

Council-In-Committee Meeting – April 03, 2018

Subject: Economic Development Strategy Review – Terms of Reference
 Report Number: D.C.S.18-33
 Division: Development and Cultural Services
 Department: Tourism and Economic Development

Closed Session:	<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No
Budget Amendment:	<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No
Strategic Plan Linkage:	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No

Recommendations:

THAT Report D.C.S. 18-33 be received;

AND THAT Norfolk County Council approves the Terms of Reference for the Economic Development Strategy Review initiative as outlined in Report D.C.S. 18-33.

Introduction / Background:

An economic development strategy is an important document for every municipality to develop and implement. Norfolk County approved its first economic development strategy in 2003 (with staff support) and updated it in 2010-2011 (with the assistance of a consultant). About 67% of the recommendations in the last strategy have been completed, and another 24% continue to be explored. Only 9% of the recommendations are not proceeding. Now is the right time to review the economic development strategy internally with staff support so Norfolk County is well positioned for the future.

Discussion / Analysis:

The following terms of reference for the project must approved by Council so that staff can develop the Economic Development Strategy.

Scope of Review

The scope of the Economic Development Strategy Review will look forward to 2024, in terms of visioning outcomes. The review will focus primarily upon goals and recommendations that the municipal government and administration of Norfolk County can directly implement, support or collaborate with other organizations to achieve.

Aspirations that are reliant upon other levels of government or other organizations to achieve may be noted in the final document.

Since the majority of recommendations in the 2011 strategy have been completed, this review will incorporate a holistic review of the themes identified in the past document and incorporate new priorities.

Key activities of the Economic Development Strategy Review will include:

1. Review of current economic data and trends
2. Review of assets
3. Analysis of strengths, weaknesses, opportunities and threats
4. Review of values and guiding principles
5. Review of vision and mission
6. Stakeholder and community consultations
7. Develop preferred outcomes and strategic directions for 2019 to 2024
8. Propose recommendations and related performance measures
9. Additional stakeholder and community consultations
10. Endorsement by advisory boards
11. Endorsement by Norfolk County Council
12. Communication of plan

Facilitation and Oversight

The 2018-19 review of the Norfolk County Economic Development Strategy will be facilitated by the Director of Tourism and Economic Development, with assistance from his staff.

A Project Oversight Team will be established to advise the Director of Tourism and Economic Development. The team will meet every other month during the process. Membership will include the following:

- Chair, Tourism and Economic Development Advisory Board (TEDAB)
- Chair, Agriculture Advisory Board (AAB)
- One other Member, TEDAB
- One other Member, AAB
- One volunteer representing the general public, appointed by Council
- One volunteer aged 15 to 29 representing youth, appointed by Council
- Chief Administrative Officer
- General Manager, Development and Cultural Services
- Director, Tourism and Economic Development

A Technical Advisory Team will be established including municipal staff and representatives of other senior government agencies, such as appropriate Provincial Ministries, regional associations, etc. All Norfolk County Departments will have the opportunity to assign one staff member to serve on the Technical Advisory Team. This team will meet two or three times throughout the process.

Both the Tourism and Economic Development Advisory Board and the Agriculture Advisory Board have been made aware of the plan to undertake an Economic Development Strategy Review in 2018-19.

Community Consultation and Communications

Community and stakeholder consultations will include face-to-face meetings, surveys and open houses aimed at businesses, business associations, community groups, other stakeholders, and the general public. Round tables (of businesses and community stakeholders) and technical advisory teams (of appropriate municipal and senior government staff, and other organizations) for specific elements of the review process may also be set up to focus on particular industry sectors, current issues, or trends. For example, the local Poverty Reduction Committee, Ontario Works representatives and the Community Career and Employment Services could be consulted to provide information on the capabilities of the current labour market. Every effort will be made to balance sectors and issues, and to gather feedback from all wards of the municipality.

Communications will include newspaper advertising, social media, email newsletters, and other forms of promotion. Progress will be tracked on the website, where feedback may also be received.

Timeline

Key delivery dates for Council's purposes are as follows:

April 10, 2018	Approval of Terms of Reference
October 2018	Project update: review of data and trends; values and guiding principles; vision and mission statement; Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis
February 2019	Project update: review of community consultations, preferred outcomes, draft strategic directions, potential performance measures
May 2019	Presentation of final Economic Development Strategy Review document with recommendations for review and approval

Cost

The cost to prepare the Economic Development Strategy Review will be controlled within the existing budget of the Tourism and Economic Development Department. If a request from the public is received by Council to expand upon the scope, facilitation, consultation or timeline of the project, staff will advise on additional funding required.

Format of Review

The Economic Development Strategy Review final document will include the following:

- Executive Summary
- Mission Statement
- Review of SWOT Analysis and Guiding Principles
- Summary of Community and Stakeholder Feedback
- Goals and Recommendations
- Key Performance Indicators
- Acknowledgement of Participants

Implementation of Final Report

The final approved Economic Development Strategy Review report will be referenced when budgets are prepared for future years. Depending on resources available, recommendations will be activated by staff and others in subsequent years.

Monitoring of Strategy Progress

After approval of the report, annual monitoring reports will be generated by staff and circulated to TEDAB, AAB and Council for review until the next Economic Development Strategy review is undertaken, likely in 2024.

Interdepartmental Implications:

All Departments will be encouraged to take an interest in the Economic Development Strategy Review. There are no staff or funding implications for other departments.

The Norfolk County Public Library, for example, has already offered to support this project by offering free meeting space, assisting people who would like to complete a survey in person or online, and posting flyers advertising the project on the community bulletin boards in library Branches. Cooperation of this magnitude is very much appreciated.

Financial Services Comments:

There are no direct financial implications based on Development and Cultural Services' Staff recommendation to approve the Terms of Reference for the Economic Development Strategy Review for ongoing of the economic development strategies so Norfolk County is well positioned for the future.

Staff has noted that the outline proposed will be completed within current and future Levy Supported Budgets with no net levy impact.

Consultation:

The Directors of all Departments were circulated on this report for input.

Corporate Strategic Plan Linkage:

- Goal 1: Financial Sustainability and Fiscal Responsibility
- Goal 2: Improved Essential Infrastructure
- Goal 3: Recruitment and Succession Management
- Goal 4: Corporate Communications Strategy

Communication Plan:

- Not Required
- Media Release
- Public Consultation / Information
- Public Participation Plan

Details: See section on Community Consultation and Communication.

Conclusion:

The 2018-19 review of the Norfolk County Economic Development Strategy will provide a valuable resource for the new Norfolk County Council, and for the businesses and organizations of Norfolk County.

Attachments:

None.

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