
Community Development Business Plan 2023-2027



Community Development Division

Community Development is about growth; it is about Connecting; and it is about healthy communities. While our core services do involve applications, permits, business support and programming; the reality is that we are shaping the future of Norfolk.

Our Division includes the following business units - each with a departmental plan:



Strategic Priorities

Initiative	2023	2024	2025	2026	2027
<p><i>Overall Stakeholder Awareness including Community and Industry Roundtable Sessions</i></p> <p>Information is key. Community members and stakeholders can benefit from up-to-date, online and accessible information and a clearer understanding of our processes and initiatives can lead to more efficient staff time. This initiative is ongoing as well as hosting an ongoing series of knowledge-exchange sessions with key stakeholders, including: Development Industry, Recreational User Group reps, Community Building Champions, Heritage, Economic Recovery Task Force and Subcommittees. Will also include sessions with internal departments and agencies that intersect with the building permit process (i.e. engineering, public health, utilities, ministries, etc.) to further enhance work flow and customer satisfaction. Collaborate and host information/ common issue sessions with the construction industry. Establish some “how-to” information sessions for landowners that would like to know more about how to build and what the process involves. Serving Norfolk</p>					
<p><i>Norfolk Community Development Awards</i></p> <p>Create and host a formal awards program and event that combines a number of categories of excellence to showcase new development, businesses and community champions. This will include recognition for urban design, mixed use development, Sustainability and climate change, innovation, partnerships and programs, cultural heritage, entrepreneurship, community champions, etc. Awards are planned for 2023, 2025 and 2027.</p> <p>Connecting Norfolk/Serving Norfolk</p>	●		●		●
<p>Community Days</p> <p>Connecting Norfolk</p>					
<p>Community Grant Review</p> <p>Empowering Norfolk</p>	●				
<p>Strategy for Community Initiated Projects (SCIP)</p> <p>Empowering Norfolk</p>	●				

Building Department

Core Service

As part of daily business, the Building Department focuses on enforcement of the Building Code Act and the Ontario Building Code for all newly constructed buildings, renovations, demolition & change of uses by ensuring compliance. This is achieved through the review and issuance of building permits, and mandatory inspections as well as investigations involving unsafe buildings and emergency orders. A team of Building Inspectors at various levels provide plans review and conduct inspections.

Within the Building Department, zoning staff undertake Zoning Compliance Reviews to provide information with respect to the zoning of a property, permitted uses of a property, and confirmation as to whether the property and buildings are in compliance with certain development regulations of the zoning by-law. They provide review for new building permits, confirm any outstanding workorders, and review several other matters to help support other business units.

Through the core service, the department is continuously improving upon quality industry support and customer service to contractors and residents of Norfolk County. Guidance is provided regarding building permit processes, applications and other related regulations.

Strategic Priorities

Initiative	2023	2024	2025	2026	2027
<i>Electronic File Conversion- Phase 3</i> All historical building permit files and drawings are to be digitized in a formal electronic filing system. This is eliminate the existing space requirements and help with increased efficiency and accessibility.					
<i>Fee Review- ongoing</i> Review existing and additional fees to ensure appropriate cost recovery. Sustaining Norfolk					
<i>Building By-law Review</i> Serving Norfolk					

Economic Development Department

Core Service

The Economic Development Department delivers a set of core, ongoing services that aim to grow the economy and enhance the prosperity and quality of life for all Norfolk County residents. This includes:

- **Business Retention & Expansion** – Maintain regular contact with the business community and help companies overcome challenges, access resources, and pursue opportunities.
- **Business & Investment Attraction** – Promote Norfolk County and proactively attract new employers and capital investment into the community
- **Land Sales, Site Selection & Investment Facilitation** - Support new and existing businesses in their efforts to identify and secure sites (land or buildings) for industrial development, and provide support throughout the setup process in an effort to ensure that employers have access to the right information in a timely manner, are able to access the necessary workforce, are connected to local networks, and more.
- **Destination Marketing (Tourism)** - Promote Norfolk County as an attractive travel destination to target audiences, using various techniques and multiple channels, to grow the local tourism industry and leverage the many direct and indirect economic benefits of tourism visitation.
- **Research, Analysis and Communication** – Gather, analyze and communicate economic trends/impacts, data and statistics, as well as new programs and other economic news.
- **Community Improvement Plan** - Promote and administer implementation of the various programs within the Community Improvement Plan.
- Build and maintain community partnerships with the community’s not-for-profit business support organizations (eg Chambers/Board of Trade, Venture Norfolk), Regional Organizations (eg WOWC, SWOTC, SCOR).
- Staff liaison to advisory boards of Council - Participate in advisory board meetings, provide advice and guidance, and support and collaborate with members on board-driven initiatives.
- **Transit** – Recently transit was made part of the Economic Development Department, which will continue to deliver this important service to the community and seek opportunities for residents to utilize the system and increase ridership.
- Other core services – Many other core services traditionally provided by the department, ranging from overseeing film permit applications to administering the County’s Tourism Oriented Directional Signage, will be evaluated to assess whether they can be delivered through other departments, external partners, or wound down as an interim measure so to maximize staff resources and focus on activities where Economic Development staff have expertise and can add the most value.

