outline comparative and competitive advantages or weaknesses, and give the premise to the approaches and recommendations in the economic development strategy.

Statistics Canada

This tool provided information on demographics, immigration, housing, labour, and income. Data was found in both the 2016 and 2021 Census of Population; the Census of Agriculture; the Canadian Mortgage and Housing Corporation; and the Canadian Housing Statistics Program.

Lightcast/Analyst

Lightcast/Analyst was used to gather information on metrics such as employment concentration, major industries, education, occupations, and wages, local job postings, and input-output models, which form an even stronger picture of the community. This tool enabled staff to compare all regions against each other, and also included Ontario and Canada; this was helpful when comparing location indexes (formerly location quotients). Business counts were used to determine the number of establishments in each industry sector.

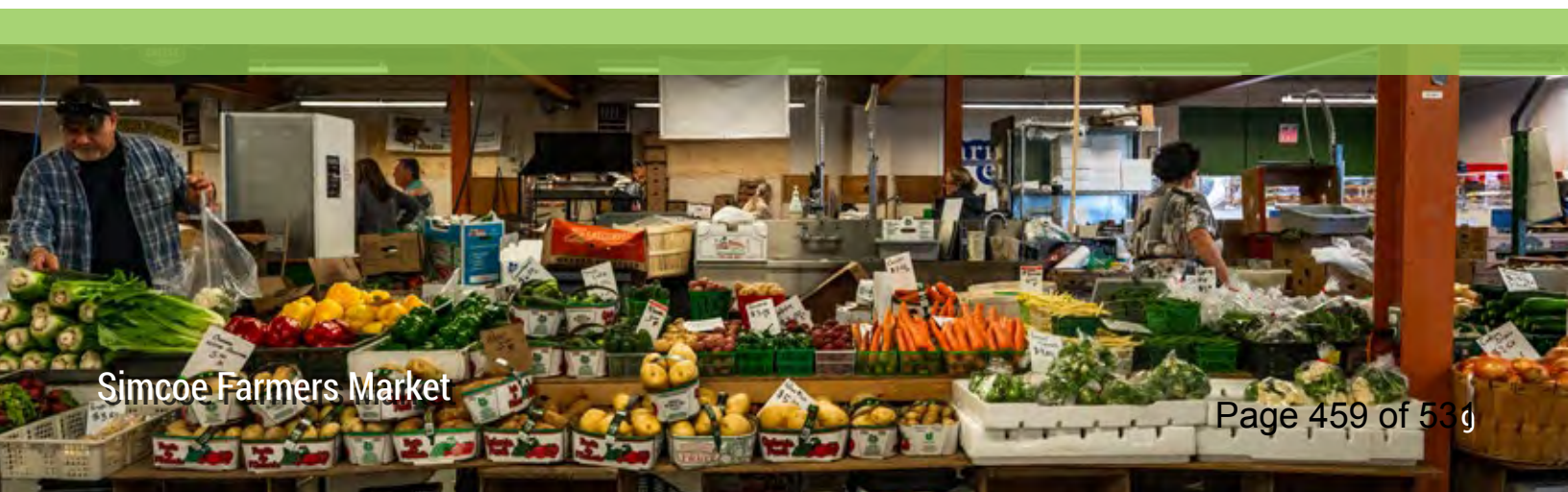
Environics Analytics

Environics Analytics was useful for sourcing qualitative data pertaining to demographics. This helped create a stronger picture of the residents in Norfolk County, including their social values, tendencies, and preferences. Products used from Environics included DemoStats, Opticks, SocialValues, and PRIZM® Bases.

Connect ON

This tool was used to identify agriculture and manufacturing assets in Norfolk utilizing the North American Industry Classification System (NAICS).

Please note: Unless otherwise specified, this analysis is based primarily on data estimated from internal staff Intelligence.



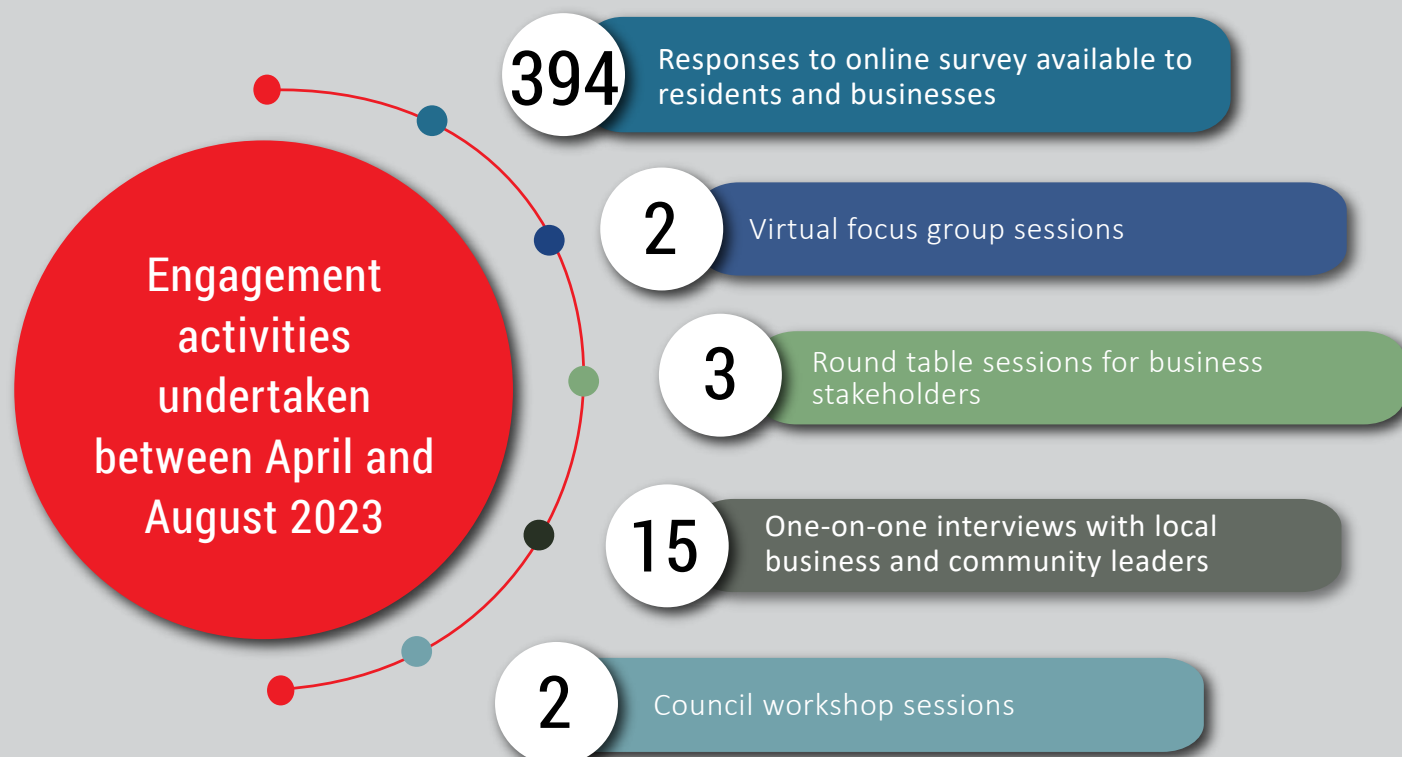
Engagement

Initial engagement work was completed by KPMG consultants and Norfolk County Economic Development Staff.

Engagement was sought from community and business stakeholders, business support agencies and Council advisory committees. Discussions were specific to Norfolk's economic priorities, the business community's challenges, aspirations and opportunities.

Stakeholders shared their input regarding strengths, weaknesses, opportunities, and threats (SWOT) related to economic growth, suitable comparators, and Norfolk's reputation and relationships. The discussions were aggregated into key themes for the

purpose of this report. An online survey was facilitated through KPMG with residents and businesses on developing the new priorities and goals for Norfolk's new Economic Development Strategy. There was a total of 389 contributors and 394 responses were received.



Survey highlights

15%

of survey respondents expressed a desire for greater community investment and a need for more forward-looking approaches

25%

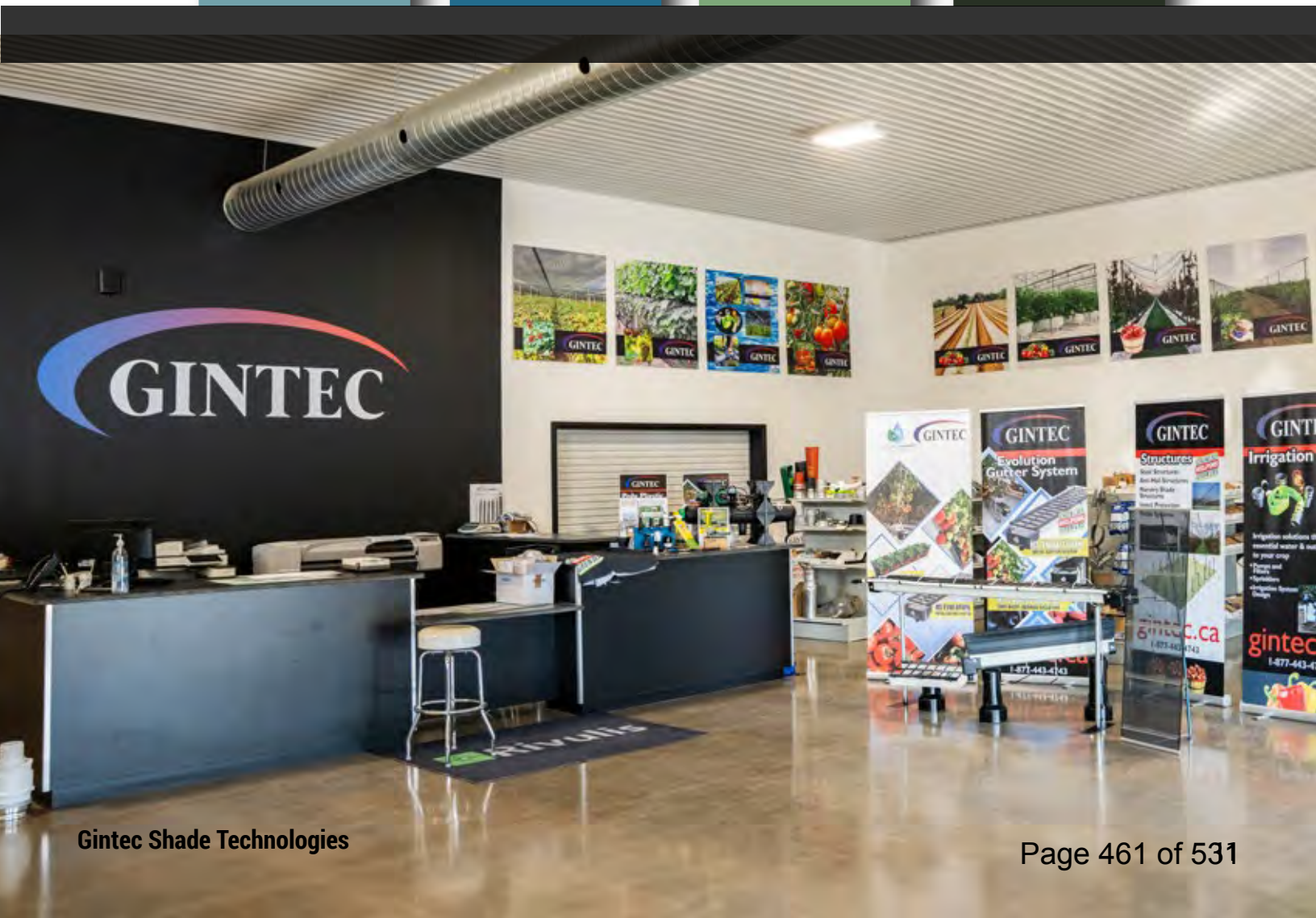
of survey respondents described tourism and Norfolk's natural beauty as key strengths

92%

of survey respondents agreed that attracting new Business Investment should be a priority for Norfolk

95%

of survey respondents agreed that keeping businesses and helping them expand/grow should be important to Norfolk



Our Foundation

Norfolk County has a variety of strengths, and these were highlighted in background research. These strengths support our strategy and goals moving forward.

Norfolk's location offers the best of both worlds – one can live in a peaceful, rural area while still being nearby to major urban centres and connected by major highways such as the 401 and 403. This unique value proposition is leveraged in the strategy. Some areas in the County are also considered to have a more affordable cost of living when compared to other nearby regions. These characteristics, plus others, make Norfolk an attractive place to live. A high standard of living is obtained through Norfolk's small-town lifestyle, proximity to Lake Erie, and public services such as hospitals and schools.

Workers in the County are known to be highly knowledgeable and possess a strong work ethic. They are dedicated and loyal – this is one of the key reasons to retain our workforce. Attracting more talent to the community would only add more value.

Norfolk's agricultural sector is highly important. The County takes full advantage of unique soil in the region and grows a wide variety of crops. Residents and tourists alike enjoy access to fresh local produce, and this industry has a long history within Norfolk.

The manufacturing industry in Norfolk is also instrumental to economic growth. In the coming years, there is an opportunity to develop the manufacturing supply chain in Norfolk. The goal would be to take advantage of recent large-scale investments and broaden the economic base.



