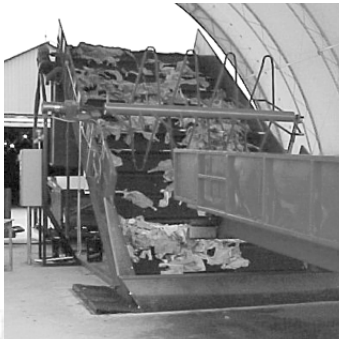
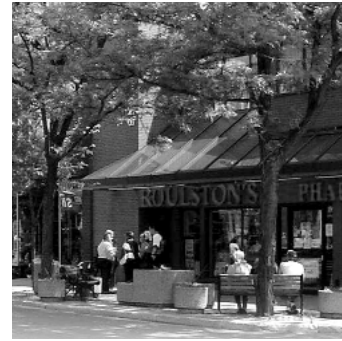


Norfolk County



STRATEGIC PLAN 2003
AS IT RELATES TO THE COUNTY OFFICIAL PLAN

FINAL DRAFT FOR COUNCIL CONSIDERATION
DECEMBER 2003

a framework for the future...



letter from the *Mayor*



On behalf of Council, the Official Plan Steering Committee and everyone that participated in the early consultation sessions, we are pleased to present the Strategic Plan for Norfolk County.

The two-year process to create a new County Official Plan began in February 2003 with a grassroots approach to community consultation. Input from Council and hundreds of residents helped to shape the vision of where Norfolk County wants to be in 2026. This Strategic Plan provides the opportunity to chart a course for achieving that vision.

The Strategic Plan's guiding framework is a desire to balance a commitment to the land and emerging opportunities for growth and development. The Plan will guide the rest of the planning process and will provide clear indicators against which success can be measured.

Please take some time to review the Strategic Plan. We appreciate your participation in the Official Plan process to date, and we look forward to your continued involvement.

Sincerely,

A handwritten signature in cursive script that reads "Rita Kalmbach".

Rita Kalmbach
Mayor of Norfolk County



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ALTHOUGH THERE HAS NOT ALWAYS BEEN AGREEMENT AMONG THE MANY STRONG PERSPECTIVES THAT ARE DEEPLY ROOTED IN THIS VARIED COMMUNITY, WE HAVE FOUND A WAY FOR EVERYONE TO CALL NORFOLK COUNTY 'HOME'.

planning *Together*

THE NORFOLK COUNTY OFFICIAL PLAN

The Norfolk County Official Plan project is in response to the January 1, 2001 amalgamation of Norfolk County into a single-tier municipality. The new Official Plan will replace the five individual Official Plans currently in effect. The Plan will guide land use in the County for the next 20 years.

The two-year process to prepare the Plan began in February 2003 with a grassroots approach to community consultation. The front-ended consultation process helped the community to express:

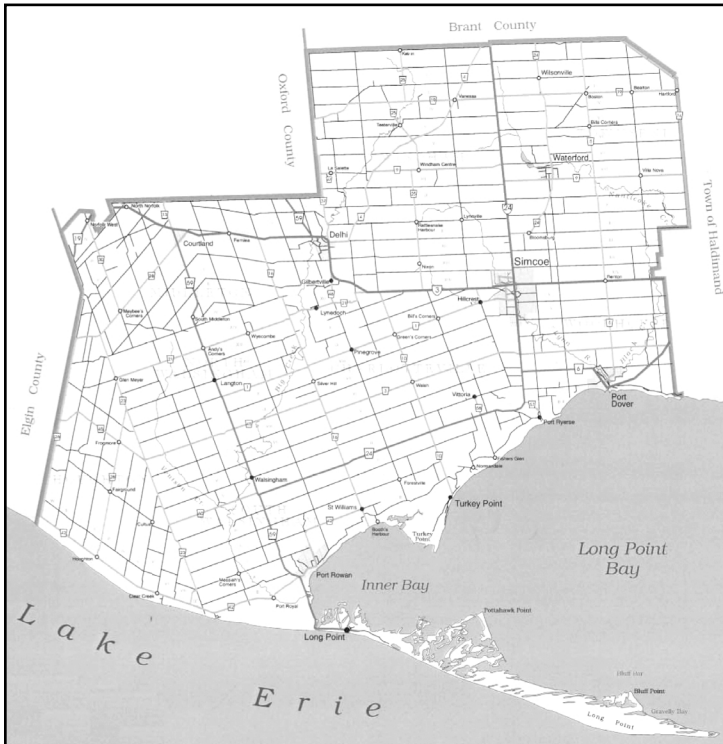
- What they like about the County;
- What areas need attention; and
- What they hope the County will be like in years to come.

Prioritization workshops, held in April 2003 started to sculpt an image of the County in approximately 20 years. In May and June 2003, specific issues were researched to provide a technical basis for the development of a vision. The Visioning phase of the project illustrates where Norfolk County wants to be in 2026. The Vision document is an integral component of the Strategic Plan – the document that will set a framework for key land use principles. The Strategic Plan is a powerful tool for ensuring that municipal resources are aligned with agreed upon priorities. It will help to shape decisions related to land and natural resources, today and in the future.

The grassroots approach to community participation in an Official Plan project has created the opportunity for County Council to plan the future of Norfolk County together with the residents – Planning Together.



Norfolk County - a Snapshot



LOCATION

Located on the north shore of Lake Erie, Norfolk is easily accessible by an excellent network of highways linking to the major routes of the 401 and 403. The County is less than 2 hours from border crossings at Fort Erie and Niagara Falls, providing ready access to the United States.

