



Our Future Norfolk

Strategic Plan
2022-2026

Norfolk
COUNTY



Our Future Norfolk

norfolkcounty.ca/OurFutureNorfolk



Contents

Message from Mayor Amy Martin
and Council4
Norfolk’s Councillors..... 6-7
Message from Norfolk’s CAO.....8
Our Organization10

Our Strategic Priorities 12-13
Empowering Norfolk.....14
Building Norfolk.....15
Connecting Norfolk16
Serving Norfolk.....17
Sustaining Norfolk18
How you can stay informed.....19

Message from Mayor Amy Martin and Council



On behalf of my fellow members of Council, I want to thank all those who played a part in developing our strategic plan. We thank leaders from local businesses and community agencies, staff from across the County, and residents who provided input based on their

expertise, knowledge, and experience. Your ongoing commitment to Norfolk's future is a big part of what makes our community such a great place to live, work and play.

Based on what we heard, we created Our Future Norfolk, a strategic plan that defines our priorities, builds on our strengths, and sets a strong foundation for future generations.

Our priorities, along with the initiatives and activities that drive them, will guide Council and staff as we work together to serve all members of our community over the next four years, and beyond.

We also commit to continuing the valuable conversations that led to this plan and will report back regularly on our progress.

Council is excited to continue our work to ensure Norfolk County is a place where all members of our community prosper and grow, together.

Here's to our future!

Mayor Amy Martin



Norfolk County Administration Building, Simcoe

Norfolk's Councillors

Norfolk County, one of Ontario's 444 municipalities, is located on the north shore of Lake Erie in Southwestern Ontario and consists of seven geographical areas known as Wards.

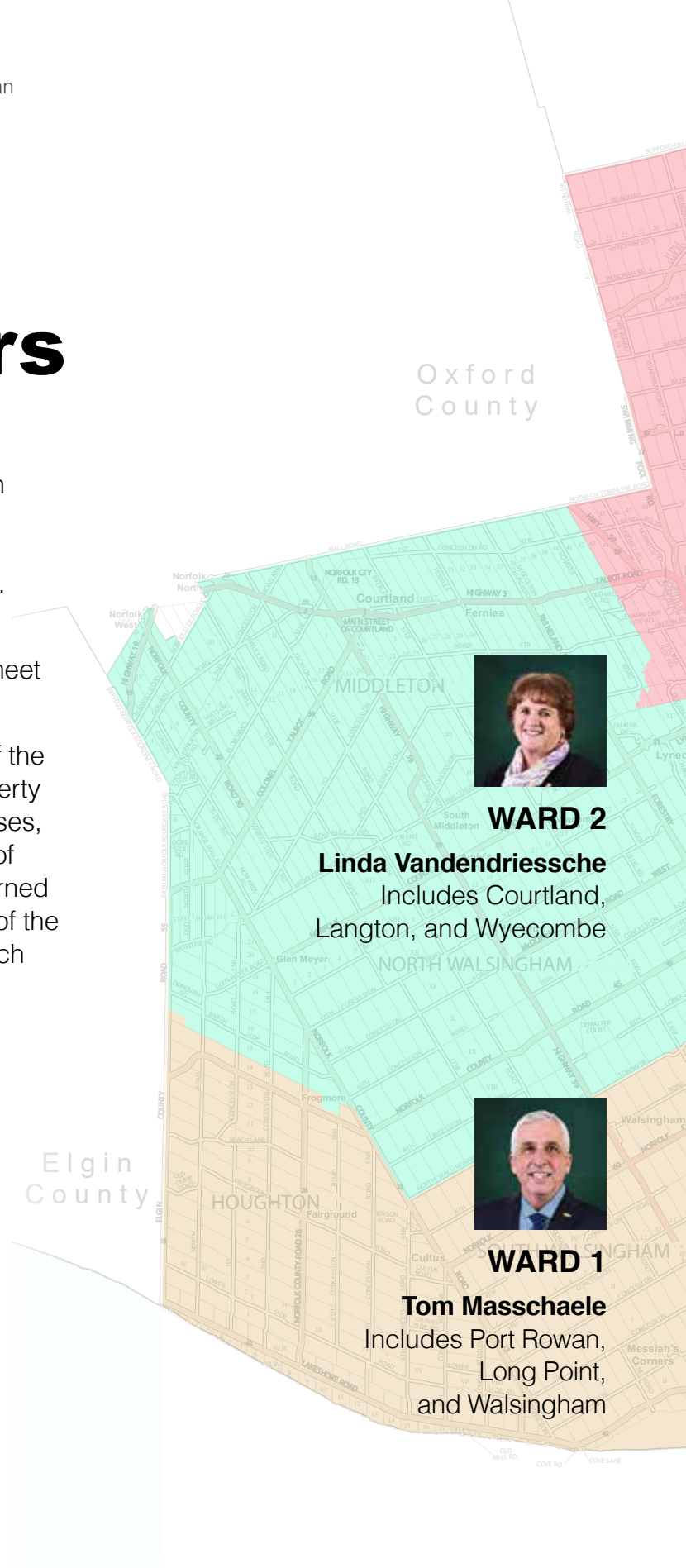
As a municipal government, Norfolk County provides public services to meet the needs of its residents.