EZ Grow

Page 462 of 531





Fresh Thinking and Innovation

One of the major benefits of innovation is its contribution to economic growth. This can be demonstrated by metrics that are closely linked to tourism, and agriculture, and manufacturing. These sectors drive productivity forward in the County. The strength of the ecosystem to produce new ideas and companies in Norfolk County is presented in the analysis below.

Accelerators and Incubators

Regional innovation centers close by to Norfolk include Innovation Guelph, Innovation Factory in Hamilton, and Communitel in Kitchener, the Brant Resource Enterprise Centre and Venture Norfolk.

Norfolk is also home to several spaces that promote innovation. Groundswell Coworking, located in Simcoe, has office desks for rent and offers a space for community and collaboration. Venture Norfolk, formerly known as Norfolk District Business Development Corporation, supports the local economy by offering services to entrepreneurs, such as help with business start-ups, or current business improvements. Riversyde 83 is a new community space in Simcoe Ontario, which is fully equipped with meeting rooms, work areas, and an industrial kitchen – as they grow, they plan to host workshops and allow young, local entrepreneurs to work in their space.

Local Highlights

There are 1,210 establishments in the Agriculture, Forestry, Fishing and Farming sector (19% of all establishments); Norfolk County is the top of the list amongst its comparator communities.

Norfolk's retail trade is growing along with its tourism industry. There are 462 establishments in the Retail Trade sector, accounting for 7.21% of all establishments.

Fanshawe College's Simcoe campus offers that are within the scope of these top fields, including Personal Support Worker, Social Service Worker, and Welding Techniques.

Part-time studies include Woodworking, Welding, Small Engine Repair, and Automotive Basics.

The campus's two graduate programs correlate directly to Norfolk's agriculture and manufacturing industries: Agri-Business Management, and Supply Chain Management.





Goals and Priorities for the EcDev Strategy

As we venture into this next phase of Norfolk County's economic journey, it's important to have a clear and concise road map to guide our endeavors. The following section delineates our four core strategic goals. These will be the compass points that will steer Norfolk towards a prosperous and inclusive future.

Goal 1



Retention and expansion for existing businesses

Goal 2



New business investment/ job creation

Goal 3



Talent attraction and workforce development

Goal 4



Branding, communications and marketing and tools



Goal 1: Support and Retain

Retention and expansion for existing businesses



Remaining steadfast in our commitment to fortifying the backbone of Norfolk County's economy, our strategy emphasizes the importance of ongoing support to existing business. Recognizing that these established businesses are integral pillars of our community's prosperity, Norfolk will continue to collaborate closely with all partners and stakeholders. We'll be working to proactively minimize growth barriers, and to maintain a culture of unwavering business support through regular, dedicated contact and open communication practices with our existing business community.

Priority 1.1

Develop and implement a BR&E Action Plan to provide ongoing support and service to existing businesses

Actions

- Develop business survey, analysis and visitation program by sector, to gather business data and help identify opportunities and trends to grow and support
- Create industry cluster working groups to define cluster assets, performance, growth opportunities, and challenges
- Strengthen relationship and communication with home building organizations, associations, developers to stay up to date on opportunities and challenges within the local building (and planning) industry
- Formalize agreements with local business accelerators & enterprise centres to increase local support
- Create a bi-monthly e-newsletter and distribute to local businesses with business-related updates from other partners, etc.

Priority 1.2

Pursue advocacy and funding opportunities with all levels of government

Actions

- Strategically pursue non-tax sources of funding which align with the priorities set in this strategy
- Advocate for Federal/Provincial broadband initiatives, and monitor for program/funding announcements
- Create a map of Farm Gate Retail in Norfolk; promote to tourists, but also educate locals

Priority 1.3

Work with partners to attract more visitors for Tourism, Recreation and Culture

Actions

- Investigate DMO opportunities as a supporting agency
- Engage with accommodation providers on potential introduction of Municipal Accommodation Study
- Collaborate with and support local Chambers and BIAs in tourism efforts while gathering information from local tourism entities on needs assessments
- Build out presence of Tourism on Norfolk website

Goal 2: Attract

Facilitate new business investment and job creation



One of the main goals of the plan is to foster new business investment and job creation in the region, while ensuring that sustainability and innovation are guiding principles. To achieve this goal, the plan outlines four objectives that will help to enhance both the economic competitiveness and environmental stewardship of the area.

Priority 2.1

Support and expand creative industries to benefit local economy

Actions

- a. Support existing community agencies
- b. Consider opportunities for film and creative industry office

Priority 2.2

Promote and support awareness of sustainable practices such as, precision agriculture, regenerative farming, etc.

Actions

- a. Create working group / table to address innovation through University of Guelph and Fanshawe College with a focus on Agri-Business
- b. Identify and support clusters for “agri-sustainability”
- c. Research and develop opportunities for advanced manufacturing sector and agricultural technology

Priority 2.3

Explore partnership with neighbouring municipalities to develop a strategy for an innovative food hub/seasonal food terminal and attracting value added food processing

Actions

- a. Formulate inter-municipal round-table with area municipalities to promote partnerships and collaboration
- b. Work with Ontario Food Cluster on FDI and trade missions

Priority 2.4

Explore Industrial Lands for Investment

Actions

- a. Undertake business case analysis for creating municipally owned Business park and/or possible joint ventures
- b. Establish and promote a live inventory of available industrial land for retail, commercial and industrial use
- c. Create needs study by sector including advanced manufacturing, health sciences, and other emerging sectors and industries

Goal 3: Grow

Talent attraction and workforce development



A thriving community is built on the strength of its people. As we look towards the future of Norfolk County, our strategy prioritizes the attraction of dynamic talent and the continued development of our local workforce. Recognizing that people seek more than just employment opportunities, Norfolk boasts an unmatched quality of life, striking a harmonious balance between affordability and the unparalleled beauty of our natural surroundings. Here, residents can immerse themselves in the serenity of nature, enjoy a vibrant community spirit, and benefit from a cost of living that allows dreams to be realized. Our commitment is to not only provide meaningful career avenues but also to nurture an environment where every individual can lead a fulfilling life, both personally and professionally.

Priority 3.1

Collaborate with partners to attract entrepreneurs, students, newcomers, and temporary workers, promoting opportunities for skilled labour and agricultural careers

Actions

- Introduce a “Newcomer Squad” and assist with integration for newcomers through local immigration partnerships. Facilitate mentorship for newcomers with entrepreneurial spirit
- Collaborate with partners to develop workshops that promote Diversity, Equity and Inclusion within the local economy
- Perform a case study on the quality of life for workers in Norfolk

Priority 3.2

Investigate collaborative and innovative strategies for housing and transportation

Actions

- Through the development process, support downtown revitalization by working with BIAs and local chambers while continuing to encourage mixed use development
- Evaluate findings of Transit Master Plan to improve connections with employment and labour force
- Explore permissions to allow for innovative housing to support farms, Seasonal agriculture, and Tourism workers in the urban areas

Priority 3.3

Encourage the development of training and educational programs that meet the needs of the local economy

Actions

- Leverage new and existing partnerships with government, institutional, business and community groups to offer skills training and educational programs - including agricultural leadership, expertise, and innovation
- Identify cluster areas and new future technology opportunities to position Norfolk as an innovative rural education centre

Goal 4: Connect

Branding, communications, marketing and tools



Norfolk County is a place where people and businesses thrive. It is a place where the rich agricultural land, the affordable living, the quality of life and the natural beauty create a unique and attractive brand. The new strategy will reinforce the many facets of the Norfolk brand in a way that reflects the values, the aspirations and the achievements of our community. It's a brand story that we want to share with the world.

Priority 4.1

Build the Economic Development community brand to maintain a brand ownership position for both internal and external audiences

Actions

- a. Explore branding opportunities for:
 - i. Ontario's Garden
 - ii. Find your Folk
 - iii. Visit Norfolk
 - iv. Invest in Norfolk
 - v. Made in Norfolk
- b. Work with partners and senior government to explore and promote opportunities at business events, conferences, trade shows and meetings
- c. Explore options for using online influencers to promote and grow from the outside

Priority 4.2

Promote unique value proposition and/or comparative advantage of Norfolk

Actions

- a. Prepare community profile on the advantages of living and doing business in Norfolk along with real time statistics
- b. Utilize a range of mediums to advertise the Norfolk advantage
- c. Create informational profile videos/testimonials on existing local manufacturing industries and businesses
- d. Create investment packages targeted at various sectors

Priority 4.3

Develop the capacity and tools to deliver Norfolk's economic development programs and services

Actions

- a. Determine Economic Development Department service delivery levels for capacity to meet the needs of existing and prospective businesses, and to carry out the priorities set out in the strategy
- b. Revitalize and promote Norfolk's CIP Grant Program

Concluding Remarks

As we embark on this next leg of the journey Norfolk County, it's essential to revisit and reflect on the pillars that underscore our vision. Nestled within Ontario's vast expanses, Norfolk isn't just geographically significant; it's a testament to the harmonious blend of nature, culture, and economic potential.

The comprehensive assessment, contrasting Norfolk against similar-sized municipalities, reaffirmed our unique positioning. These findings, spanning from People and Diversity to Quality of Place, aren't just metrics; they're a beacon that will guide our community's trajectory.

Our previous strategic milestones have paved the way, but it's our current strategy, attuned to the modern economy's pulse and the aspirations of Norfolk's communities, that promises a future filled with growth and inclusivity.

The strengths identified in this process - from our unparalleled location to our agricultural role - aren't merely assets. They are the foundation upon which we build our future. With the outline of our four central goals - from business retention and investment to talent to enhanced branding initiatives - we have a clear roadmap to drive Norfolk's economic narrative forward.

In conclusion, Norfolk isn't just a region; it's a promise. A promise of inclusive growth, of a community that cherishes its roots while reaching for the stars, and of a future where every individual and business finds its place under the sun. Together, armed with this strategy, we chart our course towards a brighter, prosperous tomorrow for Norfolk.





Turkey Point Trail



Fairgrounds Festival



Economic Development

185 Robinson St. Simcoe N3Y 5L6

519-426-5870 | 226-NORFOLK | 1-800-699-9038

economic.development@norfolkcounty.ca



Working together with our community

Council-In-Committee Meeting – November 15, 2023

Subject: Proposed Energy Storage Project – Letter of Support
Report Number: CD-23-100
Division: Community Development
Department:
Ward: Ward 5
Purpose: For Decision

Recommendation(s):

THAT Report CD-23-100, Proposed Energy Storage Project – Letter of Support be received for information; and

THAT the following blanket municipal support resolution be signed by the Mayor:

WHEREAS:

1. The Proponent is proposing to construct and operate a Long-Term Reliability Project under the Long-Term Request for Proposals (“**LT1 RFP**”) issued by the Independent Electricity System Operator (“**IESO**”).
2. Norfolk County is the Local Municipality in which the Long-Term Reliability Project is proposed to be located.
3. This Blanket Municipal Support Resolution is intended to express the support of the Local Municipality for the development, construction and operation of the Long-Term Reliability Project, and support for the Long-Term Reliability Project is for purposes of the requirements of the LT1 RFP.
4. The Long Term Reliability Project in question has the following characteristics:
 - a. Project ID: LT1-009-1-2
 - b. Project Name: Simcoe Battery Project
 - c. Proponent: Simcoe Battery Project LP
 - d. Technology of the Project: Battery Electricity Storage Facility

NOW THEREFORE BE IT RESOLVED THAT:

5. The Council of Norfolk County supports the development, construction and operation of the Long-Term Reliability Project on lands within the municipality provided that:

- The site is within an industrial or appropriately zoned area and all the proper development application processes are undertaken;
 - The property is adequately separated from any residential, institutional or sensitive uses and an appropriate landscape buffer is provided around the perimeter of the property;
 - That any road or infrastructure requirements are at the discretion of the proponent;
 - That any infrastructure or use of the site does not have any negative implications for use of municipal lands;
 - That any contamination of the lands resulting from the proponents operations be remediated by the proponent and lands will be returned to their current condition;
 - That appropriate community engagement is conducted, including at least 1 public meeting in the community in which the project is proposed;
 - That the final site and development details be confirmed through Norfolk;
 - That a Risk Mitigation and Fire Safety Plan be prepared, submitted to and approved by appropriate Norfolk departments including emergency response services (e.g., Fire Department); and
 - That a Community Benefit Agreement be negotiated for a minimum contribution over the life of the project towards initiatives that will be benefit Norfolk.
6. This resolution's sole purpose is to enable the Proponent to receive Rated Criteria Points under LT1 RFP or to satisfy its obligations under any awarded LT1 Contract and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Reliability Project or for any other purpose. Rated Criteria points will be used to rank the Proponent's Proposal in relation to other Proposals received by the IESO under the LT1 RFP.

DULY RESOLVED BY THE LOCAL MUNICIPALITY

on the ____ day of _____, 2023.

Discussion:

[NRStor Inc.](#) has contacted staff and elected officials about the potential for locating an energy storage (battery) project within Norfolk. Battery storage or battery energy storage systems are infrastructure facilities that allow energy to be stored when supply is higher than demand, then released back to the grid when demand is higher than supply. Essentially, it would involve long term (20-25 years+) use of roughly 10-15 acres of land with locational criteria involving close connection to transmission corridor(s) and/or station(s).

