

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. These shapes are primarily located on the left and right sides of the page, framing the central text. The overall aesthetic is clean and modern.

Economic Development Strategy Review 2018

Norfolk County Tourism & Economic Development

Welcome / Introductions

- ▶ Overview of Review & Timelines
- ▶ Role of Project Oversight Team & Technical Advisory Committee
- ▶ Environmental Scan
- ▶ Community Consultations
- ▶ Next Steps / Meeting
- ▶ Other Business

Strategy

- ▶ “Creating a strategy is a process in which people make decisions about desired future results, how these results will be accomplished, and how success is to be measured, evaluated, and communicated to its stakeholders.” – Nova Scotia

Ec. Dev. Strategy

- ▶ **Make difficult trade-offs**
(“Choose what not to do”)
- ▶ **Establish a unique position**
(“Don’t send generic signals into a crowded, noisy marketplace”)

- Michael Porter

Summer

- Form Project Oversight Team / TAC
- Data, trends and assets review
- SWOT online community surveys

Fall

- Roundtables (sectors, communities)
- Review feedback
- Set values / vision / guiding principles

Winter

- Review community feedback
- Prioritize preferred outcomes
- Share with community / roundtables

Spring

- Formulate strategic directions
- Propose metrics
- Recommendations to Council

Project Oversight Team

- ▶ 2 Members each from:
 - ▶ TEDAB – Tourism & Ec Dev Advisory Board
 - ▶ AAB – Agriculture Advisory Board
- ▶ 1 Appointed citizen & 1 Youth citizen
- ▶ 3 Municipal staff

Technical Advisory Committee

- ▶ Employment & Community Supports – Gary Beemer
- ▶ Finance – James Johnson
- ▶ Heritage & Culture – Melissa Collver
- ▶ Library – Heather King
- ▶ Ministry of Agriculture – Nick Kinkel
- ▶ Ministry of Economic Development – Laura Gibson
- ▶ Ministry of Tourism – Nancy Fallis
- ▶ Paramedic Services – Stuart Burnett
- ▶ Planning – Pam Duesling
- ▶ Public Works – Lee Robinson, Gary Houghton
- ▶ South Central Ontario Region Economic Development Corp. – Kimberly Earls
- ▶ Southwestern Ontario Tourism Corp. – Jim Hudson, alt. Joanne Wolnik
- ▶ Venture Norfolk – Gord Potts
- ▶ Western Ontario Wardens' Caucus – Kate Burns
- ▶ Workforce Planning Board of Grand Erie – Jill Halyk
- ▶ Tourism & Economic Development: Ted Willey / Chris Garwood

Environmental Scan

- ▶ Latest Census data
- ▶ Economy Overview
- ▶ Employee Job Change
- ▶ Industry Rankings
- ▶ Supply Chains
- ▶ Regional Competitiveness

Observations - Income

- ▶ Median household income UP 6%
- ▶ No. of households earning \$100k+ UP 17%
- ▶ Largest growth in household income in southwestern Ontario

Low Income

- ▶ Incidence of Low Income DOWN overall
- ▶ Low Income among 65+ UP 72%

Immigrants / Minorities

- ▶ Overall number of immigrants DOWN 5%
- ▶ Overall number of Visible Minority UP 37%

Jobs

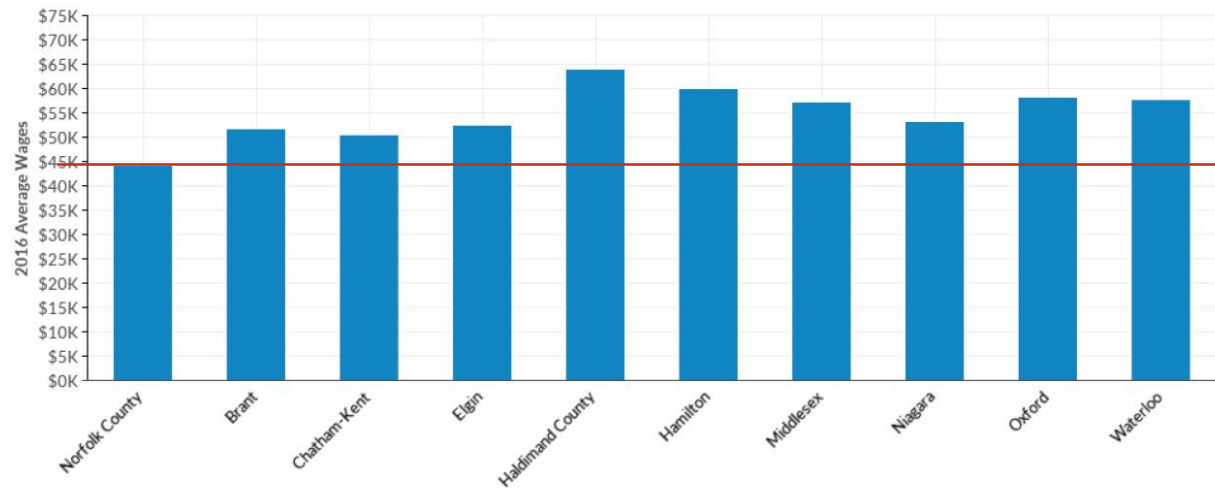
- ▶ 1,052 new jobs (2011-2018)
- ▶ Norfolk growth in jobs UP 5.8%
- ▶ Close to national average 6.2%
- ▶ Norfolk experienced major job loss in farming