Strategic Priorities

Initiative	2023	2024	2025	2026	2027
<p>New Economic Development Strategy</p> <p>Empowering Norfolk</p>	●				●
<p><i>Transit Enhancements – On-Demand/flex stop Pilot</i></p> <p>Ride Norfolk has entered into a 1-year technology pilot with Blaise Transit. Effective May 1, 2023, Ride Norfolk has launched Phase 1 of 2 of its new flexible, bookable service. Phase 1 will see all stops on the Brantford line become bookable on the existing fixed schedule. Phase 2 will launch in July and see the rest of the Ride Norfolk service become a flexible, bookable service. The pilot runs until April 1, 2024.</p> <p>Connecting Norfolk</p>	●	●			
<p><i>Transit User Fee Review</i></p> <p>Recommend changes to the fare structure that promote an exceptional customer experience where paying for transit:</p> <ul style="list-style-type: none"> • Is simple • Is fair • Is affordable • Helps grow ridership • Helps offset the cost of providing the service • Remains comparable to neighbouring and like transit systems <p>Sustaining Norfolk</p>	●				
<p><i>Transit Master Plan</i></p> <p>Undertake a master planning exercise, including engagement with stakeholders, on a 20 year plan for future services, technology and efficiencies as the community grows and population and employment dynamics shift. The current service has been operating for over 10 years and it is time for a master plan to guide the future decision and priorities.</p> <p>Connecting Norfolk</p>		●	●		
<p>Digital Service Squad</p>	●	●			

New Website – Tourism Serving Norfolk	●				
New Website – Business Serving Norfolk		●			
Municipal Accommodation Tax Review Sustaining Norfolk			●		
Community Improvement Plan (CIP) Review Empowering Norfolk					●

Heritage & Culture Department

Core Service



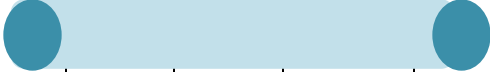
The Heritage & Culture Department operates three community museums, Delhi Tobacco Museum & Heritage Centre, Port Dover Harbour Museum, Waterford Heritage & Agricultural Museum and the Norfolk County Archives. Heritage & Culture stewards a vast collection of archives, artifacts and works of art as well as other built heritage assets. This work contributes to the foundation of vibrant, creative and sustainable communities.

Core Services include:

- Operate three community museums and the municipal archives offering research services, year-round exhibitions, educational programs, workshops, and community outreach.
- Steward a vast and diverse collection of archives, artifacts and works of art.
- Steward Norfolk County owned built heritage assets such as Alligator Tug, Norfolk War Memorial Carillon Tower, Port Dover Lighthouse, and Quance Mill.
- Responsible for all matters pertaining to Parts IV and V of the Ontario Heritage Act, R.S.O. 1990, c.O.18.
- Staff liaison to advisory committees of Council; Alligator Tug Committee, Heritage & Culture Advisory Committee and Norfolk Heritage Committee.
- Maintain and update the Norfolk County Book of Remembrance.
- Build and maintain community partnerships with local and regional cultural organizations, area businesses, and other community stakeholders to increase capacity.
- Provide community spaces for the public to gather and participate in creative and innovative programming and learning.
- Create meaningful program content for the public.