The proponent was exploring several potential locations within Norfolk, including privately-held lands southwest of Waterford and in Simcoe. NRStor Inc. is in the

process of identifying a preferred location within industrial zoned lands in Simcoe. While the site and additional project details are being confirmed in next steps, to help qualify for a Request for Proposals from the Independent Electricity System Operator (IESO), a specific or blanket municipal support resolution is required. Recently, an energy storage proposal and support resolution was considered in Haldimand.



Figure 1 –Sample Energy Storage Facility (NRStor Inc.)

Any successful project would have to go through an Environmental Assessment and development application process that may be required. Although it is a relatively new land use type, these facilities would be more appropriate in an industrially-zoned area; however, outside of the construction stage may have minimal on-site employment. A number of sites in the Simcoe area are being explored.

Energy investment and security will continue to be a crucial factor into the future, including as Norfolk grows and changes. This facility could provide some benefit to the overall network and potentially assist with future growth and investment here. As part of the municipal support, staff recommend that the proponent enter into a Community Benefit Agreement to outline the ongoing, annual financial contributions to the municipality and initiatives for the community over the life of the facility (20+ years). This is consistent with other municipal examples. The details of any negotiated agreement should be provided through future report to Council for authorization or delegated authority.

Financial Services Comments:

Financial implications arising from the recommendations contained within this report are difficult to quantify at this time but could include the following:

- Depending on the land selected there may be a change in assessment or tax class which could alter anticipated municipal tax revenues.

- The proposed community benefit agreement, if approved, would bring additional revenue to the County which would be used to support initiatives for the community.
- Additional financial implications may be identified as the final site and development details come forward for approval.

Interdepartmental Implications:

Depending upon the site and project details there may be future implications to review.

Fire Department - Currently the fire code does not address this type of operation, and there is very limited information available relating to the risks associated to this size of battery farms in Ontario. The reality is that battery use in future technology and processes will only keep expanding into the future and we as a County will need to stay on the leading edge of the technology to stay relevant in growth of this tech. We will need to prepare appropriately.

Currently from a Fire Department perspective, there are several points to consider:

- Engineered emergency procedures for the operation of the facility
- Details on the firefighting procedures, systems and capacity onsite of the battery facility
- Comprehensive review of the amount of water that will be required to fight any fires in the battery modules of the facility. (lithium batteries take obnoxious amounts of water to cool down). When this has been calculated our water department would need to be consulted to provide input of current and future capacity.
- We would need to do a gap analysis of the Fire Department resources to identify what is required to provide adequate fire protection to the site.

Consultation(s):

N/A

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority Building Norfolk - Develop the infrastructure and supports needed to ensure complete communities.

Explanation: Infrastructure towards energy security and investment.

Conclusion:

Energy storage facilities could provide some benefit to Norfolk and beyond in the future.

Attachment(s):

N/A

Approval:

Approved By:
Al Meneses, CAO

Prepared By:
Brandon Sloan, BES, MCIP, RPP
General Manager, Community Development



Working together with our community

Council-In-Committee Meeting – November 15, 2023

Subject: Seasonal Paid Parking – Two-Year Pilot Project Summary
Report Number: OPS-23-029
Division: Operations
Department: Roads
Ward: All Wards
Purpose: For Information

Recommendation(s):

That Staff Report OPS-23-029 Re: Seasonal Paid Parking – Two Year Pilot Project Summary be received as information.

Executive Summary:

Staff Report OPS-23-029 provides information to Council for consideration in relation to transitioning the completed 2-year seasonal paid parking pilot project. Staff are continuing to consult with the community partners and will provide a further staff report in first quarter of 2024 with recommendations on future options.

Discussion:

Staff presented staff report CAO 23-046 Re: Paid Parking Pilot Project Extension at the March 28, 2023, Council meeting. Council passed the following motion:

“THAT Staff Report CAO 23-056 Re: Paid Parking Pilot Project Extension Follow-up to CAO 23-046 and that Staff Report CAO 23-046 be received for information;

AND THAT Council approve extension of a temporary seasonal paid parking program to be implemented in Long Point, Port Dover and Turkey Point from June 15 to September 5, 2023 as follows:

- Seasonal Parking Pilot Project
- Duration: June 15 to September 5, 2023
- Time: 10:00 a.m. to 6:00 p.m. daily
- Rate: \$4/hour
- Zones: As outlined in Attachments A, B and C

Resident permits available to Norfolk County residents at a cost of \$35/permit for the 2023 season, with a reduced rate for additional passes per property of \$20/permit.

Permits will have a 4-hour time limit per day. Permits will be issued based on proof of vehicle registration showing a verified Norfolk County address or individuals listed as owners on a Norfolk County property tax notice.

The Pilot Project will include an enhanced communications strategy, improved signage and parking space markings, the purchase of additional pay stations, a data analytics report and an additional By-law Enforcement Summer Student to be funded from the paid parking revenues. Additional signage erected directing traffic to the County paid parking and public parking lots in Port Dover.

AND THAT Council direct staff to bring forward a by-law to implement the seasonal paid parking zones in Long Point, Port Dover and Turkey Point as identified in Attachments A, B and C;

AND THAT Council authorizes a single source supply as outlined in Norfolk County Purchasing Policy CS-02, Section 4.8.4 with Hotspot for a three (3) month term commencing June 15, 2023 and ending September 5, 2023 to provide mobile and stationary parking services as identified within this Staff Report through a cost share agreement structured 80/20 in favour of Norfolk County, managing of the issuance of resident permits at a cost of 20% of the applicable permit fee + \$1.00 per transaction , and development of a data report through Curb IQ at a cost not to exceed \$10,000;

AND THAT Council authorize a single source as outlined in Norfolk County Purchasing Policy CS-02, Section 4.8.4, purchase and installation of additional stand-alone pay stations for the use within the paid parking pilot project zones not to exceed \$56,000; CAO-23-056

AND THAT Council approve the hiring of an additional By-law Enforcement Summer Student to provide enhanced enforcement in the pilot project areas with the costs for the position being allocated from the seasonal paid parking program revenues;

AND FURTHER THAT Council authorizes the Project Manager – Traffic Services to negotiate an agreement with Hotspot for the provision of parking related services for the 2023 temporary seasonal paid parking program for the period June 15, 2023 to September 5, 2023.”

Discussion

Staff have reviewed the 2023 paid parking pilot project data, the financial results, and have sought consultation with the Port Dover Board of Trade, Turkey Point Property Owners Association, Turkey Point Summerfest Committee, Long Point Rate Payers Association, Long Point Country Chamber of Commerce and Long Point Business Group.

In 4th quarter of 2023 staff have reached out to community partners and will be presenting to Council in the 1st quarter of 2024 a staff report with recommendations.

2023 Pilot Project Financials

The table below shows a simplified summary of the pilot program financial outcomes:

	2023 (\$)	2022 (\$)
REVENUES		
Gross parking fees (all payment methods)	239,237	158,303
Resident permits - 152 @ \$20 each	3,040	-
Paid parking fine revenue (issued and collected at time of report)	<u>47,350</u>	<u>33,000</u>
Total revenue	289,627	191,303
EXPENDITURES		
Processing fees and deductions (variable costs)	47,742	37,192
Other operating costs (staff time and consumable operating supplies)	<u>64,418</u>	<u>27,150</u>
Total operating costs	112,160	64,342
Net operating revenue before one-time costs	177,467	126,961
Parking pay stations	55,459	56,960
Signage and communications	12,540	12,538
HotSpot custom development - enforcement	7,632	-
HotSpot Curb IQ Report	<u>8,650</u>	<u>-</u>
Total one-time costs	84,280	69,498
NET SURPLUS	<u>93,186</u>	<u>57,463</u>

Council approved an additional seasonal temporary full-time By-law Enforcement Summer Student for a period of May 1st, 2023 to September 5th 2023 which was to be dedicated to the paid parking pilot. The 4 students were assigned to various communities across Norfolk to cover the three paid parking areas as well as the other communities in Norfolk where regular parking enforcement is required. The cost of this dedicated parking enforcement student is included in the Other Operating Costs line of the 2023 Pilot Project Financials along with other staffing costs and supplies. It is important to note that minor refinements to staffing costs included above may occur as data is further reviewed.

Incremental revenue collected specific to paid parking fines totaled approximately \$47,350 with approximately \$3,375 unpaid as of October 18th 2023. Unpaid fines for matters not set for trial are subject to a collection process through Norfolk's POA office and possible plate renewal suspension through the MTO.

The 2023 costs related to overtime worked by the regular By-law Enforcement Officers over the summer months in relation to the paid parking pilot project, as well as Administration time related to dedicated time committed to the project, are summarized below:

Overtime: 1 regular officer on one date to cover a shift shortage (7 hours OT) \$450
By-law Supervisor Admin time: (24 hours) \$1,500

These staffing costs are also included in the Other Operating Costs line of the 2023 Pilot Project Financials.

2023 Overall Project Scope

Staff set out a project scope in staff report CAO 23-046 Re: Paid Parking Pilot Project Extension where improvements were to be made in Communications, Signage, Accessible Spaces, Payment Types, Resident Parking Permits and Data Analysis for the 2023 season.

Communications

Staff worked closely with staff from the Communications Department to put out social media blasts across multiple platforms outlining the 2023 program including dates, costs, locations and the new resident permit availability. Norfolk's website was also updated with all the relevant information, and new to the 2023 program was a detailed FAQ page covering all aspects of the 2023 paid parking program including resident permits and how to obtain and use them.

Signage

Staff increased the number of QR ("Tap") and paid parking signs in both Port Dover and the Abigail Becker parking lot in Long Point to be more visible and used the same formula for the installation of QR and paid parking signs in the paid parking areas in Turkey Point and Long Point. "Gateway" entrance signs were also installed this year advising visitors that paid parking was in effect along with the dates and times. In Port Dover additional new green "P" parking signs were added directing the public to Norfolk's two paid parking lots located on Clinton Street and the lift bridge at the end of Harbour Street. New "Pay Station" signs were also added at all standalone pay stations to enhance visibility to the public.

As a new initiative, specific parking stalls in all areas were painted with green lines to assist motorists in clearly identifying the allocated paid parking spaces. Feedback to staff regarding the green paint was favourable and appreciated by both visitors and residents.

Accessible Spaces

At the beginning of the paid parking program accessible spots were subject to the regular paid parking fees, as approved by Council, however staff encountered pushback from accessible parking permit owners and others who questioned the decision. Following consultation with other municipalities utilizing paid parking, staff made the decision to pivot on this issue and revert to no-charge parking for the use of accessible parking spaces for drivers with a valid MTO-issued permit. Two (2) new signed accessible parking spaces were also added in Turkey Point on Cedar Drive at the Provincial Park parking lot entrance. These spaces were chosen in consideration of their proximity to a paved walkway extending from Cedar Drive to the accessible washrooms in the Provincial Park parking lot. Feedback to staff on the addition of these two spaces for those with mobility limitations was favourable.

Payment Options

Various payment options were made available for the 2023 season. Users had access to HotSpot's free mobile app, "Tap"/QR signs and stand-alone pay stations with the option of inserting a credit card or the enhanced ability for 2023 to tap an Interac tap-enabled debit card. Cash transactions were not accepted due to the complexity and added expense in staff time of handling cash throughout the season.

Resident Permits

As directed by Council, staff implemented a resident parking permit system, available for purchase on Hotspot's free webpage or mobile app. Residents were required to submit proof of residency, or proof of owning property in Norfolk, along with their vehicle license plate number using their MTO-issued vehicle registration. Customer license plates were then registered in the HotSpot Parking system and recognizable as paid when later checked by enforcement officers. If a resident was seeking multiple resident permits, they were required to purchase a separate permit for each additional vehicle. The cost of resident paid parking permits was approved at \$35 for the first permit with any additional permits set at \$20 each. Due to issues with the resident permit process provided by the parking vendor, the cost for any permit was set at \$20. A total of 153 resident permits were issued for 2023.

Data Analysis

In March of 2023 Council approved the purchase of the "Curb IQ" report from Hotspot Parking at a cost not to exceed \$10,000. Staff were able to renegotiate the cost of this report to \$8500. The Curb IQ report offers a more detailed analysis of the 2023 paid parking project than staff could provide and includes some comparators to the 2022 program. The Curb IQ report will be presented in the first quarter of 2024.

Approved Paid Parking Zones

Port Dover

- As directed by Council, no changes were made to the paid parking areas that had been in place in 2022. Refer to Attachment A.

Turkey Point

- Paid parking was added to Turkey Point for the 2023 season, along Cedar Drive from the Turkey Point Provincial Park entrance to Old Hill Drive. Refer to Attachment B.

Long Point

- In addition to the Abigail Becker parking lot utilized in 2022, two new paid parking zones were added along Erie Boulevard east and west of the Abigail Becker parking lot. Refer to Attachment C.

Parking Rates

The paid parking rate approved by Council for the 2023 pilot was \$4/hour in all three communities. The “1st hour free” feature in place in 2022 for Port Dover was discontinued as resident permits were being made available instead.

