



# **Economic Development Strategy**

May 21, 2002

**Norfolk County**  
Tourism & Economic Development  
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# **Introduction**

## **THE STRATEGIC PLANNING PROCESS**

Norfolk County was created on January 1, 2001. One of the initiatives identified at a workshop meeting of county councillors and managers in February 2001 was the preparation of an Economic Development Strategic Plan. This initiative was identified as a high priority.

The purpose of the Norfolk County Economic Development Strategic Plan, as outlined in a staff report to County Council on April 3, 2001, is to create a common long-term vision with broad community input, set short and mid-term goals and objectives, and establish specific action plans with commitment from the public and private sectors and community organizations, to their implementation. This is a dynamic, evolving process which will require the plan to be revisited again.

In order to ensure that the plan reflects the community and the needs of its stakeholders, it was recommended that a Leadership Team be formed to facilitate and guide the process. The team of 12 to 15 members was expected to be representative of the economic sectors of the County, including agriculture, retail, commercial, real estate, manufacturing, tourism, education, health and other social services. The criteria for the choice of the committee members included the following:

- Person has many linkages in the community and is able to use linkages to generate participation from organizations and individuals;
- Person is visionary and wants to promote creative thinking about economic development and priorities;
- Person has the time to participate in the process.

The Leadership Team was established and it met a number of times in 2001 and 2002. One of its first tasks was to review the strategic planning process and examine the current economic situation in Norfolk County. Through a workshop process with the Leadership Team and community stakeholders, the following was undertaken:

- Situational analysis and SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis;
- Vision, goals and priorities;
- Action planning;
- Implementation plan.

The first Economic Base Study for Norfolk County (see Appendix) was developed throughout the summer of 2001, and was reviewed by the Leadership Team. A summary of this study is reproduced in this report. In addition, local surveys focused on business retention and expansion (completed in Delhi and Simcoe prior to 2001) were reviewed by the Leadership Team. Focus groups for each sector were developed and two workshops were held for each group. The first workshop focused on the specific sector. The current situation was reviewed, the SWOT analysis was executed, and goals and priorities were discussed. At the second joint meeting involving all sectors, strategic directions and action steps were discussed.

Economic Development staff reviewed the various inputs provided by the focus groups, and generated a series of consolidated strategic directions which were then reviewed and approved by the Leadership Team on May 13, 2002.

At this point, the Strategic Plan is forwarded to Norfolk County Council for their consideration and approval. When the strategy is finalized, it will be reviewed to determine timing, resources required, feasibility and other issues. Typically, proposed actions in a strategic plan are expected to form part of an Economic Development department's work plan for the near future. Monitoring of the results of the report's action steps will also trigger the development of the next strategy.

This document represents the beginning of a dynamic and evolutionary process which will assist in providing direction to economic development efforts in Norfolk County.

# Acknowledgements

This report is based upon the valuable input and assistance of the following individuals, through the Strategic Plan Leadership Team and sector focus groups:

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# Where are We Now?

## ECONOMIC BASE STUDY SUMMARY

The following highlights some of the pertinent information and trends discussed in the Economic Base Study:

- ❖ The population of Norfolk County, according to 2001 Census figures, totals 60,847, of which 44% live in urban centres as defined by Statistics Canada.
- ❖ Simcoe is the largest urban centre in Norfolk County at 14,175 residents, followed by Port Dover, 5,527; Delhi, 4,002; and Waterford, 2,871. Statistics Canada does not consider Port Rowan (pop. 905 in 1996) or Courtland (pop. 870 in 1996) as urban centres, although the Official Plan of Norfolk County does.
- ❖ The land area of Norfolk County is 1,606.95 square kilometres.
- ❖ In 2001, there were 25,359 dwellings in Norfolk County.
- ❖ The educational levels of the population of Norfolk County are high in comparison to our neighbouring counties and to Ontario. Over 41% of the total labour force has some post-secondary education.
- ❖ Norfolk County's percentage of families with incidence of low income was 9.8% in 1996, much lower than the provincial average (14.8%) or most of its neighbouring municipalities. Average family income has increased.
- ❖ The current moderate recession is impacting economic growth in Ontario and the United States. Exports remain a strong component of the local economy.
- ❖ The service or tertiary sector is the source of the majority of jobs and is growing steadily. Commercial tax rates were among the lowest in the province, with Norfolk County coming in second lowest in 2001, compared to 40 other municipalities.
- ❖ Expenditures by tourists in Haldimand-Norfolk in 1999 were \$66 million, an increase of 34.6% since 1996. Employment in the tourism industry grew from 856 full-time positions in 1996 to 1,632 in 1999, a 90.6% increase.
- ❖ Revenues from municipal taxes on tourism businesses within the former Region of Haldimand-Norfolk increased from \$1.7 million in 1996 to \$2.9 million in 1999, an increase of 70%, according to Statistics Canada.
- ❖ Most Norfolk tourist attractions are natural features including the Lake Erie shoreline, the Lake itself for boating and fishing, Long Point and the Backus Heritage Conservation Area. The County has approximately 14 marinas with