Strategic Priorities

Initiative	2023	2024	2025	2026	2027
<p><i>Online Collections Portal</i> Launch searchable online collections portal increasing public accessibility and streamlining customer service.</p> <p>Serving Norfolk</p>					
<p><i>Collections Future Plan</i> Develop Collections Future Plan to ensure proper care and control of the large and diverse Norfolk County collection. Review and update policies and explore options to expand storage capacity.</p> <p>Serving Norfolk</p>					
<p><i>Culture Plan and Archeological Master Plan (in conjunction with Planning Department)</i></p> <p>Building / Sustaining Norfolk</p>					
<p><i>New Website</i> Implementation of recommendation from Museum Sustainability Study resulting from community feedback indicating the need for a single source/website for Norfolk County Heritage & Culture information.</p> <p>Serving Norfolk</p>					
<p><i>Norfolk War Memorial Carillon Tower 100 Years Celebration</i> Norfolk's War Memorial was dedicated in June 1925. Plan and implement a 100 year celebration.</p> <p>Connecting Norfolk</p>					
<p><i>Heritage Resources</i> Develop heritage resources to support and educate owners of heritage properties and the public.</p>					

<p><i>Inclusion and Diversity</i> Develop guidelines to support and encourage diversity and inclusion in our spaces.</p> <p>Building Norfolk</p>					
<p><i>Digital Preservation Software</i> Introduce digital preservation software to manage the Department's digital collections.</p> <p>Serving Norfolk</p>					
<p><i>Interpretive Planning and Implementation</i> Develop and implement interpretive plan for Delhi Tobacco Museum & Heritage Centre & Quance Mill to include both permanent and temporary exhibit spaces.</p> <p>Connecting Norfolk</p>					

Planning Department

Core Service









Through progressive, professional planning services the Department ensures that Norfolk County is planned and developed in accordance with the Planning Act, the Provincial Policy Statement, the Official Plan and good planning principles in order to meet the needs of all who work, live, visit or play in the County. Key areas of responsibility include the development of land use policy planning and coordinating the municipal response to development applications submitted under the *Planning Act*.

The core services provided to the County by the Department include:

- Long-range policy planning (Official Plan, Official Plan Reviews, review and preparation of secondary plans, comprehensive Zoning Bylaw preparation/review, other special purpose studies, population projections);
- Growth management (implement growth management policies of Official Plan, monitor development activity);
- Development approvals (manage the overall development review process and coordinate the City response to development applications – official plan/zoning bylaw amendments, subdivisions/condominiums, consents, minor variances, site plan control, part lot lift, holding symbol removal);
- Provide expert evidence at Local Planning Appeal Tribunal (LPAT) hearings and other tribunals
- Zoning Bylaw administration/interpretation;
- GIS web mapping;
- Civic addressing and street naming;
- Other project / department support - provide staff support and professional advice respecting land use and policy matters to various County projects (i.e. Development Charges Review, Housing Study, Servicing Monitoring, urban design, land monetization project, etc.); and
- Provide professional advice and information to local residents, landowners, the professional community, the media and the development community.

Strategic Priorities

Initiative	2023	2024	2025	2026	2027
<p><i>Growth Management Study (GROW Norfolk)</i> Effective growth management is a dynamic process for anticipating and accommodating development needs that balances competing community building goals and coordinates local with regional-scale interests. A Growth Management Strategy uses current statistics and trends to predict what the County’s residential growth and employment will look like into the future. This study will complete growth estimates, evaluate existing urban boundaries, review applicable land designations and complete a land evaluation to meet the County’s long-term needs. Results of study will form part of a future County Official Plan amendment, including PPS conformity.</p> <p>Building Norfolk</p>					
<p><i>Provincial Policy Statement Conformity Updates</i> Complete updates to the Official Plan to ensure conformity with provincial policy, including accessory dwelling units, and other recent policy changes.</p> <p>Building Norfolk</p>					
<p><i>Port Dover Secondary Plan-ongoing</i> The purpose of the Secondary Plan for Port Dover is to provide a clear and detailed planning framework for the waterfront, downtown and future development within the urban boundary. The Secondary Plan will provide the mechanisms to enhance the beauty of its waterfront, the place making tools to spark the unique character of the small town, and the policies to protect the long-term financial and ecological health of the area.</p> <p>Building Norfolk</p>					
<p>Bill 109 and Bill 23 Implementation</p>					
<p><i>Fee Review</i> Review existing and additional fees to ensure appropriate cost recovery.</p> <p>Sustaining Norfolk</p>					