ECONOMIC BASE

The agriculture industry in Norfolk continues to diversify. Livestock and fruit and vegetable operations are growing in number. Some major specialty crops currently under production include tobacco, ginseng, asparagus, pickling cucumbers, melons, sweet corn, potatoes, apples, strawberries and

blueberries. Furthermore, Norfolk's easily tilled soils, a lake moderated climate, good water quality and quantity, all combined with a growers intensive management ability, enables the production of several unique crops including peanuts, sweet potatoes, popcorn, Asian vegetables, medicinal herbs and mushrooms. Norfolk also has a large fresh-water fishery in Port Dover and a significant forestry and wood harvesting industry.

COMMUNITY STRUCTURE

There are six urban centres in Norfolk: Courtland, Delhi, Port Dover, Port Rowan, Simcoe and Waterford. There are also 42 designated hamlets. The current (2001) population of Norfolk is 60,850 with approximately 29,606 (49%) living in the urban areas. There are also several other populated areas including: Long Point and Turkey Point and Fischer's Glen.

QUALITY OF LIFE

Residents value the quality of life in Norfolk County. The easy lifestyle allows residents to be home from work in five minutes yet within an hour's drive of the "big cities" lifestyle and benefits. Cultural and heritage facilities can be found throughout the area. Supportive and caring residents contribute to a safe and vibrant community atmosphere.

POPULATION HIGHLIGHTS (2001)

Approximately 86% of the population was Canadian-born. Less than 2% of the immigrant population immigrated between 1991 and 2001. Almost 30% of the population aged 20 – 64 had less than a high school graduation certificate. 10% of the population aged 20 – 64 had a university degree. About 13.5% of the population aged 20 – 64 had a trade certificate. Average earnings in Norfolk was \$27,805, while the provincial average was \$35,185. 49.5% of the employed population worked full-time, year round. This compared to the provincial average of 55%. The unemployment rate was 6.6% compared to the provincial rate of 6.1%.

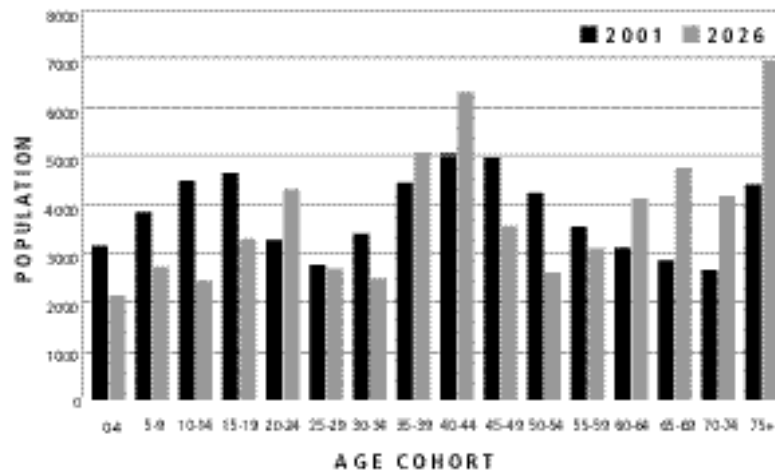
key Trends

A more detailed presentation of these trends is provided in the Background Report prepared in May 2003. The Background Report is included in the Appendix.

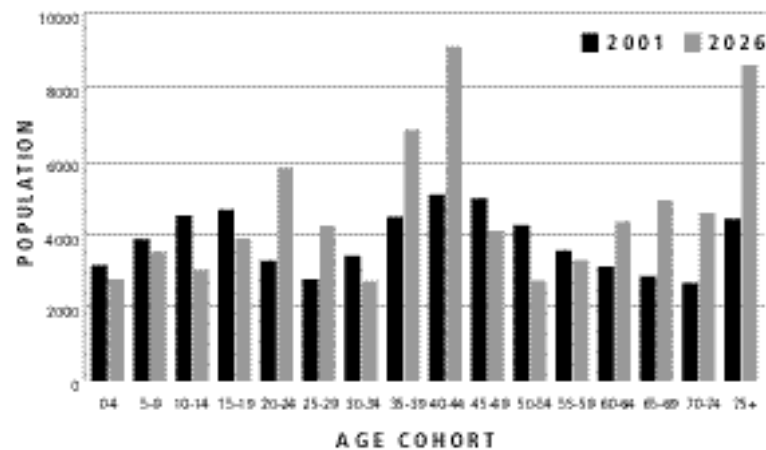
DEMOGRAPHICS

Three population and employment projection scenarios have been prepared for the Norfolk Official Plan project. These scenarios are presented below. The projections reveal a population range of 60,600 to 82,000 and an employment range of 37,700 to 42,500 by 2026. Unless the impact of the current trend of young people leaving the County is addressed it will continue to influence the County's future. The population in 2001 was 60,850.

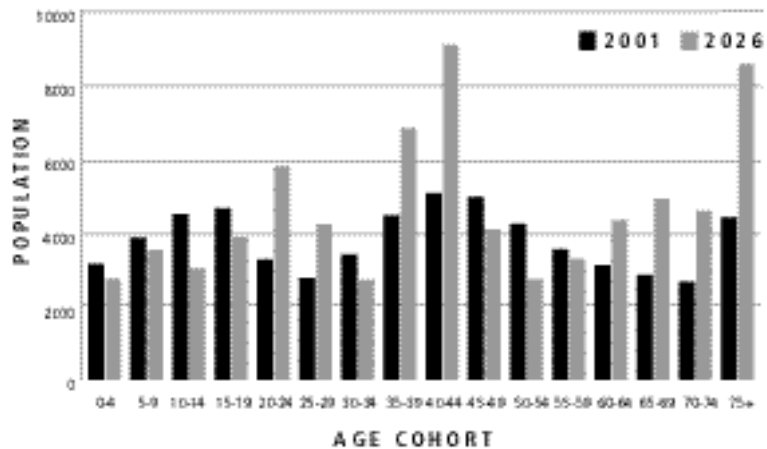
LOW SCENARIO



REFERENCE SCENARIO



HIGH SCENARIO



SEASONAL CONVERSIONS

There has been interest in allowing the conversion of seasonal residences to permanent residences for year round use. The concern is that these conversions increase the demand for water supply and place higher demands on individual sewage disposal systems, as well as increase the potential for ground water and surface water contamination. In order to balance the needs of the community with environmental protection and to safeguard human health, land use policies must address the conversion issue. The Ontario Municipal Board has required that the County address this issue through a servicing and environmental study.