Parking Hours

10 am to 6 PM daily

2023 Paid Parking Transaction Data

Source	Transactions	Gross Income	Avg. Payment	% Usage
HotSpot (App)	1,714	8,281	6.09	6.0
HotSpot (QR/Tap)	16,680	142,855	10.8	59.3
Pay Stations	9,751	88,102	9.6	34.7
Total	28,145	239,238	8.83	100.0

2023 Paid Parking Enforcement Data (charges by zone)

Zone	Location	Spaces	Charges
1	Clinton Street lot	14	2
2	Lift Bridge lot	20	22
3	Harbour Street (north)	28	26
4	Harbour Street (south)	13	75
5	St George Street	21	108
6	Walker Street	42	130
7	Cedar Drive (north)	39	19
8	Cedar Drive (south)	67	189
9	Abigail Becker lot	40	128

10	Erie Boulevard (east)	33	24
11	Erie Boulevard (west)	130	108
Total Number		447	831

As of October 18th, 2023 a total of 786 paid parking tickets had been paid out of 831 tickets issued (95%). Of these, 464 were paid at the reduced early payment rate of \$50 (\$23,200) while the balance of 322 tickets were paid at the unreduced rate of \$75 (24,150) for a total of \$47,350 in ticket revenue. The “unreduced” rate applies if a parking ticket remains unpaid after 7 days. The remaining 45 parking tickets, representing outstanding debt of \$3,375, are a mix of those drivers who may be taking the matter to trial and those who simply haven’t responded to the ticket, which will then go to collections after 60 days.

Challenges and Resolutions

As with any pilot project and new initiative challenges were encountered and lessons learned. Staff from various departments worked collaboratively to achieve a financially successful season 2 of paid parking while operating within tight timelines.

With regard to the challenges this year, staff were once again able to pivot and make necessary changes and improvements in a timely manner to ensure the program ran as smoothly as possible. Listed below is a detailed summary of the challenges:

- Five (5) new standalone pay stations were required to accommodate the locations added to the program for 2023. Initially new machines (matching Norfolk’s current inventory) were ordered from the previous supplier. In early May, just 6 weeks before paid parking was to begin, staff were notified that the vendor would not be able to fill the order until late August due to shipping delays. Staff looked into several other options available and chose to instead source the new machines from a Canadian company located in Halifax with an expected delivery date in mid to late June. Due to other delivery commitments by the new vendor MacKay Meters, the new units were not received and installed until July 12th. However, it should be noted the six pay stations purchased in 2022 were installed on time in Port Dover and Long Point this year. The delay with installing the new pay stations did not appear to have had a significant financial or customer impact due to poor weekend weather experienced in Norfolk.
- Norfolk’s vendor HotSpot Parking contacted staff after the 2023 program had begun and informed staff that they had under-estimated the length of time it would take them to re-program and comply with the request for a resident permit system featuring a 4-hour maximum use per day. Residents were still able to obtain a permit and use it, however because the required programming was not completed in time permit holders were able to park for a full 8 hours instead of just 4. At that time just 37 resident passes had been sold and no complaints were received from the public about the temporary change to permit functionality. Staff adjusted the website FAQ’s accordingly to make sure the public was kept

informed. The 4-hour time limit for resident permits became effective July 4th. HotSpot Support then contacted each paid permit holder and supplied instructions on how to proceed with their resident permit using a common 4-digit code. Norfolk was not charged for the delay in programming time or the outreach to permit holders. It is estimated the programming time and public outreach was valued at \$10,000 which HotSpot agreed to cover in full.

- Another issue with the resident permits was discovered once HotSpot began working on programming. HotSpot staff had initially advised Norfolk staff that they could “do anything” with the permit system and tailor it to Norfolk’s needs, a comment relayed to Council by staff in March in good faith. HotSpot subsequently learned that their system would not allow the two different permit payment amounts which Norfolk had envisioned (\$35 for the first, \$20 for each subsequent permit in the same family). With no ability to consult Council in a timely manner, staff made the decision to charge all permit holders the lower amount of \$20 for all resident permits rather than the higher amount which could have been poorly perceived and criticized by users.
- “Gateway” entrance signs, when designed and reviewed on a computer screen, appeared to be what staff were looking for. However, once the completed signs were delivered it was clear that the lettering should have been larger to make them more easily readable to the public.
- During the first week of the program staff received complaints about drivers with a valid MTO-issued accessibility permit having to pay for parking in an accessible parking space in the paid parking areas. Following discussions with senior staff a decision was made to offer free parking to anyone displaying a valid MTO-issued Accessibility permit. New signs were ordered to display this updated decision and stickers were placed on all the information signage posted on the QR/Tap signs, removing the reference to paid accessible spaces.
- There were a few instances where drivers were mistakenly allowed to pay for parking on June 14th, the day before the paid parking program started. This only occurred with the pay stations and all affected customers were refunded immediately. This isolated issue was determined to be a programming error by the machine supplier.
- Cell signal strength was very weak at times at the Abigail Becker lot in Long Point, causing issues with visitors trying to pay with their mobile devices using the QR/Tap signs or via the HotSpot app. The issue seemed to be predominately with Bell customers on the 5G network. If the program is to continue in the future Norfolk’s IT department is confident that we would be able to create a data “hotspot” in any area experiencing poor cell connectivity, at nominal expense to the program.

- Just after the paid parking program began in Turkey Point staff received two complaints from business owners on Cedar Drive asking where their staff would be able to park without paying. Staff suggested that impacted businesses employees utilize free parking space at the Turkey Point Park/Pavilion lot near the intersection of Turkey Point Road and Cedar Drive as an alternative.
- Within weeks of the program starting staff began receiving complaints from upset motorists claiming they had paid for parking but were issued a parking ticket anyway. It was determined, and as we also experienced in 2022, that these visitors had entered their license plate information into the parking system incorrectly, resulting in an “Unpaid” response when an enforcement officer later scanned their actual vehicle plate. Initially staff kept to the approved procedure and held the public accountable for their data entry errors, however negative feedback was received from numerous customers upset that they had paid to park but were being unfairly treated for a simple clerical error. Senior staff were consulted and agreed that Bylaw should void tickets in cases where parking sessions were paid for and where proof was presented that a simple data entry error had been made by the user. In total 176 tickets were voided by Bylaw in 2023, up from 64 in 2022. About 95% of the affected tickets involved customer data entry errors with the other 5% related to cell connectivity issues. Each voided ticket took approximately 8 minutes to handle administratively; a total of approximately 24 hours of staff time to resolve. Staff were able to determine that this was the most common issue in other municipalities using paid parking as well, and that common practice was to void the ticket when proof of payment is made. Should paid parking proceed again, staff recommend that this procedure be retained.
- In early July four motorcycles arrived together in Port Dover and parked in one space in a paid parking area, believing they were only required to pay once for the space that they occupied. Parking tickets were subsequently issued to the other 3 drivers as they had not paid. Complaints were subsequently received by both Council and staff. There was discussion internally on how to best handle the situation going forward and it was decided that because parking in a paid parking zone comes with the benefit of being close to the waterfront and beach that parking should be paid for by all vehicles and not per space. Staff have discussed the matter further and have reached out to colleagues in Central Elgin where motorcycles are permitted to park at no charge in a designated motorcycle parking area near the beach in Port Stanley. Staff feel that we could and should set up a similar area in Port Dover where a high percentage of motorcyclists visit in summer. Should Council wish to pursue paid parking in the future, and include Port Dover, staff will begin the process of identifying a suitable location for consideration.
- The issue of over-sized vehicles in paid parking spaces came up in 2023, in both Turkey Point and Long Point, an issue not encountered in 2022. Specifically, enforcement officers encountered boats and trailers as well as large RV’s taking

up numerous paid parking spaces in prime locations. Should Council wish to pursue paid parking in future, staff recommend a policy of prohibiting vehicles with trailers or Recreational Vehicles from parking in a paid parking area.

- Bylaw received several reports where motorists who had paid for either Turkey Point Provincial Park or Long Point Provincial Park parking online later arrived in the area and parked in a Norfolk County paid parking space instead, believing that where they parked was part of a provincial park. With the two paid parking areas being so close together at both locations it is understandable that there would be some confusion. The few people this affected and who were ticketed had their parking tickets voided. Going forward, staff would include improved communication on our website and would communicate more effectively with Ontario Parks to add a paid parking warning for those attending Turkey Point or Long Point beaches.
- Complaints were received from visitors in 2023 using the Year 1 (2022) pay stations in both Port Dover and Long Point. Common complaints were that the screens were difficult to see and read, the interface was not user friendly, touch buttons were not clearly labelled, and the touch buttons were not very receptive to touch. Similar complaints were received in 2022 when staff had the company change the screen background from white to black to help with the visibility of the information on the screens in sunlight. The colour change was an improvement but did not fully resolve the issues. The Year 2 (2023) pay stations in use in Turkey Point and along Erie Boulevard in Long Point were not subject to the same complaints. Staff reviewed these machines after they were installed and noticed that the screens were set at an angle and therefore visible without having to crouch down to read them and were easily legible in bright light. All buttons were clearly labeled and more receptive to touch, all of which were marked improvements from the previously purchased machines.
- One final challenge for the future of the paid parking pilot project will be the element of staffing. The pilot project is presently being managed by the temporary full time Project Manager, Traffic Services; however, as this position is temporary this position will be completed in March 2024. Staff will make recommendations on staffing within the 2024 council staff report. Possible options being discussed are being discussed for Council's consideration.
- Following the 2022 season and Council approval to extend the project by an additional year, staff researched vendor contracts with other comparable municipalities and leveraged the information obtained to amend Norfolk's contract in more favorable terms for Norfolk, negotiating an 85/15 split where Norfolk had agreed to an 80/20 retention in 2022.

Financial Services Comments:

Finance staff collaborated with Operations and By-law staff to prepare the financial information presented within the body of this report. Based on a reconciliation of the 2023 Paid Parking Pilot program activity, the year 2 pilot generated an overall surplus of approximately \$93,200 from 447 available parking spaces within Long Point, Turkey Point and Port Dover. Net operating revenue before one-time costs was \$177,500 or 61.3% of total revenue, which represents the potential ongoing benefit that could be achieved using the current year program scope (i.e., number of parking spaces, zones, parking rates, and staffing level, etc.).

For comparison, the 2022 Pilot program generated a net surplus of \$57,463 (revised per CAO-23-046 from March 21, 2023 CIC) from 182 parking spaces in Long Point and Port Dover with net operating revenue of \$126,961 before one-time costs, which represents an operating margin of 66.4%. It should be noted that Other Operating Costs consist primarily of Roads and By-law staff time to support the program, which are relatively fixed within a reasonable activity level. This accounts for the higher operating margin in 2023 given the similar resource allocation in both years.

The total surplus for the two-year paid parking pilot program is \$150,650, with \$57,463 currently being held in the contingency reserve. Recommendations on the use of these funds will be presented in a future report to Council.

Interdepartmental Implications:

N/A

Consultation(s):

Staff have consulted with The Municipality of Central Elgin
The Municipality of Lambton Shores
IBI Group (HotSpot Parking)
IBI Group (Curb IQ)
Waterfront Community Partners

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority Serving Norfolk - Ensuring a fiscally responsible organization with engaged employees who value excellent service.

Explanation: Facilitating innovative solutions that address infrastructure management strategies, modernizing Norfolk County's approach to by-law development and enforcement and engaging employees to work collaboratively across multiple divisions with the goal of finding savings and efficiencies which support a fiscally responsible organization.

Conclusion:

Based on the summaries provided in relation to the paid parking pilot project in 2022, and 2023, the project has generated positive additional revenue for Norfolk County. Staff have been able to meet technological and logistical challenges as they arose to meet the resolutions and approvals from council.

Attachment(s):

- A - Map (Port Dover)
- B - Map (Turkey Point)
- C - Map (Long Point)

Approval:

Approved By:
Al Meneses, CAO

Reviewed By:
Bill Cridland,
General Manager, Operations.

Prepared By:
Jim Millson
Supervisor, Bylaw Enforcement
Office of the CAO

Prepared By:
Darnell Bernardo, Project Manager - Traffic Services
Operations

Port Dover Parking



Turkey Point Parking



Long Point Parking





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Council-In-Committee Meeting – November 12, 2023

Subject: Summary of Bid Awards for the Period Ending October 24, 2023
Report Number: CS-23-149
Division: Corporate Services
Department: Purchasing Services
Ward: All Wards
Purpose: For Decision

Recommendation(s):

THAT Staff Report CS 23-149, Summary of Bid Awards for the period ending October 24, 2023, be received as information;

AND THAT the Director, Engineering be authorized to execute a contract with Robert M Simon Construction Ltd. for Request for Tender **EIS-ENG-23-55 East Quarter Line Culvert Replacement** in the amount of \$636,801.63 (excluding HST);

AND THAT the Manager, Asset Management be authorized to execute a contract with GM BluePlan Engineering for Request for Proposal **EIS-AM-23-01 Consulting Services for Corporate Asset Management Plan and Software** in the amount of \$302,930 (excluding HST).

AND THAT the Director, Environmental Services be authorized to execute a contract with Photech Environmental Solutions Inc. for Request for Tender **EIS-ES-23-09 Collection and Disposal of Household Hazardous Waste at Collection Events** in the amount of \$793,459.05 (excluding HST) for a two (2) year term, from January 1, 2024 to December 31, 2025;

AND THAT the Emergency Purchase for **Zamboni Battery Replacement - Waterford Arena** in the amount of \$15,617.00 be received as information.