- over 2,800 boat slips. There are fishing charters including ice hut rentals during the winter months. Norfolk County has 26 campgrounds most of which are in close proximity to nature and wildlife trails. Two provincial parks, nine golf courses, and 13 conservation areas also contribute to tourism industry.
- ❖ Traditional manufacturing operations within Norfolk County have been directly related to primary sector activities, such as fish and vegetable processing. Top manufacturing employers within the secondary sector include industries related to canning and preserving fruits and vegetables, manufacture of wire and cable and electric power production.
  - ❖ Tax rates for industrial properties are lower than surrounding areas by as much as 62%.
  - ❖ Tax rates for residential property is among the lowest in the province. A study in 2001 showed Norfolk County had the lowest residential taxes for a detached bungalow compared to 40 other municipalities.
  - ❖ Residential construction is increasing steadily. Overall, activity increased 6.5% between 1995 and 2000 for all of Norfolk County. The majority of residential construction took place in Simcoe and the former City of Nanticoke.
  - ❖ The former Township of Norfolk has consistently the greatest amount of new industrial building construction in Norfolk County.
  - ❖ Consumer spending is forecasted to grow by over 3% in 2001. Local figures show that a large volume of sales are made to residents from outside the area in both Simcoe and the former Township of Norfolk and that sales on a per capita basis are higher than the national average.
  - ❖ The total amount of farmland in Norfolk County is decreasing, while average farm size is increasing. This is indicative of a trend away from the traditional small family farm to a more competitive business style. While families may still own and operate the larger farms, they have a larger critical mass upon which to generate income.
  - ❖ Communication technology continues to advance in Norfolk County. Computer services, focusing on electronic commerce applications (business-to-business and business-to-consumer) and use of the Internet, are growing strong.
  - ❖ Heritage and culture also contribute a great deal to the tourism industry. The County offers a variety of festivals and fairs, art centres, live theatres, museums and heritage buildings. This activity contributes to the quality of life of the County and provides authentic trip motivators for tourists.

## Where are We Going?

### WHAT IS A VISION?

A vision is an image in words that combines all of the desired attributes of the future community while providing direction and inspiring commitment. The vision is the community's preferred forecast starting from today. It sets the groundwork for the future.

The vision statement describes the values a community wants its development plan to foster and preserve. It provides the fundamental direction for the whole strategic planning process. It must be sufficient to guide establishment of goals and measurable deliverables.

#### **Our Vision for Economic Development for Norfolk County:**

*“Norfolk County, on the north shore of Lake Erie, is a safe, caring community, with a rich, historical past and a promising future offering a diversity of cultures, dedicated to growth and prosperity. We are very proud of our agricultural, tourism, retail and industrial base, which are the foundation of our success.”*



# Situational Analysis

## SUMMARY OF TRENDS

An analysis of strengths, weaknesses, opportunities and threats (SWOT) was undertaken by the focus groups. It was decided that the points would be grouped under three headings: Attributes and Strengths, Constraints and Weaknesses, and Trends and Opportunities. Across all sectors, here is a summary of the trends that developed.

### Attributes & Strengths

- Area charm
- Climate
- Community pride & involvement
- Diversity of industry and culture
- Proximity to market
- Quality of life
- Solid work ethic
- Water availability
- Working-together mentality

### Constraints & Weaknesses

- Inconsistent customer service
- Lack of appreciation for education
- Lack of marketing and promotion
- Lack of research data on products, technologies, markets
- Lack of unity internally
- Lack of venture capital & other financial resources
- Local parochialism
- Low awareness of Norfolk externally
- Perceived restrictive regulations
- Resistance to change
- Transportation infrastructure

### Trends & Opportunities

- Advances in communications and information technology
- Aging population living longer with more health problems
- Concerns about climate changes, the environment and weather
- Globalization & international trade
- Government reform, downloading & policy change
- Personal quests for better quality of life and travel learning experience

# Agriculture

*Completed by Agricultural sector focus group*

## Attributes and Strengths

- Best quality ginseng
- Climate
- Close to main market
- Diversity of crops
- Growing season for variety of crops
- History of high-value crops has helped build the area
- Infrastructure for water and irrigation is in place
- Knowledge of growers, animals, crops
- Marketing boards
- People's experience and adaptability
- Processors in area such as Bick's Pickles
- Reliable labour force
- Research station
- Shipping to Toronto
- Soil conditions and types
- Strong agricultural organizations such as the NFA
- Tourism
- Value added products developing spin-off businesses
- Water availability - Quality and irrigation