GROWTH MANAGEMENT

Balancing priorities, linking decisions on infrastructure, economy, land use and environment, expanding choice, maximizing the efficient use of existing infrastructure and respecting the environment are all components of the current growth management trend referred to as "Smart Growth". The concepts have merit but the challenge is implementation in communities like Norfolk that face sporadic imbalanced growth, and a changing economic foundation, especially within the agricultural sector.

GROUNDWATER

Concern has been raised in the County relating to the effects of land-applied nutrients on domestic water sources. The Nutrient Management Act (Bill 81) provides for Province-wide standards to address the effects of agricultural practices on the environment, particularly as they relate to land-applied materials containing nutrients. Appropriate land use policies are needed in order to address emerging trends for very large farm operations that produce large quantities of nutrient material, and their potential impact on water quality. An Official Plan Amendment implementing the Groundwater Study has been prepared to ensure the necessary policies are in place.

community *Values*

The community provided input based on the question: "What do you most value about Norfolk County and about living here?" These values helped to set the foundation for a vision of the future.

- The rural character
- Small town attributes
- Natural features
- Lake Erie shoreline
- Sense of community
- Healthy economy and good job opportunities
- Agricultural diversity
- High quality of life including abundant recreational opportunities
- Good infrastructure
- Orderly growth

issues and *Challenges*

Addressing issues and challenges facing the community today, and those that may evolve tomorrow, is a key component of planning for the future. The community highlighted a varied list of issues to be addressed which include:

- The need to maintain the rural and small town character
- Focusing new residential development in existing urban areas and hamlets
- The need for improved infrastructure
- The future of agriculture
- The need to attract and retain new industry, as well as retain existing industry
- The need for more high end jobs
- The lack of skilled labour
- How to develop tourism without negatively impacting the natural environment, agriculture and small town urban character
- Municipal financial sustainability
- Out-migration of young people and an aging resident population
- The need to increase support for a growing older population
- Urban core sustainability
- The need for more retail diversity to reduce out-of-town spending
- Inequity - where smaller communities do not get their fair share of public resources - and the need to harmonize municipal services
- The need for a wider variety of housing choices, including affordable housing
- The need for a greater sense of unity and community, especially since the formation of the County

norfolk county in 2026

a Scenario

We can't see into the future. However, by looking at trends, what we know about the past and present and by mixing in our dreams, we can do our best to shape it. Based on the ideas and images collected from hundreds of Norfolk residents, a Vision for the County in 2026 has been established. It is not intended that everything in the Vision must or will become reality. It is intended to be a proactive guide for creating the desired future.

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

The Vision is broad in nature, but does give shape and direction to the future of the County. As important as this future image is, achieving the future is dependant upon making the transition from images and broad statements to specific, realizable action items. Embedded within the vision statement are six themes and various objectives that add depth to the vision of Norfolk County in 2026. The themes create an organizing framework to guide the rest of the planning process – from the strategic plan to official plan policy, and eventually, to individual level of responsibility and accountability.

The objectives under each theme will translate into specific actions, many of which will be addressed during preparation of official plan policy. Other actions are not directly related to planning policy. These actions are important to achieving the vision; however, they will need to be integrated into other County initiatives.

the *Vision*

A Well Governed, Well Planned and Sustainable County

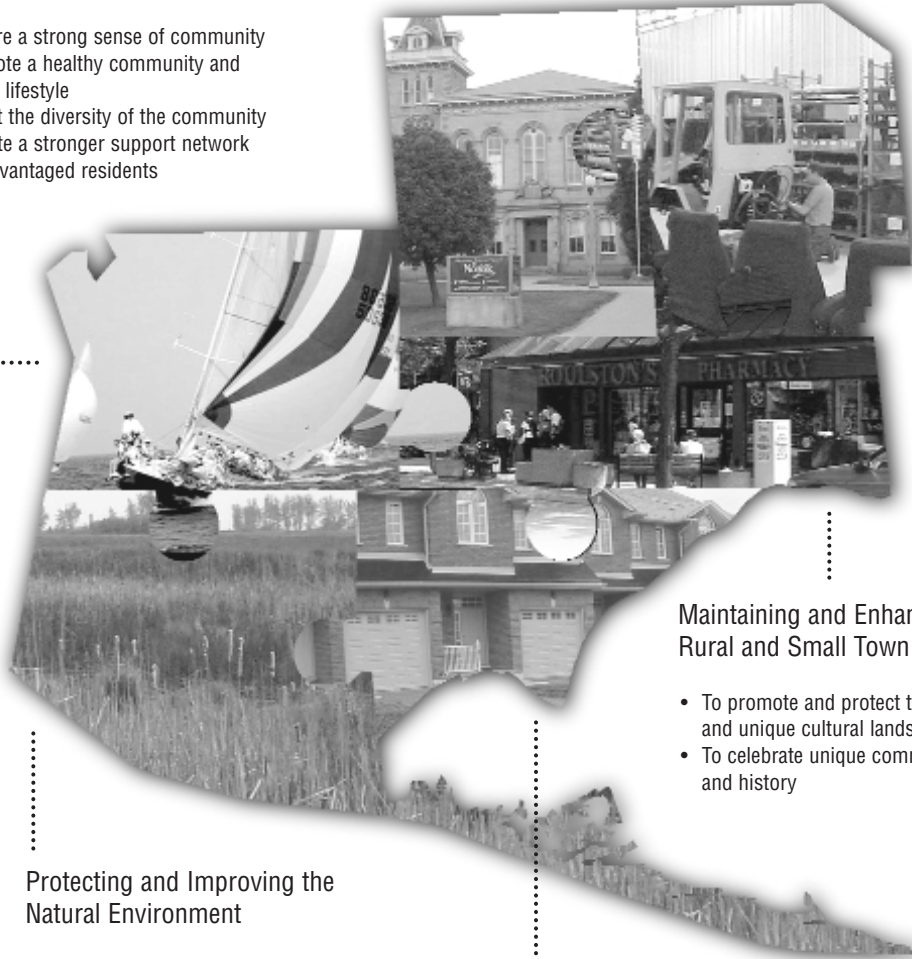
- To build partnerships and strategic alliances
- To maintain an open and responsive government
- To ensure municipal fiscal stability
- To maintain municipal efficiency and effectiveness
- To ensure the responsible use of land