Executive Summary:

The purpose of this report is to present a simplified bid award report request outlining various bid results for formal bidding opportunities that have closed for the period ending October 24th 2023. Staff are seeking approval for contracts to be executed with the successful bidders in accordance with CS-01 Delegated Financial Spending Authority to Officers and Employees of Norfolk County.

Discussion:

In accordance with Section 3.2.2 of the Purchasing Policy approved by Council on November 10, 2020 under the authority of By-Law 2022-104, Council delegated its authority to General Managers to award all Requests for Tenders (RFT) and Requests for Proposals (RFP) with purchase amounts between \$50,000 and \$250,000 when all of the following conditions apply:

1. It is the lowest Tender meeting specifications, or the Proposal meeting the Price per Point methodology, and
2. The scope of the project has not changed from what was approved by Council, and
3. The amount of the Bid, plus all related costs, is within the approved allocations, and
4. Any contract not anticipated to be financed by debentures.

As outlined in Section 25.1.3 of CS-02, Purchasing Policy, a report to Council is required for approval if any of the required criteria as noted above is not met.

A detailed summary of the formal bidding opportunities has been provided as Attachment A to this report. All purchasing activity outlined in the attachment require award by Council.

The formal bidding opportunities outlined have been developed and issued in accordance with the Norfolk County Purchasing Policy and Procedures. The recommended bidder has been proposed on the basis of having submitted the lowest compliant bid that meets the minimum specification as outlined in Norfolk County Policy CS-02, Purchasing Policy, Section 4.4.

Financial Services Comments:

Previously Bid awards that did not fall within the authority of By-Law 2022-104 were presented to Council for consideration through individual reports. The simplified bid award report eliminates the need for individual reports and presents a summary of the various bid results for formal bidding opportunities that have closed for the period ending October 24, 2023.

The Bid awards summarized in Attachment A do not fall within the authority of By-Law 2022-104 for various reasons such as:

1. The amount of the Bid and all related costs may not be within the approved allocations.
2. Anticipated financing will be by debentures
3. The Bid award is over \$250,000
4. The Scope of the project may have changed.

For those Bids and related costs that are under the approved allocation, a positive financial implication will be realized. In addition, for any Bid and related costs that are over the approved allocations, recommendations for Council approval to amend the approved budgets along with recommended funding sources have been proposed.

It should be noted, budget amendments for funding shortfalls will have a negative impact on forecasted reserve balances and operating surpluses. In addition, given the cost increases, potentially future capital plans will need to be increased resulting in higher annual reserve contributions which will increase levy and rate requirements in order to sustain current infrastructure. Plus, future operating budgets will need to be increased for projects with no other available funding source except from the tax levy or rate requirement.

In an effort to minimize the impact of bid awards that are over budget, Financial Management & Planning (FMP) staff perform a detailed review of each bid and collaborate with staff from the issuing department to mitigate financial impacts. The steps taken include:

1. Identifying offsetting savings within another capital project, or operating budget line.
2. Reducing the scope to remain within budget.
3. Identifying other projects that are lower priority, with same funding source, to defer and re-budget in a future year.

These steps are taken before a budget amendment is recommended unless the overage is considered immaterial.

Interdepartmental Implications:

Consultation(s):

Director, Engineering; Manager, Asset Management; Director, Environmental Services; and Treasurer and Director, Financial Management and Planning were consulted in the preparation of this report.

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority Serving Norfolk - Ensuring a fiscally responsible organization with engaged employees who value excellent service.

Explanation:

This report supports the strategic plan as it allows the bids to be awarded and resulting contracts to be executed in a timely manner and contributes to fiscal responsibility for the organization in alignment with the goals of the Purchasing Policy.

Conclusion:

Staff are seeking approval to execute contracts with recommended bidders for the formal bidding opportunities that closed for the period ending October 24, 2023 through resolution of Council in accordance with Norfolk County Purchasing Policy and Procedures.

Attachment(s):

- Attachment 'A' - Summary of Bid Awards October 24, 2023
- Attachment 'B' - RFP Pre-established Criteria and Weighting EIS-AM-23-01

Approval:

Approved By:
Heidy VanDyk
General Manager, Corporate Services

Reviewed By:
Amy Fanning
Treasurer and Director Financial Management and Planning

Reviewed By:
Karen Judd
Manager, Purchasing Services

Prepared By:
Rachael Artemenko
Senior Procurement Officer

Entry #	1	Bid Name:	East Quarter Line Culvert Replacement				
Bid #	EIS-ENG-23-55	Successful Bidder Name:	Robert M Simon Construction Ltd	Bid Advertising	Norfolk County Bids & Tenders	Multple Year Bid	No
Bid Type	Request for Tender (RFT)	Bid Amount (excluding taxes)	\$636,801.63	# Of Bids Received:	5	Project Start Date	15-Jul-24
Bid Closing Date	3-Oct-23	Budget (including net HST)	\$710,000.00	# Of Bids Rejected:	0	Project End Date	13-Sep-24
Reason Council Approval is Required	The award amount is over \$250,000. The contract is anticipated to be financed by debentures.						
Names and Prices of all bids meeting requirements (exclusive of all applicable taxes)	Robert M Simon Construction Ltd - \$636,801.63 J-AAR Excavating Limited - \$830,210.25 South Shore Contracting of Essex County Inc. - \$898,445.00 Neil Montague Construction Limited - \$903,240.50 Navacon Construction Inc. - \$989,304.75						
Comments by User Division	RFT EIS-ENG-23-55 consists of the East Quarter Line Road culvert replacement and associated roadwork, located on East Quarter Line Road approximately 0.3km north of Lakeshore Road. Robert M Simon Construction Ltd. is the low bidder with a total bid of \$636,801.63 excluding HST. This bid submission includes a contingency allowance of \$10,000. Robert M Simon Construction Ltd. has previously completed similar culvert replacement work for Norfolk County with a high degree of accuracy and quality. Staff recommend Council approve the award of EIS-ENG-23-55 to Robert M Simon Construction Ltd.						
Finance Comments	The Approved Capital Budget includes an allocation of \$805,000 for the East Quarterline Culvert Replacement, with funding to be provided from the issuance of debentures. Based on the bid amount of \$648,000 (rounded, incl. net HST) from Robert M Simon Construction Ltd., sufficient funds have been allocated for award.						

Entry #	2	Bid Name:	Consulting Services for Corporate Asset Management Plan and Software				
Bid #	EIS-AM-23-01	Successful Bidder Name:	GM BluePlan Engineering	Bid Advertising	Newspaper Advertisement, Norfolk County Bids & Tenders	Multiple Year Bid	Yes
Bid Type	Request for Proposal (RFP)	Bid Amount (excluding taxes)	\$302,930.00	# Of Bids Received:	1	Project Start Date	1-Dec-23
Bid Closing Date	19-Sep-23	Budget (including net HST)	\$375,000.00	# Of Bids Rejected:	0	Project End Date	31-May-25
Reason Council Approval is Required	Award amount is over \$250,000.						
Names and Prices of all bids meeting requirements (exclusive of all applicable taxes)	GM BluePlan Engineering						
Comments by User Division	The project is to develop the Phase 2 asset management plans (AMP) for the County. The scope includes developing the AMP for Non-Core assets, determining what the current levels of service are, and proposing future levels of service. These services encompass every service the County provides to residents. Additionally, as this endeavor is heavily reliant on data and the ability to capture and analyze that data, a software review of current programs is included in order to see what opportunities the County may explore in order to improve in this area.						
Finance Comments	The Approved 2023 Levy Supported Operating Budget contains a total budget of \$125,000 for consulting services for the Corporate Asset Management Plan and Software. As per approved plan request EIS-520-2023-001, consulting services for the Asset Management Plan have been budgeted for years 2023-2025. This bid represents a multi-year contract and the total cumulative budget for the 3 year time period is \$375,000. Based on the bid amount of \$308,000 (Rounded, incl. net HST) from GM BluePlan Engineering, there is sufficient budget to accommodate this bid.						

Entry #	3	Bid Name:	Collection and Disposal of Household Hazardous Waste at Collection Events					
Bid #	EIS-ES-23-09	Successful Bidder Name:	Photech Environmental Solutions Inc.	Bid Advertising	Newspaper Advertisement, Norfolk County Bids & Tenders	Multple Year Bid	Yes	
Bid Type	Request for Tender (RFT)	Bid Amount (excluding taxes)	\$793,459.05	# Of Bids Received:	1	Project Start Date	1-Jan-24	
Bid Closing Date	19-Sep-23	Budget (including net HST)	\$677,500.00	# Of Bids Rejected:	0	Project End Date	31-Dec-25	
Reason Council Approval is Required	Award amount is over \$250,000. The amount of the bid, plus all related costs, is not within the approved allocations.							
Names and Prices of all bids meeting requirements (exclusive of all applicable taxes)	Photech Environmental Solutions Inc.- \$793,459.05							
Comments by User Division	<p>Environmental Services followed Purchasing Policy CS-02 for the procurement of the supply of all labour, materials, equipment, sorting and transportation to a Resource Productivity and Recovery Authority (RPRA) approved disposal and recycling facilities for collected household hazardous waste material (HHW) at four (4) event days annually.</p> <p>This program is needed in Norfolk County as the HHW program ensures that hazardous waste is disposed of or recycled in an environmentally friendly manner. In addition, there are very few alternatives for residents to dispose of their hazardous waste as retail take back locations only accept certain products and quantities.</p>							
Finance Comments	<p>The Approved 2023 Levy Supported Operating Budget includes \$135,500 for the collection and disposal of Household Hazardous Waste. This bid represents a 5 year contract period and therefore, the cumulative budget allocated for this bid is \$677,500. Based on the tender award amount of \$807,000 (Rounded, incl. net HST) from Photech Environmental Solutions Inc., an adjustment of \$26,000 per year beginning in 2024 is required to accommodate this bid.</p> <p>The Hazardous Household Waste disposal and collection requirements for 2023 are not expected to exceed the current approved allocation and as such, no budget amendment is required at this time. However, it is recommended that staff adjust the Proposed 2024 Levy Supported Operating budget to reflect the \$26,000 budget increase required to accommodate this bid. Future budgets will be updated to reflect revised cost estimates and requirements.</p>							

Entry #	4	Bid Name:	Zamboni Battery Replacement - Waterford Arena				
Bid #	N/A	Successful Bidder Name:	Zamboni Company Ltd.	Bid Advertising	Not Required	Multple Year Bid	No
Bid Type	Emergency Purchase	Bid Amount (excluding taxes)	\$15,617.00	# Of Bids Received:	N/A	Project Start Date	ASAP
Bid Closing Date	N/A	Budget (including net HST)	\$0.00	# Of Bids Rejected:	0	Project End Date	N/A
Reason Council Approval is Required	Emergency Purchase						
Names and Prices of all bids meeting requirements (exclusive of all applicable taxes)	Zamboni Company Ltd. - \$15,617.00						
Comments by User Division	Zamboni operation is vital to arena operations. Replaced one cell in August for \$2,200, lost an additional cell in September, multiple cells in a short time is a sign of end of life. Battery replacement was recommended. Smart investment and least intrusive to arena operations was to replace over repair. Replacement now removes \$46,000 from 2024 capital budget. Expected useful life of replacements is 5 years for a year-round facility.						
Finance Comments	<p>The 2023-2032 Capital Plan contains an allocation of \$46,000 budgeted in 2024 for the replacement of the electric ice resurfacers batteries at the Waterford Arena which includes a transition to lithium ion batteries from the lead acid batteries currently in use. During 2023 this unit experienced a failure which requires a full battery replacement ahead of schedule, which can be partially attributed to year-round usage due to the recent addition of summer ice at the Waterford Arena. Further to section 10 of the purchasing policy regarding emergency purchases, staff have determined that this situation meets the criteria to proceed with the replacement in the current year in order to avoid interruption of an essential public service at this high-use facility.</p> <p>Based on availability and compatability with the current system, staff are recommending to proceed with the procurement of replacement lead acid batteries for this cycle at a cost of approximately \$16,000 (rounded, incl. net HST) from the current vendor, Zamboni Company Ltd., which can be accommodated within the projected Levy operating surplus for the Parks department per the June 30th Variance forecast presented to Council in July. The 2024 capital project will be removed from the Proposed 2024-2033 Capital Plan which will result in indirect savings to the General Capital Replacement Reserve of \$46,000 as this committment will be removed.</p>						

Attachment B
RFP Pre-established Criteria and Weighting EIS-AM-23-01

DESCRIPTION OF FACTOR	WEIGHT	TOTALWEIGHT FOR SECTION
A. Company Profile		
1. Company Profile and Organizational Structure	5	20
2. List of Experience in Effective Asset Management	5	
1. Please provide, at minimum, three (3) relevant examples and three (3) references.	10	
B. Key Team Members:		
1. Project Manager Qualifications	15	30
2. Team qualifications	15	
C. Methodology, Work Plan and Schedule:		
1. Demonstrate Understanding	10	50
2. Detailed Work Plan, Schedule and Communication Plan	25	
3. Information required from Norfolk County Staff	5	
4. Methodology, Process and Data Analytics	5	
5. Innovation, Leadership and Best Practices	5	
Technical Score	/100	
Does technical score achieve benchmark score of 70%	Yes / No	
		/100
		Yes / No

Optional Interview Scoring:

DESCRIPTION OF FACTOR	WEIGHT	TOTALWEIGHT FOR SECTION
Technical Score (carried over)		/100
Does the technical score achieve benchmark score of 70%		Yes / No
Optional Interview/Presentation (held at discretion of the County for Proponents who meet the benchmark score)	10	10
Total (Optional Interview Score + Technical Score)		/110
Does Total score maintain benchmark score of 70% (77/110)?		Yes / No



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Council-In-Committee Meeting – November 15, 2023

Subject: 2024 Insurance Program Renewal
Report Number: CS-23-156
Division: Corporate Services
Department: Financial Management & Planning
Ward: All Wards
Purpose: For Decision

Recommendation(s):

THAT Staff Report CS-23-156 2024 Insurance Program Renewal be received as information;

AND FURTHER THAT the Chief Administrative Officer be authorized to execute a contract with Aon Reed Stenhouse for Request for Proposal **CS-FMP-23-04 General Insurance & Risk Management Services** for a period of three (3) years, with an option in favour of Norfolk County to extend the agreement for two (2) additional one (1) year terms;

AND FURTHER THAT Council approve the 2024 Insurance Premium of \$2,070,475.00 plus the applicable taxes.