	Description	2011 Jobs	2018 Jobs	∨ 2011 - 2018 Change	?	2011 - 2018 % Change
Trades & Transport	Machinery and transportation equipment mechanics (except motor vehicle)	216	332	116		54%
Service	Chefs and cooks	339	448	109		32%
Health	Assisting occupations in support of health services	536	637	101		19%
Business / Finance	Administrative services supervisors	116	210	94		81%
Health	Professional occupations in nursing	341	432	91		27%
Govt / Education	Occupations in front-line public protection services	158	245	87		55%
Service	Other sales support and related occupations	329	409	80		24%
Service	Retail sales supervisors	262	341	79		30%
Manufacturing	Mechanical, electrical and electronics assemblers	218	297	79		36%
Service	Service supervisors	149	226	77		52%
Business / Finance	Administrative and regulatory occupations	355	432	77		22%
Service	Sales and account representatives - wholesale trade (non-technical)	262	337	75		29%
Service	Support occupations in accommodation, travel and amusement services	45	119	74		164%

High Paying Industries

- ▶ Education
- ▶ Manufacturing*
- ▶ Health

Industry Breakdown - 2016 Average Wages



Most Competitive Industries

- ▶ Manufacturing
- ▶ Accommodations & Food Services
- ▶ Wholesale Trade
- ▶ Financial Services

Fastest Growing

► Accommodation & Food Services

Industry	2011 Jobs	2017 Jobs	Change in Jobs (2011-2017)	% Change	2016 Wages Per Worker
Accommodation and food services	1,935	2,469	534	28%	\$13,214
Retail trade	2,846	3,074	228	8%	\$22,830
Manufacturing	1,982	2,200	218	11%	\$44,338
Health care and social assistance	2,409	2,621	212	9%	\$42,169
Wholesale trade	712	888	176	25%	\$39,112
Finance and insurance	522	677	155	30%	\$35,363
Arts, entertainment and recreation	324	464	140	43%	\$23,019

Community Consultations

- ▶ Surveys
 - ▶ SWOT & Values analysis
 - ▶ Community capacity / readiness
 - ▶ Launch July 3 – Close Aug 20
- ▶ Round Tables in fall

SWOT & Values

- ▶ Strengths, Weaknesses, Opportunities, Threats

Same questions as last strategy review

- ▶ Values

Based on United Nations Sustainable Development objectives

SWOT Analysis

5. What are Norfolk County's greatest economic strengths?

6. What are Norfolk County's greatest economic weaknesses?

Values Analysis

11. Which community goals are most important to you for a positive future?

Drag or renumber the rows: #1 is your top priority

(Based on United Nations Sustainable Development objectives)

⋮	<input type="text"/>	Reduce inequalities (gender, race, disability, etc.)
⋮	<input type="text"/>	Affordable & clean energy
⋮	<input type="text"/>	Decent work & economic growth
⋮	<input type="text"/>	Plant, animal & habitat diversity
⋮	<input type="text"/>	Healthy citizens / No poverty
⋮	<input type="text"/>	Safe, well-governed communities
⋮	<input type="text"/>	Sustainable communities
⋮	<input type="text"/>	Quality education opportunities
⋮	<input type="text"/>	Clean air & water

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Community Capacity

- ▶ Source: Centre for Innovative & Entrepreneurial Leadership, B.C.
- ▶ 6 Areas of Discussion
- ▶ Citizens rate each area
- ▶ Helps set strategic directions / priorities

Sector Round Tables

- ▶ Agriculture
- ▶ Emerging Economy
- ▶ Industry
- ▶ Small Business
- ▶ Tourism
- ▶ Youth
- ▶ Other Possibilities: Municipal infrastructure, Immigration, Quality of Life: Health, Culture, Sport

Community Round Tables

- ▶ Delhi
- ▶ Port Dover
- ▶ Port Rowan
- ▶ Simcoe
- ▶ Waterford

Next Steps for P.O.T.

- ▶ Feedback to staff before June 28
- ▶ Encourage citizens to take surveys
- ▶ Share effort on social media
- ▶ Next meeting: late August

Other Business

- ▶ Strategy web page
- ▶ Go to norfolkbusiness.ca/strategy
- ▶ Thanks!