Municipal governments raise most of the money to finance services from property taxes paid by residents and businesses, along with funding from other levels of government. Municipalities are governed by councils. In Norfolk, it's made up of the Mayor, and eight Councillors who each represent a Ward.

To contact your Councillor, visit norfolkcounty.ca/Councillors.



**Mayor
Amy Martin**



WARD 2
Linda Vandendriessche
Includes Courtland,
Langton, and Wyecombe



WARD 1
Tom Masschaele
Includes Port Rowan,
Long Point,
and Walsingham



WARD 3

Michael J. Columbus

Includes Delhi, LaSalette, and Windham Centre



WARD 7

Kim Huffman

Includes Waterford, Villa Nova and Wilsonville



WARD 4

Chris Van Paassen

Includes Vittoria, Turkey Point, and Port Ryerse



WARD 6

Adam Veri

Includes Port Dover and Renton

WARD 5



WARD 5

Doug Brunton

Town of Simcoe



WARD 5

Alan Duthie

Town of Simcoe



Haldimand County

Message from Norfolk's CAO



Our Future Norfolk outlines our vision, mission and values, and establishes our five strategic priorities for the 2022-2026 term of Council.

I want to recognize the great work our staff, Mayor, and Council do every day. I am proud to work with such a

talented team and am excited about the achievements we can look forward to in the years to come.

We have ambitious plans for this term. We are investing in initiatives that will benefit our residents and strengthen our agricultural sector, businesses, and local organizations.

We are focusing on improving key infrastructure that will positively impact our current residents, and enable thoughtful, planned growth to keep our community strong and prospering for generations to come.

We will achieve our vision of providing a vibrant community growing opportunity for everyone.

We will implement our mission of providing valued public services that are responsive to our community's needs.

We will embrace our values of creativity, collaboration, inclusivity, confidence, integrity, and respect.

We will strive to enhance the day-to-day experience of our residents.

Our Future Norfolk's priorities will act as a road map for employees, providing the strategic direction to enable our organization to not only meet, but exceed expectations, as we deliver programs and services to our residents.

