

Business Plan 2021-22



COMMUNITY DEVELOPMENT DIVISION

Norfolk County

Norfolk
COUNTY

Community Development Division

2021-22 Business Plan

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:



Building



Economic
Development



Heritage and
Culture



Development
Engineering



Planning



Recreation

Vision: “Working Together with our Community”

What does this mean for us? Staff from the new Division collaborated on 5 key themes:

Communication – Customer Service – Dealing with People – Efficiencies/Productivity – Innovation

From this collaboration, along with feedback from others at Norfolk County and our stakeholders, we have identified some initial strategic priorities at the Divisional level. These initiatives are all connected. They are also in addition to our core service, the other departmental priorities identified in the business plan or ongoing actions, and projects that are led-by others that we participate in.

Strategic Priorities

Initiative	2021	2022
<p><i>Technology for Public-Facing Access</i></p> <p>Prioritize and support the roll-out to stakeholders of the recreational/facility/museums booking platform (<i>PerfectMind</i>), the building permit and planning application platform (<i>CityView Portal</i>), and further mapping/data availability. Investigate opportunities such as a public engagement platform.</p>	●	
<p><i>Create and Connect People with “How-to” Videos</i></p> <p>Prepare brief and informative “vignettes” that can be shared online and via Norfolk’s social media of a series of instructional videos on topics such as: submitting a complete application/permit, booking a facility online, support from our economic recovery plan, accessing information on a property, etc.</p>	●	
<p><i>Website Updates</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.</p>	●	●
<p><i>Community and Industry Roundtable Sessions</i></p> <p>Host an ongoing series of knowledge-exchange sessions with key stakeholders, including: Development Industry, Recreational User Group reps, Community Building Champions, Economic Recovery Task Force and Subcommittees.</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 could include recognition for urban design, mixed use development, sustainability and climate change, innovation, partnerships and programs, cultural heritage, entrepreneurship, community champions, etc.</p>		●
<p><i>Downtown Simcoe Plan: “Re-imagined”</i></p> <p>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.</p>	●	●
<p><i>Downtown Delhi Plan: “Future Forward”</i></p> <p>Engage with stakeholders on a long-term plan for the downtown. 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.</p>		●

Building Department

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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	2021	2022
<p><i>CityView Portal: Go Live and Electronic Permit Utilization</i> Launch to external customers for ease of use. Continue to adjust, train and further enhance the submission and review process for building permits – including internal users. Ensure customer service models are adjusted.</p>		
<p><i>Electronic File Conversion</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.</p>		
<p><i>Fee Review</i> Review existing and additional fees to ensure appropriate cost recovery.</p>		
<p><i>Procedure Manual and Policy Review</i> Undertake a review and update of the departmental procedures, policies and guidelines to reflect changes to our business, ensure clear understanding and communication and for an efficient work place.</p>		
<p><i>User-friendly Permit Documents</i> Revise submission forms and documentation that the customer utilizes and receives to ensure it is more understandable, reader-friendly and the next steps / requirements are clear.</p>		
<p><i>Collaboration Workshops/Sessions</i> Establish sessions with internal departments and agencies that intersect with the building permit process (i.e. engineering, public heath, 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.</p>		

Fast Fact...

Did you know that in 2020, Norfolk County Building Department issued 1195 Building permits totaling \$125,553,426 in construction value!

Economic Development Department

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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	2021	2022
<p><i>Implementation of Economic Recovery Plan</i> A comprehensive economic recovery plan divided into 4 parts: Buy Norfolk, Build Norfolk, Innovate Norfolk and Recover Norfolk. Key projects include a local Digital Shopping Marketplace to support Norfolk’s small businesses, a multifaceted Entrepreneurship & Innovation Program and Ecosystem that includes post-secondary and other partnerships, and several targeted grant programs aimed at supporting industries most impacted by COVID-19.</p>		
<p><i>Destination Marketing Tourism App</i> A tourism mobile app (2-year pilot project) that will replace the printed Experience Guide, allowing visitors to see on their mobile devices the attractions and assets Norfolk County has to offer, plan their trips, and access the latest information. The intent is to also leverage the mapping feature to increase tourism spend and overnight stays.</p>		
<p><i>Industrial Site Inventory</i> An inventory of available industrial land and vacant industrial buildings, with information regarding type and availability of services, clear height, prices, current ownership, etc. Help promote underutilized sites.</p>		
<p><i>Tourism Brand Strategy</i> Development of an updated Brand Strategy for tourism, leading to the creation and rollout of a new tourism brand aimed at increasing tourism spend and driving a greater proportion of overnight stays.</p>		
<p><i>Tourism Mini-Strategy</i> The travel & tourism sector both generates revenues for businesses and creates jobs, and can be a powerful attractor of investment. To maximize opportunities available through tourism within the context of a reimagined Economic Development Department, a mini tourism strategy will be developed that will define the activities in which the Department can add the greatest value, identify areas of growth potential (and related gaps) in Norfolk, and suggest a future path forward for tourism.</p>		
<p><i>Transit Enhancements</i> Several strategic initiatives are planned:</p> <ul style="list-style-type: none"> • Increase non-fare revenue with public transit advertising • Together with the Southwest Community Transit Association (SCT), identify preferred vendor for a mobile app to address rural realities for local and Inter Community Transit services. Additionally, continue investigating sustainable funding sources for app implementation. • Create and launch new RFP for service provision to start Jan. 2022. 		