A Stronger, More Diversified Economy

- To build a stronger industrial sector, based on local resources and new technology
- To make the County more of a tourist destination
- To ensure that the agricultural sector is stronger and more diverse
- To ensure that the retail sector keeps pace with sector trends and is more reflective of community needs
- To revitalize the downtown cores

Maintaining a High Quality of Life

- To nurture a strong sense of community
- To promote a healthy community and an active lifestyle
- To reflect the diversity of the community and create a stronger support network for disadvantaged residents



Maintaining and Enhancing the Rural and Small Town Character

- To promote and protect the built heritage and unique cultural landscape
- To celebrate unique community character and history

Protecting and Improving the Natural Environment

- To ensure that the Long Point World Biosphere remains a highly recognized international feature
- To protect groundwater resources
- To enhance the quality of the natural environment and improve the network of open space and wildlife corridors
- To improve air quality

Upgrading and Expanding Crucial Infrastructure

- To ensure appropriate access to and from and within the County
- To optimize community recreation and leisure resources
- To systematically upgrade aging infrastructure

achieving the *Vision*

Strategic planning is not something that a municipality "does" and then is completed. Nor is it a plan that just sits on a shelf. Effective strategic planning is an on-going process and it should be treated as such. It also needs to reflect the saying "form follows function" that is, that strategy comes before structure. In the context of a municipal official plan, it is important to distinguish between corporate issues and land use planning issues. This strategic plan links community priorities to detailed land use policy.

The strategic plan will guide various planning efforts (land, natural environment, transportation, economic development) by serving as a lens through which the County is able to strategically distinguish between those areas of policy and action that are desirable and those that are essential in order to achieve the vision.

The Strategic Plan is structured by six themes with their corresponding objectives. Within each objective, a list of action strategies is presented to stimulate the development of specific activities designed to help achieve the objectives. The action strategies are multi-year in duration and many of the strategies are interdependent. This will require a County-wide effort to prioritize and coordinate inter-departmental initiatives. In all cases, the action strategies identify specific, concrete results that are measurable. The success indicators describe how the results will be measured.

KEY TO ACTION STRATEGIES

The action strategies are presented in two lists:

- Can be addressed in the Official Plan
- Can not be addressed in the Official Plan

The action strategies that cannot be addressed in the Official Plan will not be carried forward through the Official Plan project. It may be possible to use other County and community projects to address these issues and continue to work towards the broad vision for Norfolk County in 2026.



a stronger, more diversified *Economy*

Everyone agrees that Norfolk County needs a healthy economy. During the consultation process, residents identified the need for diversification and growth in all sectors in order to give people a reason to come to the area and to stay. At a minimum, participants hope that a stronger tourism sector will encourage visitors to stay a little longer and take in the many attractions – spending some money along the way. Long-term, participants hope that the County will be able to retain existing companies and attract new businesses. This will help to diversify job opportunities and make Norfolk the place for younger people to call home.

While Norfolk residents are looking for economic prosperity, they want to minimize the impact on the natural environment, heritage features, or rural and small town character that defines the County. The message throughout the consultation process was very clear – strike a balance.

Objective: To build a stronger industrial sector, based on local resources and new technology

ACTION STRATEGIES

Can be addressed in the Official Plan

- Establish land use policies that respond to the needs of businesses engaged in "emerging technology" initiatives
- Identify critical industrial areas and install the physical infrastructure necessary to accommodate these businesses (ie: broadband solution, high-load electrical, municipal water and sewer)
- Coordinate the provision of adequate road, rail, air and marine services
- Ensure a coordinated and efficient approach for processing industrial development proposals
- Provide leadership by being an active participant in initiatives designed to foster development and re-development throughout the County
- Take every opportunity to spark or promote economic development opportunities
- Encourage the development of banking and financial institution development in the County

Can not be addressed in the Official Plan

- Identify industries that would be particularly suited to the resources available in Norfolk County
- Encourage economic development activities that target businesses that utilize local resources
- Encourage the development of businesses involved in value-added agriculture and value-added forest products
- Facilitate partnerships between industry and universities and colleges to create an innovation program
- Seek opportunities to enable businesses to secure entrepreneurial and innovation funding from government sources
- Promote community-based skills training in partnership with school-boards and local unions
- Pursue government funding for job-training initiatives

SUCCESS INDICATORS

- ✓ Increase in the number and range of industries in the County
- ✓ Increase in the number of jobs available
- ✓ Infrastructure installed in designated areas
- ✓ A partnership in place to maintain an innovation program
- ✓ An efficient development approvals process