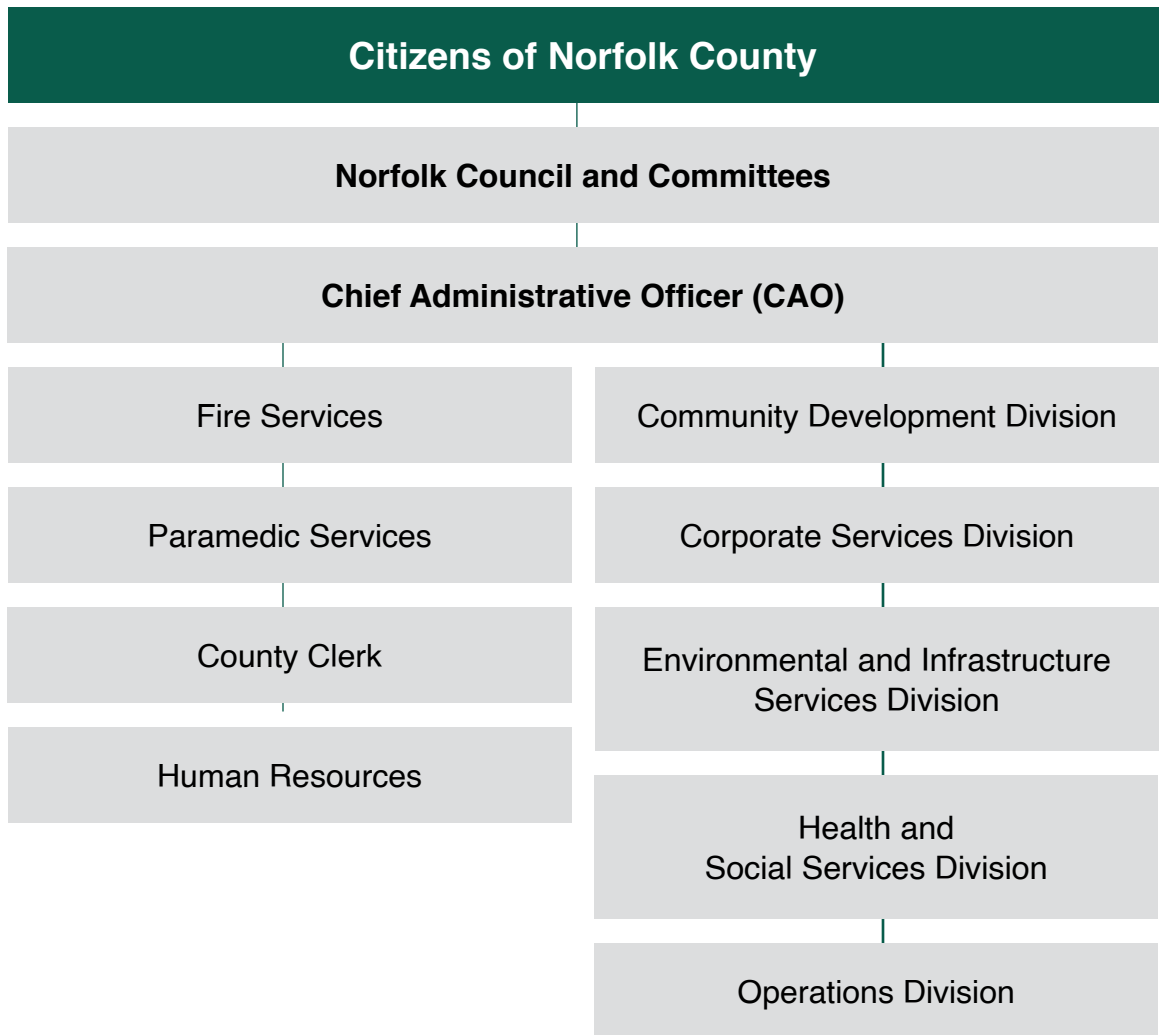
Al Meneses
Chief Administrative Officer (CAO)



Our Organization

Norfolk’s Chief Administrative Officer (CAO) is the manager of the municipality, making important decisions such as planning budgets and managing operations. The CAO is Council’s only employee.

Norfolk’s five divisions report to the CAO and are led by a General Manager. Each division has several departments that work together to deliver programs and services to residents. Learn more at norfolkcounty.ca/OrgStructure.