Heritage & Culture Department

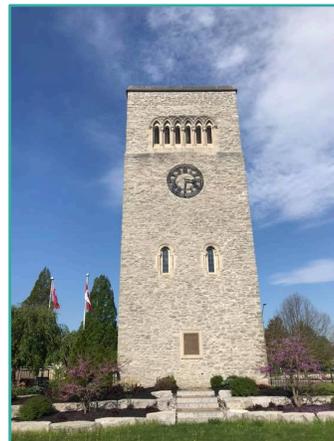
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Core Service

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	2021	2022
<p><i>Museum Sustainability Study</i></p> <p>The Museum Sustainability Study will result in the development of a strategic plan to ensure efficient and sustainable operations of Norfolk County's museums and archives. This will lead to an action plan in 2022.</p>		
<p><i>Collection Management and Stewardship</i></p> <p>To ensure proper care and control of the large and diverse Norfolk County collection, consistent collection management procedures will be applied across the department. Digitization efforts will continue in an effort to work towards sharing the collection online leading to increased public accessibility.</p>		
<p><i>Heritage Practices Review</i></p> <p>Review of current practices relating to matters of Part IV and V of the Ontario Heritage Act, R.S.O. 1990, c.O.18 to improve policy and process as it pertains to Heritage Impact Assessments, the Heritage Permit Process and Photo Documentation Standards.</p>		
<p><i>Departmental Realignment Review</i></p> <p>Review of staffing complement and organizational structure to find efficiencies and ensure best practices are followed to continue to meet the provincial Ministry Standards for Community Museums while maintaining community and cultural vitality.</p>		
<p><i>Program Review</i></p> <p>Evaluate current practices to develop a programming model that supports a blended approach of both virtual and in-person programming while continuing to offer meaningful, layered experiences and opportunities for learning to the community.</p>		

Fast Fact...

Did you know that in 2020 the Heritage & Culture Department developed and implemented a podcast series, several virtual programs for children and families, and its first video series: Carved in Stone? Launched in October 2020, Carved in Stone experienced more than 13,000 views by the end of the year.

Planning Department

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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.

Fast Fact...

Did you know that in 2020, the Planning Department held its first virtual community engagement sessions in relation to the Port Dover Secondary Plan project. In total, there were eight virtual sessions with strong participation which included opportunities for input and feedback.

Strategic Priorities

Initiative	2021	2022
<p><i>Port Dover Secondary Plan</i></p> <p>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><i>Growth Management Study</i></p> <p>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><i>Provincial Policy Statement Conformity Updates</i></p> <p>Complete updates to the Official Plan to ensure conformity with provincial policy, including accessory dwelling units, and other recent policy changes.</p>		
<p><i>Site Plan Process and Policy Review</i></p> <p>Review the existing site plan by-law and update related processes and procedures to better reflect the needs of the community and to create a guide to assist those working through the process.</p>		
<p><i>Cannabis Policy & Procedure Review</i></p> <p>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.</p>		
<p><i>Process and Policy Reviews</i></p> <p>Improving efficiencies, service and transparency in the planning process. May include items such as pre-consultation process, report/ presentation templates, development application signs, agreement review, holding provisions, telecommunication tower, etc.</p>		
<p><i>Fee Review</i></p> <p>Review existing and additional fees to ensure appropriate cost recovery.</p>		

Recreation Department

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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 1 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, 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 new 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

Fast Fact...

Did you know that pre-COVID the Annaleise Carr Aquatic Center (ACAC) provided physical activity opportunities to over 69,000 users while the Delhi Kinsmen Pool (DKP) serviced over 8,000 users; and that there were over 3,000 swim lesson participants between the two pools.

Strategic Priorities

Initiative	2021	2022
<p><i>PerfectMind: Go Live</i></p> <p>Phase 1: Roll out of new Rec Management Software solution to develop a state of the art online presence for all facility booking, program registration, membership management, drop-in programs and Point-of-Sale self-serve options. Phase 2: Expand program to other potential operational areas to improve the online experience.</p>		
<p><i>Simcoe Recreation Centre – Phase 2: Seniors Centre Opening and Establishment of an Indoor Multi-Purpose Program Space</i></p> <p>Development and planning for design of the new indoor multi-purpose space. Engage various stakeholders, including the seniors group and the community at large to participate in design and planning; identifying programming needs and various opportunities for use of the indoor space.</p>		
<p><i>Policy & Procedure Development / Review</i></p> <p>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) 		
<p><i>Recreation & Leisure Facility Strategy/Master Plan Review</i></p> <p>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><i>User Fee Review</i></p> <p>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><i>“Seniors Without Walls” Program</i></p> <p>Complete the implementation of the Older Adult Centres’ Association of Ontario program that will help keep seniors within the community socially active, informed and connected.</p>		
<p><i>Delhi Seniors Program</i></p> <p>Continue to work with Ministry of Seniors and Accessibility in transferring the SALC for the Delhi Seniors Centre and re-establishing a viable Seniors Centre for the residents of Delhi and surrounding areas.</p>		

2021-22 Development Engineering

Although Development Engineering staff are now part of the Environmental & Infrastructure Services (E&IS) Division - Engineering Department, the group is intrinsically linked to the development process and Community Development team. There are several initiatives that were underway or planned when the business unit was part of the Planning & Development Division in 2020. In addition, there are other initiatives that are planned for the Engineering and E&IS work program that are being coordinated, combined or connected with various departmental projects within Community Development. These projects include:

- Integrated Sustainability Master Plan Updates – Delhi (2021), Waterford (2022)
 - Connected to Growth Management Study (Planning) and Development Charges Background Study and By-law Update (Finance)
- Design Criteria Update (Engineering) - Combine with Development Standards/Process Manual (Planning/Building)
 - Low Impact Development Measures
 - Stormwater Management Facility Ownership and Maintenance Policy
 - Road Opening and Infrastructure Assumption Policy and Procedure
 - Performance Securities Policy
- Servicing Allocation and Monitoring Update
 - Connected to Growth Management Study (Planning)
- Subdivision Agreement Update (Joint with Planning)