Objective: To make the County more of a tourist destination

ACTION STRATEGIES

Can be addressed in the Official Plan

- Develop eco-tourism opportunities either alone in or in partnership with private or public interests
- Investigate the potential for agri-tourism
- Ensure flexibility in land use policy to accommodate eco-tourism and agri-tourism opportunities
- Designate land for active and passive recreational opportunities
- Identify nodes suitable for resort development and attractions
- Establish a coordinated approach for processing tourism-development proposals
- Establish multi-use trails throughout the County

Can not be addressed in the Official Plan

- Invest in an effective "branding" program and complementary tourism development strategy
- Invest in themed directional signage
- Attract tourism developers to create tourist attractions in the County
- Encourage tourism development in areas beyond the lakeshore

- Market the arts and cultural heritage opportunities available both along the lakeshore and inland
- Encourage expansion of the accommodation sector
- Support arts and cultural organizations through direct or indirect sponsorship or as they pursue support from various government and/or private sources
- Encourage hospitality training through business associations and chambers of commerce and Boards of Trade
- Ensure partnerships develop between businesses and the County to market the area in a unified and integrated way
- Promote the ferry service between Port Dover and Erie
- Promote shopping opportunities as tourist opportunities
- Implement a strategy to encourage tourists to stay overnight
- Expand the tourism season into the shoulder seasons of spring and fall and into winter
- Continue to promote agri-tourism

SUCCESS INDICATORS

- ✓ More businesses to serve the traveling public (motels, B&B's, restaurants)
- ✓ Low vacancy rates
- ✓ Operating eco-tourism businesses
- ✓ Operational trail network
- ✓ Self-sustaining art & cultural organizations that mount successful productions
- ✓ Land developed for tourism and hospitality services
- ✓ An increased incidence of repeat visitors
- ✓ Visitors that stay for longer periods of time than day trips

Objective: To ensure that the agricultural sector is stronger and more diverse

ACTION STRATEGIES

Can be addressed in the Official Plan

- Define areas for rural and agricultural land use and those for urban land uses
- Establish land use policies that respond to the needs of businesses engaged in "value-added farming" initiatives
- Establish land use policies that accommodate complementary businesses in the rural area
- Pursue implementation of government policy to manage farm-related by-products such as nutrient material

Can not be addressed in the Official Plan

- Promote value-added farm industries such as cider and sawdust
- Reinforce partnerships with universities and private enterprise that explore crop enhancement and new crop technologies

- Promote sustainable diversity in agriculture
- Foster research and development efforts
- Support efforts to secure government funding for farm businesses and farmers

SUCCESS INDICATORS

- ✓ Current Official Plan
- ✓ Appropriate land designated for agricultural use
- ✓ More value-added farm industries thriving
- ✓ Additional funding available to farmers

Objective: To ensure that the retail sector keeps pace with sector trends and is more reflective of community needs

ACTION STRATEGIES

Can be addressed in the Official Plan

- Examine the retail needs of all communities and the County as a whole
- Encourage small, specialized and family owned businesses
- Identify nodes for retail expansion
- Establish land use policies that respond to the needs of emerging retail use
- Build relationships within the retail development sector to optimize development/re-development opportunities
- Develop a position regarding new retail development outside the downtown core

Can not be addressed in the Official Plan

- Develop a "buy local" marketing campaign
- Promote the retail sector as a tourist opportunity

SUCCESS INDICATORS

- ✓ Objective retail market analysis
- ✓ An increased number of retail businesses
- ✓ More categories of retail businesses
- ✓ More local spending

Objective: To revitalize the downtown cores

ACTION STRATEGIES

Can be addressed in the Official Plan

- Undertake community improvement plans
- Establish community improvement plan area policies in the Official Plan
- Encourage infilling

- Develop a position regarding new arts, cultural, entertainment and government uses outside the downtown core
- Review parking policies and amend them to support the provision of abundant free parking within easy access of downtown businesses and residences
- Develop a program to encourage landowners to improve and upgrade their properties
- Explore partnerships to bring community use facilities downtown (library, youth centre, theatre)

Can not be addressed in the Official Plan

- Address safety and security issues to reduce incidences of vandalism
- Encourage downtown areas to establish a unique character
- Encourage residential development in the downtown core
- Establish a beautification program focusing on downtown streets and community areas
- Support "local retail loyalty campaigns"
- Integrate downtowns into the tourism marketing strategy
- Promote the uniqueness of shopping in a small downtown

SUCCESS INDICATORS

- ✓ Improved visual impression of downtown core areas
- ✓ Fewer vacant buildings
- ✓ Adequate parking
- ✓ More local spending
- ✓ More variety in the business, services and community uses available

protecting and improving the natural *Environment*



Norfolk County is a nature lover's paradise. Residents and visitors enjoy outdoor recreation activities supported by the County's expansive natural areas, accessible lakeshore and abundant wildlife. The natural features of the County are a major tourist draw and throughout the consultation process, County residents stressed the need to balance economic development opportunities and the intrinsic value of the natural environment.

Objective: To ensure that the Long Point World Biosphere Reserve remains a highly recognized international feature

ACTION STRATEGIES

Can be addressed in the Official Plan

- ▶ Identify and explain the Biosphere's designation in all land use documents
- ▶ Have regard for land surrounding the Biosphere core and protect it from conflicting land use

Can not be addressed in the Official Plan

- Support initiatives of the Long Point Biosphere Reserve Foundation and other environmental organizations in keeping with preservation of natural features
- Investigate the potential to introduce carefully managed eco-tourism trips into the Biosphere as a means of educating people on the value of this ecosystem

SUCCESS INDICATORS

- ✓ Maintain United Nations Educational Scientific and Cultural Organization designation
- ✓ Maintain Ramsar Convention international wetland designation
- ✓ Complementary land uses