<p><i>Cityview Portal</i> Serving Norfolk</p>					
<p><i>Simcoe Plan (Downtown +): "Re-imagined"</i> Re-engage with stakeholders on a long-term plan for the downtown. Utilize past materials along with create new, simplified direction on recommendations for land use updates, design and streetscape guidance, economic development actions, natural and cultural heritage conservation, infrastructure, mobility and public realm improvements, arts, etc. This is in addition to immediate actions. Building Norfolk</p>					
<p><i>Delhi Plan</i> Building Norfolk</p>					
<p><i>Waterford Plan</i> Building Norfolk</p>					
<p><i>Process Reviews</i> Conduct Subdivision and Condominium "lean" process review. Building Norfolk or Serving Norfolk</p>					
<p><i>Special Policy – Two Zone Study</i> In relation to Hazard Land designations and zones in Simcoe and Port Dover (potentially expanding to entire County)</p>					
<p><i>Cannabis Policy & Procedure Review</i> Research and update existing by-laws and site plan requirements including parking requirements, and the definition of retail and minimum distance requirements. With the evolution of this use, it is important to stay at the forefront of best-practices and community reflective policies. Serving Norfolk</p>					
<p><i>Archaeological & Culture Master Plan (in collaboration with Heritage & Culture Department)</i> Building / Sustaining Norfolk</p>					

Recreation Department

Core Service

The Recreation Department strives to enhance the quality of life by fostering and supporting the development of recreation services throughout the County. The Recreation Department is responsible for developing and implementing the highest quality accessible & affordable inclusive programming for children, seniors and adults. While engaging the community, the department will build partnerships and positive relationships with residents and members of the business community to encourage participation and the development an active living plan that will ensure the creation of a healthy community to enhance the physical, social and emotional well-being of all Norfolk County citizens.

The core services of the department include:

- Adopting and employing the best practices of PRO, ORFA as well as provincial sport organizations, Lifesaving Society, Red Cross, Ministry of Heritage, Sport, Tourism and Culture Industries, Ministry of Seniors and Accessibility, Education Act, AODA and various O.Reg's
- Provision of recreational youth programs, seniors programs, adult programs, special events, inclusive programming – both virtually and in-person
- Provision of swim lessons; leadership training; water safety education and drowning prevention initiatives; recreational swimming and aquatic fitness classes
- Provision of facility booking services for 2 pools, 5 arenas (ice pads & MP rooms), 9 community halls, 8 active parks (including 18 baseball diamonds, 12 pavilions, 4 soccer fields, 1 chapel in the park, 1 gazebo, and various open park spaces and outdoor court spaces)
- Provision of front line customer service and programming 7 days/week at the Simcoe Recreation Center – home of the Simcoe Seniors, Annaleise Carr Aquatic Centre and indoor multi-purpose facility
- Operate and manage SALC funding for 2 Seniors Centers
- Long range strategic planning for the provision and establishment of recreational facilities and community outdoor space
- Administration of the Recreation Management Software platform – client based/staff portals client account management, program management, facility management, training

Strategic Priorities

Initiative	2023	2024	2025	2026	2027
<p><i>Policy & Procedure Development / Review</i> Review & update existing policies and procedures and develop new policies for new areas of program/service delivery.</p> <ul style="list-style-type: none"> • Ice Allocation Policy • User Refund Policy • Facility Rental Policy • Municipal alcohol policy <p>Serving Norfolk</p>	●				
<p><i>User Fee Review</i> Conduct a thorough review of all user fees to ensure equitable cost recovery levels are established; review opportunities for implementation of a fee-assistance program (non-profit organization partnership (i.e. United Way) vs in-house program).</p> <p>Building Norfolk/Sustaining Norfolk</p>	●				
<p><i>Website Update</i> Recreation Guide and incorporating into Encore</p> <p>Serving Norfolk</p>	●	●			
<p><i>Recreation & Leisure Facility Strategy (Master Plan Review Updates)</i> Conduct the 5-year review to investigate how the significant changes and trends have impacted the previous direction from the approved master plan, situational analysis and feasibility study. Update to provide a simplified, cost-effective and community-connected approach to recommendations that can inform future business cases and budgets.</p> <p>Empowering Norfolk</p>	●	●			
<p><i>Parkland Dedication and Policy By-Law</i> Jointly lead with Planning and Recreation and will involve operations as well</p> <p>Serving Norfolk</p>		●	●		
<p><i>Parks and Trails Strategy “Master Plan Update”</i></p> <p>Empowering Norfolk/Connecting Norfolk</p>			●	●	

**Community Development
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2023-2027**