Quance Park & Mill, Delhi





Our Future Norfolk

Strategic Plan

2022-2026

Our vision

A vibrant community growing
opportunity for everyone

Our mission

Providing valued public services that are
responsive to our community's needs

Our values

Creativity | Collaboration | Inclusivity
Confidence | Integrity | Respect

Our strategic areas of focus

Our Future Norfolk



Empowering Norfolk

Putting the
tools and
resources
in place to
ensure our
businesses'
and residents'
success.



Building Norfolk

Develop the
infrastructure
and supports
needed
to ensure
complete
communities.



Connecting Norfolk

Bringing the
community
together
with cultural,
physical and
technological
linkages.



Serving Norfolk

Ensuring
a fiscally
responsible
organization
with engaged
employees
who value
excellent
service.



Sustaining Norfolk

Creating a
sustainable
community
and a positive
legacy.



Empowering Norfolk

Putting the tools and resources in place
to ensure our businesses' and residents' success.

Foster and build partnerships with the community

Partnering with the community, institutions and industry to address the needs of Norfolk.

Create a place where businesses and residents can thrive

Developing strategies that support our changing needs and encourages innovation in Norfolk.

Advocate for the needs of Norfolk

Working with all levels of government to ensure Norfolk is successful.



Building Norfolk

Develop the infrastructure and supports needed to ensure complete communities.

Ensure the health, safety and well-being of the community

Facilitating the necessary supports to ensure affordable, accessible and equitable service options.

Provide a solid infrastructure foundation

Ensuring that Norfolk has all of the hard infrastructure (water, sewer, roads, parks) for current and future needs.

Ensure responsible growth policies and strategies

Developing policies and processes that foster responsible growth in Norfolk.



Connecting Norfolk

Bringing the community together with cultural, physical and technological linkages.

Celebrate and connect all of our communities

Bringing our communities together through celebrations of our unique cultures, geographies and identities.

Maximize our mobility options

Creating and expanding our physical mobility linkages (roads, trails, transit) to bring Norfolk together.

Ensure Norfolk is virtually connected to the world

Advocating to government and industry for stronger and more effective broadband and cellular coverage across Norfolk.



Serving Norfolk

Ensuring a fiscally responsible organization with engaged employees who value excellent service.

Strengthen communication and service delivery

Improving how Norfolk communicates and delivers services to the community, both digitally and in-person.

Foster a positive employee culture

Attracting, developing and retaining employees who will work collaboratively to deliver excellent customer service.

Create an environment of continuous improvement

Encouraging and recognizing innovation and action that exceeds the expectations of the community.



Sustaining Norfolk

Creating a sustainable community
and a positive legacy.

Protect and strengthen our agricultural and natural heritage

Supporting and empowering our farming community while respecting our environment.

Continue to implement and enhance our climate action strategies

Making our infrastructure more resilient to the effects of climate change and identify opportunities to reduce Norfolk's carbon footprint.

Ensure financial sustainability

Continue our long-term financial and resource strategy that is realistic, affordable, and sustainable.

How you can stay informed

Feedback and participation from residents, businesses, and industry help to drive decision-making processes. Norfolk County uses a variety of tools to consult with the community including public engagement, advisory committees and direct communications.

Visit norfolkcounty.ca/OurFutureNorfolk for updates on our Strategic Plan.

Social media

Follow us for regular updates about events, programs, services, safety information, and more.

 facebook.com/NorfolkCountyCA

 twitter.com/NorfolkCountyCA

 norfolkcounty.ca/youtube

 instagram.com/NorfolkTour

Council updates

Review Council agendas, minutes and calendar to stay informed about all Council decisions at norfolkcounty.ca/Council.