Objective: To protect groundwater resources

ACTION STRATEGIES

Can be addressed in the Official Plan

- Further develop a policy framework to protect groundwater resources from incompatible development including the use of hydrogeological and hydrological studies as part of the development application review process
- Develop reasonable guidelines to ensure that existing septic systems are not contaminating the ground or surface water
- Assess the impact of conversion of seasonal residences to permanent residences
- Develop policies to address sewage disposal and water supply for residences converted from seasonal to year-round use
- Ensure proper testing and monitor municipal water sources in accordance with the Clean Water Act

Can not be addressed in the Official Plan

- Implement the Groundwater Study
- Implement the Wellhead Protection Plan
- Launch a community awareness campaign to educate the public about the potential sources of groundwater contamination and their role in prevention
- Educate the community regarding well-water testing

SUCCESS INDICATORS

- ✓ Compliance with recommendations of Groundwater Study and Wellhead Protection Plan
- ✓ Improved water quality
- ✓ Limited incompatible development
- ✓ Improved application techniques related to land-applied materials containing nutrients
- ✓ Improved septic system operation

Objective: To enhance the quality of the natural environment and improve the network of open space and wildlife corridors

ACTION STRATEGIES

Can be addressed in the Official Plan

- Designate and protect environmentally sensitive areas, as provided for in the Provincial Policy Statement (ESA's, ANSI's wetlands, watercourses, woodlands, habitats)
- Increase the level of naturalization of parks and public spaces
- Develop and implement a multi-purpose trail systems plan, as ratified by Council

- Develop a Natural Heritage Strategy, as ratified by Council
- Continue to implement a strategy for acquiring key natural areas. Acquisition can be either through partnership, easements, financial compensation or other means
- Initiate an incentive program to encourage the conversion of land into forests

Can not be addressed in the Official Plan

- Promote the planting of native Carolinian forest species
- Continue to promote forest education programs through school-boards, the association of woodlot owners and nature trusts
- Enhance and expand existing nature trusts, stewardship projects and Long Point Conservation Authority initiatives
- Continue to implement the strategy to use tourism as a tool to promote environmental stewardship
- Ensure roadside naturalization using local species

SUCCESS INDICATORS

- ✓ Enhanced forest cover
- ✓ Completion of a linked network of open space
- ✓ Completion of a trail system
- ✓ Natural areas protected and managed
- ✓ Updated inventory of natural areas
- ✓ Increased number of land trust and/or stewardship agreements
- ✓ Increased collaboration with other existing organizations

Objective: To improve air quality

ACTION STRATEGIES

Can not be addressed in the Official Plan

- Promote the use of alternative fuel technologies
- Encourage "green" industries to locate in the County
- Encourage alternate energy sources
- Encourage commitment to the Kyoto Accord

SUCCESS INDICATORS

- ✓ Fewer smog alerts
- ✓ Increased use of alternative fuels
- ✓ Increased number of "green" industries

maintaining and enhancing the rural and small town

Character



The residents of Norfolk County cherish many things about the area – most importantly the values that evolve from knowing your neighbour; being able to draw on a network of community volunteers to get a job done; the feeling of safety and sense of community; or celebrating cultural roots through festivals and cultural events.

Notwithstanding these cherished aspects, residents acknowledge the need to change in response to evolving opportunities and challenges. This acknowledgement comes with a proviso that the character of the County continues to respect its rural and small town roots in order to remain meaningful in 2026.

Objective: To promote and protect the built heritage and unique cultural landscape

ACTION STRATEGIES

Can be addressed in the Official Plan

- ▶ Define areas for urban development and areas for rural/agricultural land use
- ▶ Focus most new residential development in existing towns and hamlets
- ▶ Promote historical design elements in community and architectural design
- ▶ Support Municipal Heritage Committees and Boards
- ▶ Encourage the retention of historic buildings and community spaces

SUCCESS INDICATORS

- ✓ Current Official Plan with defined urban, hamlet and agricultural areas
- ✓ Maintain appropriate land for urban development
- ✓ Updated inventory of historical buildings and community spaces
- ✓ Retention of unique character
- ✓ Establish Norfolk Heritage Committee Database

Objective: To celebrate unique community character and history

ACTION STRATEGIES

Can be addressed in the Official Plan

- ▶ Support the preservation of local character through the development of appropriate land use policies

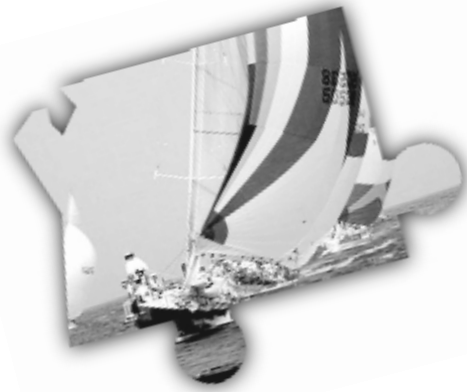
Can not be addressed in the Official Plan

- Support local festivals, fairs and events
- Integrate community events into the County-wide tourism and marketing strategy
- Encourage and support visits to museums
- Implement a plan to promote and respect the area's multi-cultural heritage
- Encourage the expansion of arts and culture and historic organizations

SUCCESS INDICATORS

- ✓ Current Official Plan
- ✓ Continued local events and festivals
- ✓ More opportunities for multi-cultural involvement
- ✓ More arts and culture programs
- ✓ Increased museum visits

maintaining a high quality of *Life*



In Norfolk County, residents are rarely more than fifteen minutes away from home, work or recreation opportunities. All communities continue to be safe and secure and qualified staff are ready to respond to any situation. Educational opportunities and healthcare remain constant challenges and residents are committed to offering local solutions to these two fundamental aspects of a healthy community.

Residents are more aware of the value of a healthy, active lifestyle and many residents embrace the opportunities provided by the community's surroundings to stay active.

