



Council Strategic Plan 2009 – 2010



Backus Woods, Port Rowan

Heritage

Norfolk County is a rural single-tier municipality on the north shore of Lake Erie in southwestern Ontario. Norfolk was first created as a county in 1792. In 1800, Haldimand was formed from a portion of Norfolk. In 1974 the counties were reunited as the Regional Municipality of Haldimand-Norfolk. In 2001, as part of provincial municipal restructuring, Norfolk was separated from Haldimand to be governed as a single-tier municipality.

In January 2005, the county unveiled a new coat of arms which included natural symbols associated with the county: hooded warblers, a tulip tree and an eastern dogwood flower.



The primary economic base of Norfolk County relies on agriculture, manufacturing and tourism.



Governor Simcoe Square, Simcoe

Vision

Our efforts will enhance the quality of life for all of those who live, work and play in our community. Through the cooperation and dedication of staff, council and citizens we will identify and respond to the current and future needs of our community and plan for challenges of the future.

Mission

Working together with our community to provide quality services.



Beach, Port Dover

Strategic Directions and Goals

Strategic directions are a series of priority areas established by County Council that chart the direction of the community and corporation based on the community's hopes, dreams and aspirations for Norfolk County. They articulate the long-range aim for the four year Council term. Council has identified seven strategic directions for its 2009 – 2010 Strategic Plan.

Goals have been established for each of the strategic directions. These goals identify what will be achieved in each of the Strategic Directions over the term of Council.

The seven Strategic Directions and associated goals are presented on the following pages.



Harbour Museum, Port Dover

Ongoing Operations

To maintain current levels of service and continue to provide value to the residents of Norfolk County for the services being delivered.

Goals:

- A. Maintain Current Levels of Service in Operating Departments
- B. Continue to Provide Valued Services to Residents of Norfolk County at an Affordable Cost
- C. Consistently offer Innovative, Quality and Timely Service that is Valued by Norfolk County Residents

Economic Prosperity

To deliver programs to retain, grow and attract business and industry in all sectors of our economy.

Goals:

- A. Retain and Grow Existing Business and Industry
- B. Support the Diversification of the Agri-Business Sector
- C. Attract and Facilitate New Business and Industry



Blueberry Farm, Langton



Apple Farm, Vittoria

Community Well-Being

To ensure the County supports programs and services to meet the quality of life needs of the community.

Goals:

- A. Assure Determinants of Health are Addressed
- B. Enhance Community Access to Services
- C. Deliver Strategies to Retain and Attract Youth to the Community
- D. Promote a Healthy and Sustainable Environment



Zip Line, Turkey Point

Community Values and Identity

To engage our diverse communities and volunteers.

Goals:

- A. Retain and Recruit Volunteers
- B. Foster Support for Boards and Community Based Projects
- C. Support the Diversity of our Community





Corporate Infrastructure Sustainability

To meet the County's servicing needs to ensure long term sustainable growth.

Goals:

- A. Ensure Sufficient Infrastructure Capacity for the Community



Financial Sustainability

To ensure the County maintains a sound financial plan which can support a vibrant, growing community.

Goals:

- A. Establish a Corporate Financial Sustainability Plan
- B. Ensure Timely and Accurate Financial Reporting
- C. Ensure Timely and Accurate Service Delivery Reporting



Fishing Tug, Port Dover



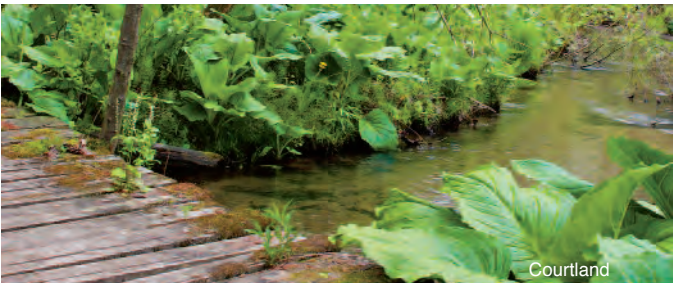
Wind Farm, Houghton

Corporate Governance

To foster an environment conducive to retaining and recruiting County personnel and volunteers and ensuring that the governance model of Council, Boards and Committees is appropriate.

Goals:

- A. Foster a Culture of Continuous Improvement
- B. Ensure Corporate Organizational Structure Aligns with Strategic Plan
- C. Retain and Recruit Staff



Courtland

Performance Measurement and Reporting

In order to have a strong performance management system four items need to be in place: strategic directions (priority areas), clear goals, performance measures and targets, and regular monitoring and reporting.

Norfolk County Council has identified seven Strategic Directions with specific goals that provide the corporation with a blueprint of where expertise, resources and energy will be invested to best meet the needs of our communities.

Performance measures and targets will be developed and will be regularly monitored and reported.



Splash Pad, Simcoe
Photo taken by the Simcoe Reformer

Alignment

Alignment ensures that the work of staff is organized, managed and strategic in carrying out the direction of Council.

In Norfolk County, the strategic planning process aligns Council's Strategic Directions and Goals with the work of staff through the use of Departmental Business Plans. Departmental Business Plans detail the annual activities that will be undertaken to achieve Council's Strategic Plan and these activities will be linked to the annual budget process.



Bird Studies Canada, Port Rowan

Council Contacts

The Corporation of Norfolk County Council consists of nine elected officials; the Mayor and eight Councillors.

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Dogwood Flower, Norfolk County

This is the 2009-2010 edition of Norfolk County's Strategic Plan. Revisions will be made, including the addition of performance measures and targets.

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