Executive Summary:

The purpose of this report is to provide an update to Council on the upcoming 2024 insurance program and seek Council's approval to award RFP CS-FMP-23-04 General Insurance & Risk Management Services to the lowest price-per-point proponent Aon Reed Stenhouse.

Staff are recommending that the County execute a contract with Aon Reed Stenhouse for a period of three (3) years, with an option in favour of Norfolk County to extend the agreement for two (2) additional one (1) year terms.

Discussion:

Norfolk County's insurance program is renewed on an annual basis with January 1st acting as the start date of each policy term. The County's current policy term expires on December 31st, 2023, and therefore staff developed and issued RFP CS-FMP-23-04 in accordance with Norfolk County Policy CS-02, Purchasing Policy. Staff are pleased to

report that RFP CS-FMP-23-04 resulted in a competitive proposal for the County's 2024 insurance program renewal.

RFP Process & Results

Developing an RFP for a municipal insurance program requires a significant time commitment from staff. The process involves collecting a significant amount of information from various departments to update insurance schedules and mandatory applications prior to issuing the RFP.

In the municipal insurance marketplace, there are essentially 4 insurance program providers: Intact Public Entities Inc. (IPE), Aon Reed Stenhouse (Aon), Marsh Canada, & BFL. Norfolk County is currently insured with IPE (formerly Frank Cowan Company) and was a longstanding client of Frank Cowan Company prior to their acquisition by Intact Insurance.

The RFP was advertised in accordance with Norfolk County's Purchasing Policy and Procedures and was issued on August 8th, 2023, with a two-envelope process whereby proponents were required to submit a technical proposal in Envelope 1 and a price proposal in Envelope 2.

Two (2) submissions were received and deemed compliant at the bid closing date and time of Tuesday, September 26, 2023. There were no bids rejected.

Proposals were received from the following proponents:

- AON Reed Stenhouse Inc.
- Intact Public Entities Inc.

The two (2) compliant proposals were evaluated by an evaluation team comprised of the General Manager, Corporate Services, General Manager, Operations, Treasurer/Director, Financial Management & Planning and Risk Manager in accordance with the evaluation criteria listed below.

DESCRIPTION OF FACTOR	WEIGHT	TOTALWEIGHT FOR SECTION
a. Program Overview		
1. Company Profile	5%	20%
2. Program Profile	10%	
3. Program Markets	5%	
b. Execution of Program Deliverables:		
1. Insurance Services	10%	40%
2. Risk Management Services	15%	
3. Claims Management	15%	
c. Coverage Specifications:		

1. Program Structure	5%	40%
2. Coverage Scope	10%	
3. Proponent's Coverage Summary	15%	
4. Deviation or Enhancement or Subjectivity Table	10%	
Technical Score		/100
Does technical score achieve benchmark score of 70%		Yes / No

Both bidders met the benchmark score of 70% or higher in the technical proposal (Envelope 1) and proceeded to the opening of their price proposal (Envelope 2).

The lowest price-per-point proposal was submitted by Aon Reed Stenhouse, for the 2024 total premium of \$1,945,475 plus applicable taxes. This represents a decrease of - \$605,912 (-23.74%) from the 2023 insurance renewal premium.

The RFP permitted submission of non-mandatory Optional Coverage and Pricing as part of the price proposal (Envelope 2). The RFP stated that the Optional Coverage and Pricing would only be considered for the successful proponent.

Aon Proposal

Staff have completed a comprehensive review of the Aon submission and consider it very comparable to the County's current expiring insurance program, at a significantly decreased cost. The Aon proposal allows the County to maintain current deductible levels on nearly all insurance coverage. Also, nearly all coverage limits are identical to current limits, or higher than current limits.

The Aon proposal provides the County with an option to increase the Liability limit from \$25,000,000 to \$50,000,000 for an additional \$72,500 premium. This change would apply to the following coverages: General Liability, Errors and Omissions, and Automobile Liability. Liability damage awards have increased in recent years, particularly when it comes to significant bodily injury claims. One example of how these claims can impact a municipality is when there are accidents on municipal roadways. Motor vehicle accidents can result in significant bodily injury to multiple parties, and municipalities can be found legally liable if they fail to keep the roadway in a state of repair. Staff research has also shown that many other municipalities now carry a \$50,000,000 Liability limit. Staff recommend proceeding with the option to increase the Liability limit to \$50,000,000.

Staff also recommend increasing the per claim Property insurance limit in the Aon proposal from \$300,000,000 to \$400,000,000 for the additional premium of \$52,500. This Property limit increase would better align with the County's current Property insurance limit of \$418,004,250. This coverage can protect the County if a significant weather event causes widespread property damage to County property (buildings, equipment, & contents).

If the County were to increase the Liability & Property limits as recommended above, this would bring the total annual premium to \$2,070,475 plus applicable taxes and would still represent a decrease of -\$480,912 (-18.85%) from the 2023 insurance premiums.

State of Insurance Market

The municipal insurance market continues to be in an extended “hard” market position. Staff research shows that most municipalities are reporting a 5-15% increase in their expiring insurance premiums. In previous years, the County has received annual premium increases ranging from 9-21%. Given current market conditions and the challenges in securing competitive insurance rates, staff are pleased to report a significant year-over-year premium decrease in the Aon proposal as part of RFP CS-FMP-23-04.

For information purposes, staff are providing a chart outlining the County’s insurance costs (excluding taxes) over the past 5 years:

Norfolk County Insurance Premium (2019-2024)		
Year	Insurance Premium (at renewal)	Change
2019	\$1,383,315	
2020	\$1,545,992	10%
2021	\$1,805,958	15%
2022	\$2,309,412	21%
2023	\$2,551,387	9%
*2024	\$2,070,475	-18%

**Notes insurance premium for the staff recommended Aon proposal with optional limit increases.*

Insurance Provider Transition

Transitioning to a new insurance provider would mean that all open and active insurance claims would continue to be managed by IPE until resolution. Future claims with a date of loss after January 1, 2024, would be referred to Aon for claims management.

The County has historically received excellent customer service & claims management support from IPE (formerly Frank Cowan Company). The County has also taken advantage of value-added services such as: contract reviews, building risk inspections, road risk assessments, seminars etc. The proposal from Aon outlines their ability to also offer value-added services that the County can utilize. Aon similarly offers training and seminars and would provide the County with an allowance to spend on various value-added services of our selection. Further, Aon’s submission outlined in detail their

intention to meet and exceed the County's expectations for communication, customer service, & claims management.

Financial Services Comments:

Risk Management Program Overall

Based on the information presented in this report, as well as a continuation of the recommendations approved through the 2020 actuarial study, a total decrease of approximately \$389,500 or (9.5)% is projected for the 2024 Risk Management Services budget including administrative costs, reserve transfers, and insurance program costs.

The primary budget drivers can be summarized as follows:

- 1) Insurance Premiums: - \$519,200
- 2) Insurance Deductibles: +\$32,000 (per actuarial study recommendations in keeping with "Best Estimate" funding levels)
- 3) Reserve Fund transfer: +\$100,000
- 4) Net Administrative Cost Changes: +\$8,800

2024 Premiums

As outlined in **Table 1**, the actual decrease in premiums over 2023 actual premiums paid is \$480,912 (18.9%). The decrease in budgeted amounts for 2024 over 2023 is \$519,200 or (18.4%). The total overall Premiums budgeted in 2024 are \$2,309,800 (including applicable taxes).

Table 1 – 2024 Insurance Program Renewal – Premiums Comparison

2024 INSURANCE PROGRAM RENEWAL - PREMIUMS COMPARISON				
2023 Actual Premiums to 2024 Renewal Premiums (Excluding tax)				
	2023 Actual Premiums Paid	Estimated 2024 Renewal Premiums	2024 Change (\$)	2024 Change (%)
Casualty	\$1,850,582	\$1,063,929	(786,653)	(42.51)
Property	\$411,604	\$623,838	212,234	51.56
Automobile	\$175,993	\$198,448	22,455	12.76
Excess Liability	\$113,208	\$184,260	71,052	62.76
Total Premiums	\$2,551,387	\$2,070,475	(480,912)	(18.85)

Note: Actual premiums paid differ slightly from initial renewal estimates due to adjustments that occurred throughout the year.

2023 Budgeted Premiums to 2024 Budgeted Premiums (Including Tax Impacts which are not rebateable)				
	2023 Approved Budget	2024 Proposed Budget	2024 Budget Impact (\$)	2024 Budget Impact (%)
Casualty	\$2,087,800	\$1,238,700	(849,100)	(40.67)
Property	\$444,500	\$673,700	229,200	51.56
Automobile	\$174,400	\$198,400	24,000	13.76
Excess Liability	\$122,300	\$199,000	76,700	62.71
Total Premiums	\$2,829,000	\$2,309,800	(519,200)	(18.35)

Note: Actual premium budgets may vary from the corresponding category in the table above due to RST and other potential miscellaneous coverage options.

2024 Deductibles & Reserve Transfers Budget

Consistent with the multi-year recommendations provided within the actuarial study analysis completed in 2020 as shared in report CS 20-12: Actuarial Review of Self Insurance Reserve Funds, optimal premiums levels would be achieved by using the “Best Estimate” line as presented for deductible payments. Based on this guidance, Financial Management & Planning staff are recommending that the total net insurance deductibles payments budget increase to \$672,800 from \$640,800 in 2023. This represents a 5% increase of \$32,000. Similarly, Reserve Fund Transfers are recommended to increase by \$100,000 based on the same actuarial study findings.

When considering changes to the current deductible levels, generally premium reductions would need to be well in excess of the requested deductible level increases for the decision to make prudent financial sense, as the risk profile of the County increases as deductible levels increase. Staff reviewed the financial implications of optional deductible level changes identified for 2024, and no savings were identified and therefore, no additional changes are being recommended.

Interdepartmental Implications:

Purchasing Services

Purchasing staff have reviewed the report and advise that Request for Proposal CS-FMP-23-04 General Insurance & Risk Management Services was developed and issued in accordance with the Norfolk County Purchasing Policy and Procedures with recommendation to award to the lowest price-per-point proponent.

Consultation(s):

The Chief Administrative Officer, General Manager, Corporate Services, Treasurer/Director of Financial Management and Planning, & Manager, Purchasing Services were consulted in the writing of this report.

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority Serving Norfolk - Ensuring a fiscally responsible organization with engaged employees who value excellent service.

Explanation: The County's insurance program provides risk financing to assist in the protection of County assets and exposures. Staff aim to ensure that a comprehensive insurance program is in place at the most competitive cost available.

Conclusion:

Staff are very pleased that despite the continuing hard insurance market, RFP CS-FMP-23-04 resulted in a competitive proposal from Aon. Approval of the Aon proposal would result in a significant decrease to the expiring 2023 insurance premiums. Further, the County would receive similar insurance policies through Aon, some of which provide the County with a higher coverage limit.

Attachment(s):

- Schedule A – 2024 Insurance Policy Summary

Approval:

Approved By:
Al Meneses, CAO

Reviewed By:
Amy Fanning
Treasurer, Director of Financial Management & Planning

Prepared By:
Ryan Napman
Risk Manager

**NORFOLK COUNTY
2024 Insurance Policy Summary**

Insurance Policy	Policy Description
General Liability	Coverage for claims against the County for bodily injury or property damage to others caused by an accident or occurrence.
Errors and Omissions Liability	Coverage for claims against the County that result from a wrongful act.
Abuse Liability	Coverage for claims against the County that result from an alleged abuse incident.
Environmental Liability	Coverage for claims made against the County for environmental impairment arising from our operations.
Property	Coverage for all buildings, contents, and equipment owned by the County.
Crime	Coverage for the loss of funds when losses are sustained through fraudulent or dishonest acts, such as: employee dishonesty, counterfeit money orders, and forgery.
Equipment Breakdown	Coverage for losses resulting from accidents to various types of equipment such as mechanical, electrical, and pressure equipment owned by Norfolk County.
Automobile	Coverage for physical damage to County vehicles involved in a collision. Also, liability coverage for claims made against the County resulting from a vehicle collision.
Board Accident	Coverage to councilors and board members for bodily injury sustained while on duty and engaged in an activity on behalf of the municipality.
Volunteer Accident	Coverage to volunteers for bodily injury sustained while on duty and engaged in an activity on behalf of the municipality.
Legal Expense Reimbursement	Reimbursement of legal fees and expenses incurred, in the event an employee or board member is charged under a provincial statute.
Conflict of Interest	Reimbursement of legal fees and expenses incurred, in the event a councilor or board member is charged under the Municipal Conflict of Interest Act.