There is a desire to reach out and develop a better understanding of the needs of disadvantaged residents and establish a stronger support network. There is also a strong commitment to reflect the diversity of the community, particularly during public process and within community organizations.

Objective: To nurture a strong sense of community

ACTION STRATEGIES

Can be addressed in the Official Plan

- Offer a variety of housing choices
- Ensure that the unique attributes of each community are reflected in land use policy
- Support the supply of education resources "as close to home as possible"

Can not be addressed in the Official Plan

- Create a youth attraction and retention strategy
- Nurture full participation in all community processes
- Support efforts to develop volunteerism
- Enhance community information and referral programs
- Support community associations
- Encourage community-sponsored projects to meet the specific needs of each community
- Encourage community policing initiatives

SUCCESS INDICATORS

- ✓ Strong community organizations
- ✓ More community-sponsored initiatives

- ✓ Recognition of the unique attributes of each community
- ✓ Local education at all levels
- ✓ Lively participation in community processes
- ✓ Increased number of youth living and working in the County

Objective: To promote a healthy community and an active lifestyle

ACTION STRATEGIES

Can be addressed in the Official Plan

- Ensure safe and secure communities
- Ensure all emergency preparedness plans are in place and understood by staff and residents
- Develop a comprehensive leisure services master plan
- Expand and maintain a network of multi-use trails
- Support community-based care facilities and programs
- Ensure that land use policies recognize the need for health care facilities in all areas of the County
- Develop a Human Services Strategy
- Strengthen active living opportunities through implementation of parks and trail linkages between communities and appropriate areas

Can not be addressed in the Official Plan

- Promote The Healthy Communities initiative
- Invest in a wide range of community recreation resources as defined in the master plan
- Establish strategic alliances between various sectors of the community including leisure, health and education agencies to promote healthy living
- Support inter-agency collaboration to address health and social concerns in the community
- Leverage all opportunities to attract and retain primary health care practitioners
- Promote volunteerism
- Provide leadership and support for living a healthy and active lifestyle
- Facilitate linkages for agencies working for common purposes
- Develop a Housing Policy Statement

SUCCESS INDICATORS

- ✓ Social support services are in place
- ✓ Regular updating of a variety of social indicators
- ✓ Reduced number of serious accidents
- ✓ Adequate response times to emergencies
- ✓ More participation in recreation programs
- ✓ Available local primary health care
- ✓ Implement Human Services strategy
- ✓ Use Municipal Housing Facilities By-law

Objective: To reflect the diversity of the community and create a stronger support network for disadvantaged residents

ACTION STRATEGIES

Can not be addressed in the Official Plan

- Explore options to create a culture and heritage committee
- Promote ethnic, cultural and heritage events
- Maintain a list of interpreter services (paid or volunteer) that are available to assist residents whose first language is not English
- Encourage services and programs to be barrier-free
- Undertake outreach to obtain input from residents who do not normally participate in community events

SUCCESS INDICATORS

- ✓ Community pride in diversity
- ✓ Access to services in other languages
- ✓ More multi-cultural events
- ✓ More input from marginalized sectors

upgrading and expanding crucial *Infrastructure*



The need for improved and expanded physical infrastructure was identified as a key challenge during the visioning process. Without investment in infrastructure, the County will be hard pressed to attract and retain businesses. The emphasis needs to be on roads, sewer and water systems, electricity and communications technology.

Objective: To ensure appropriate access to and from and within the County

ACTION STRATEGIES

Can be addressed in the Official Plan

- Enhance public access to the waterfront
- Develop a transportation system plan that focuses on arterial routes, efficient goods movement and sustainable public transportation
- Monitor plans for provincial and/or inter-regional highway expansion in proximity to the County

Can not be addressed in the Official Plan

- Improve directional signage
- Implement the provisions of the "Ontarians with Disabilities Act" to ensure that the County works towards barrier-free access throughout the County
- Explore air and ferry services to the County

SUCCESS INDICATORS

- ✓ User friendly signage
- ✓ Enhanced public access to the waterfront
- ✓ More public transportation
- ✓ Barrier-free community
- ✓ Improved truck routes

Objective: To optimize community recreation and leisure resources

ACTION STRATEGIES

Can be addressed in the Official Plan

- Expand and maintain a comprehensive network of multi-purpose trails
- Complete a comprehensive leisure services master plan
- Ensure land use policies permit varied leisure uses in urban community settings
- Provide indoor and outdoor, passive, active and targeted opportunities

Can not be addressed in the Official Plan

- Provide facilities and programs for people of all ages
- Invest in park infrastructure (benches, garbage cans, picnic tables, washrooms)
- Provide varied opportunities for youth in all communities (sport, arts & culture, passive activities)
- Maintain appropriate demographic profiles of the community to facilitate appropriate facility and program planning

SUCCESS INDICATORS

- ✓ Expanded trail system
- ✓ Mix of active and passive recreation facilities and programs
- ✓ Regularly updated demographic profile
- ✓ Improved park infrastructure

Objective: To systematically upgrade aging infrastructure

ACTION STRATEGIES

Can be addressed in the Official Plan

- Continue to develop a phased infrastructure upgrade and expansion strategy
- Implement community improvement policies

Can not be addressed in the Official Plan

- Explore public/private partnerships for the installation and operation of municipal systems
- Implement innovative and cost effective techniques for municipal services

SUCCESS INDICATORS

- ✓ Water main and sewage system upgrades and expansions
- ✓ X km/miles of road reconstruction per year
- ✓ Regularly updated capital works plans
- ✓ Community improvement plans in place
- ✓ Electrical infrastructure upgrades and expansions

a well governed, well planned

and sustainable *County*



The community consultation process brought varied sectors of the County together to plan for the future. Residents respect Council's desire to create a transparent and responsive process. They also expect that evolving community values and objectives will be reflected in future initiatives.

