



Norfolk
COUNTY

Norfolk County Corporate Strategic Plan 2014 - 2019



Mission

Working together with our community to provide quality services.

Vision

The Norfolk County way of life is rooted in our:

- natural environment;
- unique sense of place and community;
- business diversity and confidence; and
- collaboration to achieve results and adapt to changes we encounter.

Five key priorities emerged from the engagement process and identified as critical to success in making the corporate vision a reality:

- Economic Competitiveness
- Improved Access and Business Supports
- Improved Community Services
- Youth Retention
- Championing Culture



Corporate Actions for 2014- 2019

The strategic plan provides background and broad direction for decision-making about:

- Growth, development and change management
- Economic and community development strategies and action plans
- Specific development proposals and land uses
- Long-term capital plans and annual investments in municipal infrastructure
- Annual operating plans and budgets

Goals and Objectives

To the greatest extent possible, goals and objective are stated in terms of results and outcomes that are realistic and achievable.

Through a commitment to achieve the outlined goals within the time frame of this strategic plan, Norfolk County has identified objectives that mark short-term progress in those areas.

Strategic Objectives

Goal 1: Financial Sustainability and Fiscal Responsibility

1	Develop a strategy and annual targets for tax arrears.
2	Establish annual targets aligned with Key Action Areas of the Economic Development Strategy.
3	Develop and implement a strategy and policy for Reserve Funds and for the Legacy Fund.
4	Adopt the MMAH/MFOA Cost of Development Model to identify and assess the implications of future development proposals and patterns or intensity of development.
5	Improve audit and financial reporting by integrating department business plans in the annual budget and reporting results in conjunction with the audited financial statements.
6	Maintain or improve Norfolk County's credit rating by addressing factors the municipality controls.

Goal 2: Improved Essential Infrastructure

1	Complete the Norfolk County Asset Management Plan (AMP) to guide and inform infrastructure master plans, the ten-year capital plan, the annual budget process and the reserve funds strategy.
2	Complete Master Plans for essential physical and social infrastructure for Council review/approval.
3	Annually review the 10 Year Capital Plan to ensure projects are prioritized, rational and affordable.



It is important that we measure the impact of the work we are doing. Key success indicators that will measure the corporation's success in achieving the vision. These include:

- Increased Community Pride
- Financial Sustainability
- Supporting Healthy Lifestyles
- Increased Employment Opportunities
- High Income Employment For Youth
- Reasonable, Affordable and Actionable Plans

Strategic Objectives

Goal 3: Recruitment and Succession Management

1	Develop/maintain a succession plan and strategy for senior management and other key positions.
2	Conduct periodic compensation reviews/surveys to ensure the municipality remains competitive.
3	Research and adopt best practices for corporate knowledge and memory transfer to new leaders.
4	Develop and monitor appropriate measures and indicators of performance across the organization.
5	Review the structure, alignment and deployment of resources at appropriate decision points.
6	Develop a strategy to attract and retain youth as employees of the Corporation of Norfolk County.

Goal 4: Corporate Communication Strategy

1	Develop internal and external communication strategies using appropriate methods and channels for communication needs of Council, management, staff, residents and other stakeholders.
2	Clarify roles and responsibilities to ensure alignment of human and financial resources with annual operating plans and budgets.
3	Update and maintain corporate communications policies and practices to ensure the Norfolk County brand and messaging is regular and consistent across the organization and municipal initiatives.
4	Develop and deploy a system for gathering and analyzing ongoing feedback from customers, clients, residents, staff and other stakeholders in our communities.



The Corporation of Norfolk County

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