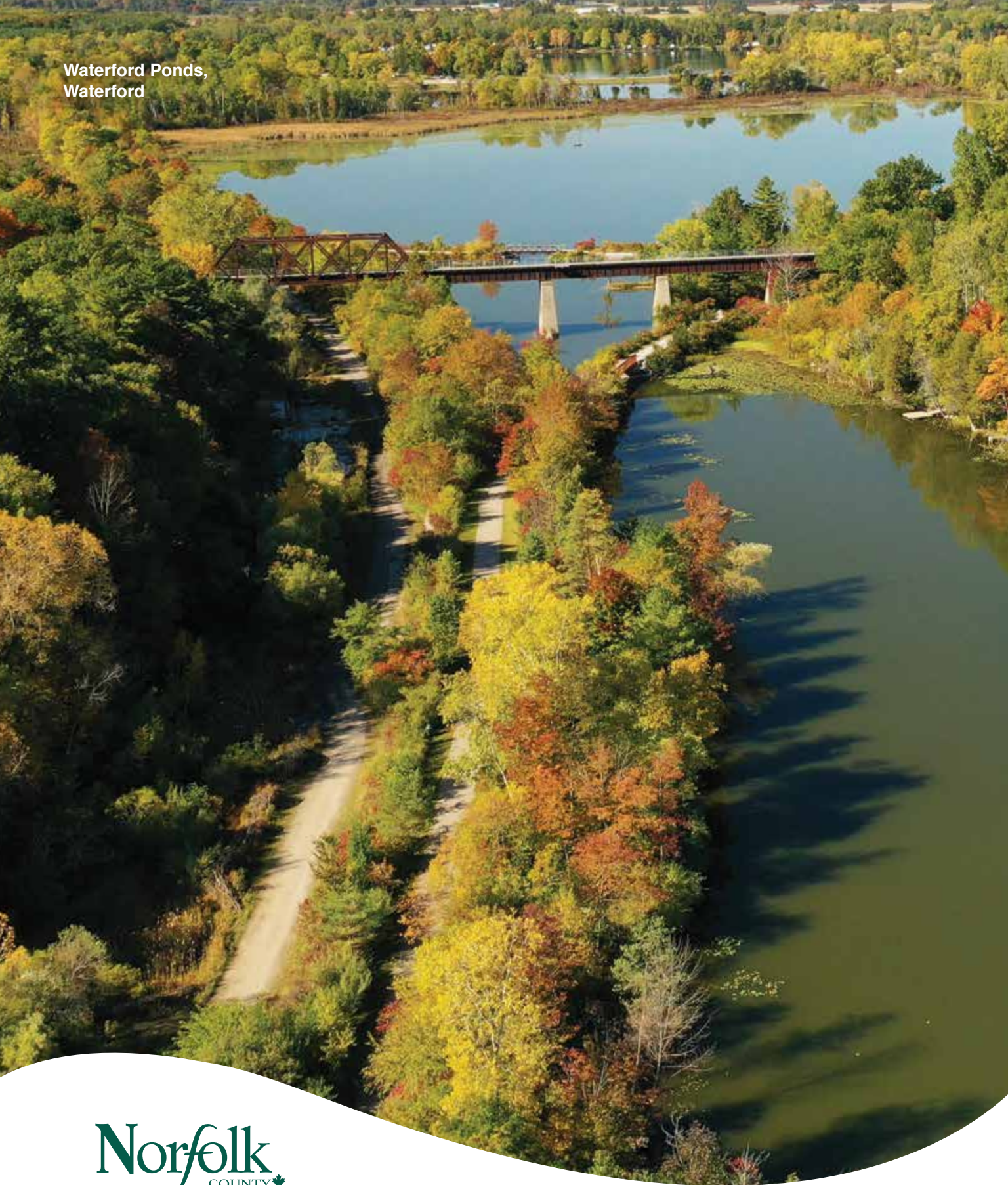
Subscribe to news



Never miss a news update by subscribing to news stories at norfolkcounty.ca/News.



Waterford Ponds,
Waterford



Norfolk
COUNTY