Residents also expect that County leaders will explore all opportunities to generate new revenue, achieve a more balanced tax base and deliver efficient and effective services.

Objective: To build partnerships and strategic alliances

ACTION STRATEGIES

Can be addressed in the Official Plan

- Host open, regular "dialogue" meetings with adjacent municipalities and other government and non-government organizations
- Propose reciprocal agreements in critical municipal services areas

Can not be addressed in the Official Plan

- Investigate public/private opportunities for creation of needed community resources
- Host regular networking events for business and government officials (local, provincial and federal)
- Leverage existing alliances to their maximum potential

SUCCESS INDICATORS

- ✓ Implementation of initiatives resulting from dialogue
- ✓ Strategic partnerships valued
- ✓ Improved service delivery

Objective: To maintain an open and responsive government

ACTION STRATEGIES

Can be addressed in the Official Plan

- Integrate community consultation into County planning initiatives
- Host regular community forums to gauge the community's reaction to community issues

Can not be addressed in the Official Plan

- Develop Alternative Dispute Resolution procedures
- Ensure opportunity for all areas of the County
- Develop a comprehensive public consultation strategy
- Maintain a list of community organizations and concerned citizens representing all sectors of the community
- Issue a regular community bulletin
- Respond to enquiries/comments in a timely fashion
- Write community notices and material for public review/input in easy to understand language

SUCCESS INDICATORS

- ✓ More community involvement
- ✓ More sectors of the County involved
- ✓ Improved access to information

Objective: To ensure municipal fiscal stability

ACTION STRATEGIES

Can not be addressed in the Official Plan

- Implement the economic development strategy
- Develop new sources of municipal revenue
- Explore funding opportunities at all levels of government
- Promote partnerships for municipal program and service delivery
- Develop and implement a sponsorship protocol
- Implement the use of service agreements
- Develop a broader, more balanced tax base

SUCCESS INDICATORS

- ✓ Improved industrial to residential tax ratio
- ✓ Controlled debt
- ✓ Appropriate partnerships
- ✓ Improved service delivery

Objective: To maintain municipal efficiency and effectiveness

ACTION STRATEGIES

Can not be addressed in the Official Plan

- Maintain reasonable service levels for all aspects of County services and programs
- Optimize and standardize all municipal processes
- Utilize various methods of effective communication
- Encourage and ensure a system for regular, face-to-face inter-departmental information exchange and dialogue
- Maintain an employee skills inventory
- Conduct regular "team-building" activities
- Monitor and reinforce the core areas of service for each department
- Establish priority initiatives – County-wide and by department
- Implement the Corporate Plan
- Implement an employee incentive program for exceeding service levels
- Implement an employee incentive program for developing innovative service or program delivery options

SUCCESS INDICATORS

- ✓ Corporate priorities aligned with County vision
- ✓ Motivated, professional staff team
- ✓ Regularly updated inventory of staff skills
- ✓ Improved communication
- ✓ Good customer service

Objective: To ensure the responsible use of land

ACTION STRATEGIES

Can be addressed in the Official Plan

- Complete a growth strategy
- Maintain an inventory of available land and pending development applications
- Develop policy for the development and/or re-development of derelict or "brownfield" lands
- Encourage infill development
- Define areas for development and areas for rural/agricultural land use
- Explore implementation of legislation to expand the County's ability to create innovative solutions to planning issues
- Maintain demographic profiles suitable for projecting future land needs

SUCCESS INDICATORS

- ✓ Current Official Plan
- ✓ Updated inventory of development applications
- ✓ Less consumption of rural land for urban development
- ✓ Regularly updated demographic profile

connection to the

Official Plan

Tough decisions lie ahead during the process of determining where growth will be directed, what form and density it will be, and how it will be serviced. Decisions related to environmental enhancement and protection, preserving scenic views and maintaining the unique character of local communities will not be any easier. The Strategic Plan sets the direction for the future of the County. It is a powerful tool as it provides a focus for land use decision-making and implementation.

Technical options for addressing land use issues will rise out of matters discussed throughout the Strategic Plan. A focused assessment of the impact that identified issues and policy direction may have on achieving the desired future will evolve from the objectives and action strategies.

Land use policies will be developed to implement the overall vision. It is important to remember that not all action strategies are directly linked to land use policy. In some cases it is the underlying notion of policy that needs to be supported rather than a specific policy statement. For example, an objective under the Maintain a High Quality of Life theme speaks to ensure safe and secure communities. Official Plan policies themselves do not create safe communities however, policies related to site design and land use compatibility can contribute to building a safe community.

The Strategic Plan is the link between the *Norfolk County 2026 – A Scenario* and the detailed Official Plan policies that will guide day-to-day decision making. In order to narrow the discussion of action strategies to those that can be addressed through land use planning, a priority list has been created. Some of these actions are already happening. Others may need to be revived. Others still are new ideas that will help the community achieve a future that respects the traditional connection to agriculture and the natural environment while capitalizing on growth opportunities. As the Official Plan policy develops, only planning related action strategies will move forward from the Strategic Plan via this project. The remaining action strategies should be reviewed and integrated into other initiatives, as appropriate.

next *Steps*

Once Council adopts the direction set out in the Strategic Plan, additional research will be completed to address issues inherent in the stated future direction. Technical options that address the key land use planning issues will be developed and presented in an Issues and Options Report. These options will give decision-makers the information needed to make informed decisions about future policy. The relationship to the Strategic Plan will take the form of a consistency statement.

Council acceptance of the Issues and Option Report will provide the consultant team with direction to begin preparation of the Growth Strategy.

Appendices

- Vision document
- Consultation spreadsheets
- Briefing Report
- Background Report
- Lists of participants in the process to date
 - Workshops
 - Steering Committee
 - Council
 - Staff
 - Consultant team



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