Facility User	Provides potential renters of a County owned facility the option to obtain liability insurance from the County as an alternative to obtaining coverage elsewhere.
Aviation Liability	Coverage for claims against the County for bodily injury or property damage caused by the accidental impact with the County owned drone.



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Council-In-Committee Meeting – November 15, 2023

Subject: Drain Maintenance Payment Plan – 827 Windham Rd 5
Report Number: CS-23-163
Division: Corporate Services
Department: Financial Management & Planning
Ward: All Wards
Purpose: For Decision

Recommendation(s):

THAT Lehi Drain Maintenance charge associated with 827 Windham Road 5 (property roll 491-006-53010) be permitted to be paid over 24 months in accordance with the provisions established through Policy PW-02: Municipal Drain Maintenance Cost Recovery;

AND FURTHER THAT staff be directed to review the current drain maintenance policy with the goal of aligning with the drain construction policy for payment options.

Executive Summary:

In accordance with current practices, drain maintenance is billed to applicable land owners as part of the final property tax notice which is payable over two installments (typically end of August and October). The property owners of 827 Windham Road 5 were charged a drain maintenance assessment for the Lehi Drain as part of their final tax notice for 2023 in the amount of \$8,640.19 for work that occurred during 2022.

The property owners have subsequently requested that they be granted the ability to pay their drain maintenance charge over a period of 24 months (interest free) in accordance with Policy PW-02: Municipal Drain Maintenance Cost Recovery. As per this policy, Norfolk County provides the option for a land owner to pay drain maintenance over 12 months but may provide a payment plan that varies from the policy subject to Council approval.

As such, the purpose of this report is to seek Council approval to provide a modified payment plan of 24 months instead of 12 months. Through this report as well, staff are seeking Council feedback to determine the desirability to review the current drain maintenance cost recovery policy with the goal of aligning with the recently updated drain construction cost recovery policy.

Discussion:

In 2022, staff were required to replace an entrance culvert on the Lehi Municipal Drain at 827 Windham Road 5 as a result of a failure of existing drainage infrastructure. Staff contracted the maintenance to be completed once the issue was identified which resulted in a drain maintenance expenditure of \$8,640.19.

The cost of this replacement was applied as a special charge to the property tax account associated with the property and was payable over the two final levy installments for 2023 (due August 31, 2023 and October 31, 2023) as per standard process. This drain maintenance cost recovery methodology is applicable to all drain maintenance works completed and has been consistently applied across the County.

Staff have been in further communications with the property owners regarding the cost of the work and payment options. Staff have confirmed the following:

- The Drainage Superintendent is responsible for maintenance on the Lehi Drain;
- The costs are actual costs incurred by Norfolk County in completing the work; and
- The cost of the entrance culvert is 100% responsibility of property owners of 827 Windham Road 5.

Norfolk County Policy PW-02 Municipal Drain Maintenance Cost Recovery Policy provides an option for drain maintenance costs to be collected over 12 monthly payments without interest (see Attachment 1). The policy also provides that any variance to the policy which a landowner may request will be subject to Council's approval.

The property owners have requested a variation from Policy PW-02 via an email to the Office of the Mayor which is included as Attachment 2 to this report. Through the email, the owners have requested a 24-month, interest free, payment plan for their drain maintenance charge. Staff have reviewed this request and do not have any prior records of an owner requesting a variance from the payment option identified in Policy PW-02. Staff recognize that this drain maintenance charge is considerable in comparison to other billed drain maintenance charges that the County has traditionally recovered through final tax bills and are therefore supportive of the request. Council may approve the recommendation as presented or any alternative variation that is desired which may include different financing terms for length and interest applicability.

Further to this, with the rise in construction costs as a result of recent inflationary pressures, staff are anticipating that higher drain maintenance costs will be occurred by the County going forward which may result in further financial strain on property owners if the current cost recovery process is maintained. The recently updated County Policy CS-22 Municipal Drain Construction Cost Recovery Policy, which is specific to Drain Construction, provides property owners with the ability to distribute larger drain assessments over longer payment terms. Through this report, staff are also

recommending that Council endorse a review of PW-02 with the goal of also offering similar payment options for Drain Construction for Drain Maintenance.

Financial Services Comments:

Should the recommendations of this report be adopted, staff will initiate monthly invoicing for the recovery of the drain maintenance over a 24-month period starting December 1, 2023.

Further to this, a review of the existing drain maintenance cost recovery policy is also being recommended. Based on existing work plans, it is anticipated that a report would be brought before Council for consideration of drain maintenance recovery methodologies during the first quarter of 2024.

Interdepartmental Implications:

- None.

Consultation(s):

- Drainage Superintendent

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority Building Norfolk - Develop the infrastructure and supports needed to ensure complete communities.

Explanation: Drain maintenance is critical for maintaining existing infrastructure.

Conclusion:

Through this report staff are recommending that the drain maintenance costs for 827 Windham Rd 5 be recovered over 24 months as requested by the property owners with the first invoice being produced for December 1, 2023. Staff are also recommending a review of PW-02 with the goal of updating to align payment options with the recently introduced CS-22.

Attachment(s):

- Attachment 1 – Policy PW-02: Municipal Drain Maintenance Cost Recovery
- Attachment 2 – Request for Payment Extension

Approval:

Approved By:
Al Meneses, CAO

Reviewed By:

Amy Fanning
Treasurer/Director, Financial Management & Planning

Bill Mayes
Drainage Superintendent

Prepared By:
Rob Fleming
Tax Collector/Manager, Revenue Services



POLICY PW-02: Municipal Drain Maintenance Cost Recovery

Public Works and Environmental Services

Approval Date: December 11, 2001
Approval Authority: Council Resolution No. 14
Effective Date: January 1, 2001
Revision Date/s:

Purpose:

Norfolk County provides for an option for payment of maintenance costs of a municipal drain assessed to any landowner over a period of 12 months through the Drainage Division.

Implementation Procedure:

Norfolk County Drainage Division after assessing maintenance costs to taxes for recovery will consider, at the request of any landowner, removing the maintenance costs from the taxes as follows.

- Notify Treasury to remove maintenance cost from landowners taxes.
- Set up payment with the landowner over 12 months of equal payments from the due date of the tax bill.
- Default of any payment will result in the balance being applied to taxes as taxes in arrears.
- Apply interest to defaulted payments.
- Interest applied is determined by the Treasurer.
- Any variance to this policy which a landowner may request will be subject to Councils approval upon a report from the Senior Drainage Superintendent.

From: [REDACTED] >
Sent: Sunday, August 20, 2023 8:15 AM
To: Mayor Amy Martin <amy.martin@norfolkcounty.ca>; Office of the Mayor <officeofthemayor@norfolkcounty.ca>
Subject: PW-02 Payment Schedule

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Hi Amy,

As you know, we are still working with the staff at Norfolk County to gain a better understanding of the Drainage Act as well as their processes. [REDACTED] and I were able to take a closer look at the PW-02 policy this weekend and we noticed that we are able to request a variance to the policy pending council's approval (*"Any variance to this policy which a landowner may request will be subject to Councils approval upon a report from the Senior Drainage Superintendent"*). We are requesting a 24 month interest free period to pay for the drainage maintenance expense. We feel that this is fair because if we had been given proper notice of the cost of this installation at the time of the installation we would have had a year to budget for this as well as a year to pay this amount back. As has been previously mentioned in the alternate email chain, we are currently paying roughly [REDACTED] per month in property taxes and the proposed 12 month payment scheme will have us paying over triple what we typically pay. This will make things incredibly challenging for us in these tough times. We have had such a negative experience through all of this. An increased payment term will at least help us manage financially moving forward. If you would be able to assist with supporting us with this altered payment schedule we would be grateful.

Thank you,

[REDACTED]

Information Memo

To: Council-In-Committee Meeting
Date: November 15, 2023
Division: Corporate Services
Department: Corporate Services Administration
Ward: All Wards
Subject: Physician Recruitment Update

Recommendation(s):

THAT the Information Memo regarding the Physician Recruitment Update be received as information;

AND THAT Staff bring back a further report to Norfolk Council to provide options, including identified funding sources, for the County to consider in support physician recruitment activities in Norfolk County.

Background

The matter of physician recruitment in Norfolk County was initially discussed at the Health & Social Services Advisory Committee and Board of Health. Norfolk County's CAO and General Manager of Corporate Services have met with the Norfolk Physician Recruitment Committee to discuss physician recruitment activities currently being undertaken in Norfolk County and opportunities for expanding efforts to recruit additional physicians. The purpose of this Information Memo is to provide Council with an update and also to provide information about ways that other municipalities assist with physician recruitment efforts.

This information memo is being provided to Council in Committee rather than the Board of Health as it pertains to physician recruitment in Norfolk County only and any resources the County may provide for physician recruitment would be Norfolk dollars outside of the Haldimand Norfolk Health Unit operating budget that is partially funded by the Ministry of Health.

Discussion:

The need for additional primary care physicians in Norfolk County is a matter that has been discussed at the Health & Social Services Advisory Committee and Board of Health and has been the subject of Norfolk County AMO and ROMA delegations for the past two years. Below are some statistics related to primary care in Norfolk County that have been guiding the discussions.

- The ratio of physicians to population in Norfolk County is below the provincial standard.

- 17% of Norfolk County residents are not attached to a primary care physician
- 22% of primary care physicians in Norfolk County are over 60 years of age and
- 21% of Norfolk County residents are rostered to a physician who is over 60 years of age. This is important for future planning as these physicians may choose to retire in the next few years.

The Norfolk County Primary Physician Recruitment Committee was formed in early 2022 and has been meeting to discuss physician recruitment needs and activities in Norfolk County. The committee membership includes representatives of Norfolk General Hospital, the Norfolk Family Health Team, the Regional Advisor for Ontario Health Workforce, local physicians, Norfolk County CAO and General Manager of Corporate Services. The Hospital and the Family Health Team both actively undertake physician recruitment and have been successful in attracting physicians to Norfolk. Successful recruitment requires resources, and this is where the County could choose to play a role.

Some municipalities in Ontario contribute to physician recruitment in a variety of ways, including:

- supporting the hiring of a recruiter
- providing financial support to their community's physician recruitment committee to participate in recruitment events
- sponsoring community visits and local experiences for prospective physicians
- offering financial incentives directly to physicians who make a commitment to practice in the community for a specific period of time
- providing housing for medical students, residents, physicians who are new to the area or who are practicing in the community for a locum (a covering physician for a definitive period of time).

Finance Staff have been looking into various funding options should Council wish to contribute to physician recruitment efforts in Norfolk.

Norfolk County Staff will continue to participate in the Primary Physician Recruitment Committee. Should Council wish to consider providing additional support, Staff will investigate further and bring forward a report to Council with options for consideration.

Financial Services Comments:

As noted above, Finance Staff have been actively investigating options which Norfolk County could pursue in order to provide support to physician recruitment efforts. The available options for funding recruitment efforts will largely depend on the amount of funding required and what form of support will be provided to further efforts toward physician recruitment in Norfolk. Should Council wish to proceed with offering support, staff will provide options for funding as appropriate and note that the County has some remaining Safe Restart funds which could be applicable for this purpose as it will address the capacity of the local health care system.

Attachment(s):

Not applicable.

Conclusion:

Information provided by Workforce Health Ontario shows that Norfolk County has fewer primary care physicians per 100,000 people than the provincial average and that 17% of residents are not currently attached to a physician. This could become an even greater issue should current physicians move out of the area or retire. County Staff have been involved with the Primary Care Physician Recruitment Committee and are bringing forward this information memo to provide information for Council on ways that the County could consider providing financial support to the existing recruitment efforts.

Approval:

Reviewed and Approved By:
Al Meneses, CAO

Prepared By:
Heidy Van Dyk
General Manager, Corporate Services



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Council-In-Committee Meeting – November 15, 2023

Subject: Demers Ambulance Budget Schedule
Report Number: CAO-23-123
Division: Office of the Chief Administrative Officer
Department: Paramedic Services
Purpose: For Decision

Recommendation(s):

THAT the Approved Capital Budget be amended to include \$988,000, with funding provided from the Fleet Reserve, for ambulance replacement projects 7532506, 7532507, 7532605, and 7532606 scheduled in 2025 and 2026 of the 2024-2033 Capital Plan to allow staff to initiate spending as outlined in this report;

AND THAT staff be directed to order 2025 ambulances (2 in total) immediately upon resolution at end of 2023, and that 2026 ambulances (2 in total) be ordered in December 2024;

AND FURTHER THAT Council permit a sole source procurement as outlined in Norfolk County Purchasing Policy CS-02, section 4.8.5 with Demers Ambulance as the sole certified provider of ambulances in Ontario.

