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Our Future Norfolk  2022-2026 Strategic Plan

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

WARD 2
Linda Vandendriessche
Includes Courtland, Langton, and Wyecombe
WARD 3
Michael J. Columbus
Includes Delhi, LaSalette, and Windham Centre

WARD 4
Chris Van Paassen
Includes Vittoria, Turkey Point, and Port Ryerse

WARD 5
Doug Brunton
Town of Simcoe

WARD 5
Alan Duthie
Town of Simcoe

WARD 6
Adam Veri
Includes Port Dover and Renton

WARD 7
Kim Huffman
Includes Waterford, Villa Nova and Wilsonville
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.
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**

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<th><strong>Our Future Norfolk</strong></th>
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<td><strong>Empowering Norfolk</strong></td>
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<td>Putting the tools and resources in place to ensure our businesses’ and residents’ success.</td>
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<td><strong>Building Norfolk</strong></td>
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<td>Develop the infrastructure and supports needed to ensure complete communities.</td>
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<td>Bringing the community together with cultural, physical and technological linkages.</td>
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<td><strong>Serving Norfolk</strong></td>
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<td>Ensuring a fiscally responsible organization with engaged employees who value excellent service.</td>
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<td><strong>Sustaining Norfolk</strong></td>
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<td>Creating a sustainable community and a positive legacy.</td>
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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.

<table>
<thead>
<tr>
<th>Ensure the health, safety and well-being of the community</th>
<th>Provide a solid infrastructure foundation</th>
<th>Ensure responsible growth policies and strategies</th>
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<tr>
<td>Facilitating the necessary supports to ensure affordable, accessible and equitable service options.</td>
<td>Ensuring that Norfolk has all of the hard infrastructure (water, sewer, roads, parks) for current and future needs.</td>
<td>Developing policies and processes that foster responsible growth in Norfolk.</td>
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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
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Waterford Ponds,
Waterford