Executive Summary:

Due to ongoing delays for vehicle components, ambulance procurement processes have changed, resulting in early order requirements and mandatory deposits. As such, Paramedic Services is requesting amendments to capital project ambulance replacements for 2025 and 2026 to address the situation in order to ensure that safe vehicles for emergency response are procured in a timely fashion. Deposits for these vehicles will be made 18 to 24 months in advance of replacement to secure chassis for conversion.

Discussion:

Demers Ambulance is the sole certified provider of ambulances in Ontario. Due to extensive microchip and electrical system delays, ambulance chassis ordering processes changed in late 2021 across the entire province. Paramedic Services are now required to provide the vendor a thirty percent (30%) deposit on the vehicles

expected, prior to ordering the chassis. In addition, the procurement and supply delays may result in 18 to 24 month waiting periods for ambulance provision after order.

The two ambulances required for replacement in 2024 were ordered in late 2022 and are expected by fall of 2024, so this upcoming year is not affected. Staff are recommending that the ambulances for replacement in 2025 (two in total) and 2026 (two in total) should be ordered in 2023 and 2024 respectively, so that these significant delays have a lesser impact to operations in Paramedic Services. Ordering requires the mandatory deposit (approximately 30% of total cost) only. Ambulance vehicles in Norfolk County are currently on a seven (7) year replacement schedule, whereas most of the province is on a five (5) year replacement. Delaying these replacements further will increase maintenance costs and has the potential to cause significant safety risks to paramedics and patients.

Financial Services Comments:

The 2024-2033 Capital Plan contains allocations in 2025 and 2026 for the planned replacement of four (4) ambulance vehicles totaling \$988,000. Based on the details provided within this report, a 30% deposit on the vehicle chassis' for the 2025 and 2026 vehicles would potentially be required before the end of 2024, totaling \$297,000.

The funding source for all four projects is recommended to be the Fleet Reserve, therefore moving these projects forward will have an impact on projected reserve balances.

A revised 10-year forecast of the Fleet Reserve has been included in Appendix A. In 2024, the effect of this amendment is expected to lower the Fleet Reserve to a projected balance of \$19,300.

As signaled in Report *CS-23-153 Proposed 2024-2033 Capital Plan* and the accompanying presentation at Budget Committee on October 25th, 2023, staff's funding strategy using as much reserve funding as possible in the short-term to avoid the need for issuing more debt. As such, any amendments to the Capital Plan would present a high likelihood of additional projects needing to be funded by debt, as otherwise it could cause projected reserve balances to decline below \$0 into a negative state.

In this case, because the four projects had at least been planned in future years, the effect of accelerating them is not as detrimental, but the projected balance of the reserve will now near a negative state for 2024 as anticipated.

If the recommendations within this report are approved as proposed, the recommendation of report CS-23-153 that was passed on the October 25th, 2023 Budget Committee Meeting that read “AND THAT the 2024 Capital Budget totaling \$166,528,000 be Approved” will effectively be changed to \$167,516,000, and “AND THAT the Capital Forecast for the years 2025 to 2033 be received as information, in the amount of \$855,955,000” will be changed to \$854,967,000. If approved, these changes will be incorporated into the resulting by-law for the 2024 Capital Budget.

Overall, the amendment can be accommodated while keeping projected reserve balances positive, however staff stress the County’s financial flexibility remains limited and if additional vehicle amendments arise over the next year, the Fleet Reserve’s projected balance could decline into a negative state, and staff will have to adjust the recommended funding strategy in next year’s 10-Year Capital Plan, which could include funding more vehicle replacements from debt than previously planned.

Interdepartmental Implications:

Purchasing Services has reviewed the report and advise that Norfolk County Policy CS- 02, Section 4.8.5 requires all sole source procurements to be authorized prior to the purchase through resolution of Council. Sole source supply is defined where there is only one available Supplier for the required goods or services and Paramedic Services staff have indicated that Demers Ambulance is the sole provider in Ontario.

Consultation(s):

Meeting was held with finance and Paramedic Services in the past to determine process moving forward.

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority Empowering Norfolk - Putting the tools and resources in place to ensure our businesses' and residents' success.

Explanation: Ensuring emergency vehicles are replaced in a timely manner to ensure safe, effective and efficient medical response across our community.

Conclusion:

In order to address significant delays in ambulance chassis and equipment manufacturing, ordering annual capital vehicle ambulances early for 2025 (December 2023) and 2026 (December 2024) are necessary steps in order to

facilitate replacement of these emergency vehicles in a timely fashion. The initiation of a mandatory deposit for placing ambulance chassis order requires the opening of capital budget projects early for these projects.

Attachment(s):

- Appendix A: 10-Year Forecast of Projected Fleet Reserve Balance

Approval:

Approved By:
Al Meneses, CAO

Reviewed By:
Mike Oxley,
Commander, Logistics and Operations, Paramedic Services.

Prepared By:
Sarah Page,
Chief, Paramedic Services

Fleet Reserve
10-05-9954-2954

Approved Fund Purpose: To fund replacement of County vehicles.

	Audited Actuals	Approved Budget	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	6,819,296	6,323,374	1,799,884	19,300	1,904,137	2,369,257	2,661,877	2,748,801	2,778,982	2,658,948	3,310,537	1,143,641
Sources												
Levy Contributions	1,561,900	1,564,600	4,417,060	4,593,700	4,777,400	4,968,500	5,167,200	5,373,900	5,588,900	5,812,500	6,045,000	6,286,800
T/F EMS Vehicle & Equipment Reserve		661,860										
T/F Fire Vehicle & Equipment Reserve		3,816,229										
Deferred Debt Payments		87,300										
Interest Earned		33,213	356	35,137	43,720	49,120	50,724	51,281	49,066	61,090	21,104	79,325
Uses												
Capital Commitments		-9,484,676	-6,198,000	-2,744,000	-4,356,000	-4,725,000	-5,131,000	-5,395,000	-5,758,000	-5,222,000	-8,233,000	-3,211,000
Capital Actuals	-2,057,821	-1,202,017										
Levy Actuals		0										
Interest Charged												
Closing Balance	6,323,374	1,799,884	19,300	1,904,137	2,369,257	2,661,877	2,748,801	2,778,982	2,658,948	3,310,537	1,143,641	4,298,766
Audited G/L Balance	6,323,374											
	0											

NOTES
Forecast based on Proposed 2024-2033 Capital Plan
Positive numbers represent a surplus. Numbers in brackets represent a shortfall.



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Council-In-Committee Meeting – November 14, 2023

Subject: Port Dover Beach – 2023 Summer Season Recap and 2024
Items for Consideration
Report Number: CAO-23-117
Division: Office of the Chief Administrative Officer
Department: CAO Office
Ward: Ward 6
Purpose: For Decision

Recommendation(s):

That report CAO-23-117 be received for information; and

That staff be directed to return to Council with an update and recommendations for the 2024 summer season.

Executive Summary:

Following Council's direction to staff earlier this year, leases were signed with the largest private landowners of the Port Dover Beach for the 2023 summer season, with options to extend the leases annually. With the lease agreement commitment, Norfolk also passed a bylaw governing the conduct of beach goers on the beach and commenced an active education / awareness / enforcement campaign during the summer season.

Following the 2023 summer season, in early October, Norfolk staff met with Port Dover beach landowners to review how the first year of the lease went, discuss successes, opportunities for improvement, next steps for 2024, etc., should parties to the lease agree to renew the lease.

Discussion:

Norfolk and the major private landowners of the Port Dover beach reached a tentative agreement and commitment on a lease in late spring / early summer of 2023.

In essence, the lease formalized much of what had been ongoing for years, and incorporated some enhancements to arrive at an acceptable situation for all parties to the lease. In summary:

- Norfolk pays the private landowners \$1 plus HST annually;
- Lease dates are from July 01 to September 30 annually;
- Parties must notify each other of the intent to renew the lease for the next summer season by December 30 of each year;
- Norfolk continues to provide general custodial / maintenance services on the beach;
- Norfolk creates a bylaw to regulate behaviour on the beach;
- Norfolk provides active enforcement / ambassador efforts on the beach;
- Beach hours are from sunrise to sunset;
- Joint insurance and liability coverage.

As anticipated, being the first summer of this new arrangement, the summer of 2023 provided some challenges but also produced many successes. Due to the time crunch created between an agreement and start date of the summer season, Norfolk outsourced the ambassador / enforcement duties to a 3rd party contractor.

An overview of the 2023 summer season is summarized below:

- Pilot introductory program ran for 43 dates – June 29 – September 04
- Included 3 Holiday Mondays
- Program commenced with 2 ambassadors / officers working Thursday – Sunday (and Holiday Mondays)
- Last 2 weeks of the program, coverage evolved to:
 - 7 day coverage, with single officer Mon – Fri and
 - 2 officers working weekends and Holiday Mondays
- Hours of coverage were 11am – 5pm
- Total interactions with the public exceeded 5,000
- Bylaw education / awareness / enforcement interactions totaled 1,089 (approx. 25 per day on average)
- As the summer carried forward, daily interactions trended lower as beach goers seemed to better understand the rules
- Interactions / warnings included:
 - Tents (40%)
 - Dogs (22%)
 - Smoking (18%)
 - Umbrellas (12%)
 - Alcohol (6%)
 - BBQ (1%)
 - Glass containers (1%)
- 4 instances in total that required OPP intervention:
 - Intoxication involving 3 males
 - Smoking / Intoxication involving party of 35 people
 - Dog issue

- Tent issue at far west side of beach area
- Zero tickets written
- Zero revenue in fines / collections
- Province has yet to approve proposed fines for bylaw violations
- Many interactions with beach goers inquiring about washroom locations
- Inquiries concerning lost and found

A meeting was held on October 10, 2023 with the parties to the leases to discuss the 2023 beach season. In general, the feedback was positive and the 2023 season was deemed to be an improvement over previous summer seasons and a success. Some of the feedback received included:

- Update social media / County website to educate the public further concerning bylaw restrictions and desired behaviours for the beach / encourage more tourism
- Review of lighting on the beach for increased safety after dark
- Public washrooms:
 - Location closer to the beach would be desired
 - Cleanliness needs to be improved
- One point of contact for the ambassadors / enforcement staff
- Improved signage on the beach for awareness
- Consider commencing lease earlier and ending later (climate change)
- Review guidelines concerning service dog identification
- Consider increased ambassador / enforcement coverage hours
- Review / improve waste receptacle clean up times / frequency
- Consider harsh environmental conditions for ambassadors / enforcement staff

For the 2023 season, the following is a preliminary summary of costs:

ITEM	ANNUAL COUNCIL APPROVED BUDGET
Initial Beach levelling	\$1,000
Beach rake operations (all summer)	\$6,600
Beach cleaning / litter barrels	\$19,300
Loader rental	\$7,500
Disposal Bin rental	\$6,100
Install/removal of swim buoys	\$9,300
Seaweed removal	\$2,000

Beach accessible mat (install/removal/upkeep)	\$1,000
Signage – repair, install, repair, etc.	\$900
Fuel for equipment	\$200
Beach barrel replacements	\$200
General admin time	\$1,000
	\$55,100

2023 ADDITIONAL COSTS:

ITEM	PRELIMINARY COSTS
Legal fees to draft leases	\$8,200
Ambassadors / Enforcement	\$13,600
	\$21,800

TOTAL 2023 COSTS **\$76,900**

Financial Services Comments:

As itemized within the body of this report, staff have identified operating costs totalling approximately \$55,100 for the 2023 beach season applicable to this arrangement as at the time of the report. This includes allocations for internal staff time, materials and supplies and external service providers to provide maintenance and custodial services for the beach area in accordance with the agreement. It should be noted that the Approved 2023 Levy Supported Operating budget already contains allocations for most of these maintenance items; Therefore, the act of formalizing these commitments is not expected to have a material impact on future budget requirements.

Additionally, the County incurred legal costs of \$8,200 to establish a formal lease agreement with the Port Dover beach landowners, as well as \$13,600 for third party security and by-law enforcement activities for the first year. These are considered one-time costs and are not expected to be required in the same capacity going forward. These unbudgeted expenditures are expected to be accommodated within the projected 2023 operating surplus per the June 30th variance report presented to Council.

Interdepartmental Implications:

N/A

Consultation(s):

Internal stakeholders were consulted and contributed to this report.

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority Sustaining Norfolk - Creating a sustainable community and a positive legacy.

Explanation:

Having a publicly accessible waterfront in Port Dover is advantageous to contributing to a strong economy helping draw tourists to the area and giving Norfolk residents an opportunity to enjoy the waterfront.

Conclusion:

Leases were signed with the largest private landowners of the Port Dover Beach for the 2023 summer season and a bylaw governing the conduct of beach goers on the beach was passed by Council. Norfolk commenced an active education / awareness / enforcement campaign during the 2023 summer season.

The summer season was deemed a success and staff will be looking to renew the lease for 2024 and make further refinements to ensure a successful 2024 season.

Attachment(s):

N/A

Approval:

Prepared by:
Al Meneses, CAO