## Constraints and Weaknesses

- Accessible funding – broad sense (Institution/County)
- Dependence on tobacco - need viable alternative to tobacco
- Drought effects on water table – environmental concerns
- Few places where agricultural producers can set up – too many restrictions or environmental concerns
- Funding not in place to reflect nature of investment
- Government regulations
- Hard to establish / need critical mass to collaborate or form organization
- Independence of operators
- Lack of awareness of new resources available to assist new products
- Lack of marketing expertise
- Lack of promotion of secondary agricultural products
- Lack of vertical integration
- Losing young farmers
- More competition in markets (tobacco)
- More processors– no value added
- Need famous Brand product, recognizable to consumers
- Need for venture capital
- Need to do research on new products, technology, and markets
- Not enough guaranteed products

### **Constraints and Weaknesses (continued)**

- Nutrient management concerns for rural dwellers
  - Perception that zoning by-laws are not flexible
  - Poor economic/technical climate
  - Poor transportation
  - Price of product
  - Severance policies and separation of barns from homes
- (home industries need the barns or room to produce)
- Some farm operations lack versatility/training of workers to maximize crop usage under adverse conditions

### **Trends and Opportunities**

- Agri-tourism
  - Climate
  - Genetic modification
  - Global markets and competition
  - Impact of changing government policies, such as smoking-cessation and nutrient management
  - Losing young farmers
- Potential of large livestock operations
  - Problem of blanket approach of standards re: Nutrient Management
  - Trend towards aging farming population

# Tourism

*Completed by Tourism sector focus group*

## Attributes and Strengths

- Built and natural heritage
- Festivals and events
- Heritage and culture
- Museums, sites of interest
- No traffic
- Outdoors: biosphere, biking, hiking, camping, recreation
- Pace – way of life, slower
- Proximity to major cities
- Summer weather
- Variety
- Water: fishing and boating; lakefront, beach, boating, fishing

## Constraints and Weaknesses

- Businesses used to working independently – need partnerships
- Customer service
- Distance to destinations – size of county – geography - Small residential/urban centres
- Industry of small businesses – not used to cooperating with competition
- Insufficient and ineffective promotion
- Knowledge of area (Superhost)
- Lack of festival support – volunteer burnout
- Lack of recognition by the County of tourism as an industry
- Lack of recognition by the County of tourism importance
- Lack of recognition of the area
- Lack of transient dockage
- Lack of willingness of businesses to accommodate different hours
- No dedicated staff person by County for tourism
- Not enough washrooms, drinking fountains, crosswalks
- Not every place is a tourist destination
- Partial buy-in of stakeholders
- Poor infrastructure – signage, roads, washrooms, transportation,
- Publicity/awareness
- Quantity, quality and diversity of tourist accommodation
- Shopping important to tourists
- Summer tourism oriented / wintertime downtime – carrying over winter
- Winter attractions – not enough snow

## Trends and Opportunities

- Aging baby boomers want rest and relaxation
- Shoulder-season in all-terrain vehicle (ATV) recreation
- Birding: big interest
- Escape from big city

## Trends and Opportunities (continued)

- Extend season to full year (seasonal right now)
- Global competition - we don't compete
- Industry is becoming more sophisticated
- Kayaking, canoe, paddling are high-yield activities
- Learning interest i.e. Butterfly conservatory
- Lives are busy and stressful (create experiences that address the need to de-stress)
- Long Point opportunities but need big dollars to set up i.e. Boardwalks at Long Point as customers need easier walk (seniors) – health concern
- Major dollars being spent by big players
- Market to Southwestern Ontario, New York and Michigan
- More people using bed & breakfasts (skewed toward aging population interested in heritage, learning and quality hospitality)
- Must recognize market
- Need to focus on day trip
- Niche market affects where people visit
- Travel concerns as a result of terrorist attacks (interest in short drive local trips)
- Price of gasoline
- Shopping interest
- Tourists want value-added to their experience, not necessarily deals and discounts
- Value of American dollar fluctuation
- Walking/cycling tours – less strenuous activities
- Water levels/lack of snow
- Year-round resorts are popular (draws people for weekend)

# Health

*Completed by Health sector focus group*

## Attributes and Strengths

- Community college
- Competitive wages
- Cost of living
- Dedicated service providers
- Health Unit – active, progressive
- Hospital, active volunteers
- Population
- Seniors, retirement community
- Service Clubs – CCAC, Meals on Wheels, assisting with hospital funding etc.
- Specialists, services provided locally
- Walk-in-clinic

## Constraints and Weaknesses

- Availability of local health services/transportation (must go to Simcoe or larger centres for some services)
- Education system doesn't require students to continue with health related education programs
- Emergency response – ambulance service
- Lack of doctors and other health care professionals
- Lack of marketing/public awareness of services available
- Lack of money
- Lack of programs being offered locally – college programs
- Lack of superior plan to attract and retain health care professionals
- Political environment – local and provincial
- Pollution (this area is known as cancer hot spot, also high rate heart/stroke problems)
- Quality of people coming out of programs – i.e. Social service requirement to continue education for eligibility to receive social assistance, graduates are not always really interested in the program
- Tobacco industry (control measures can be perceived as offensive to growers)
- Transportation to/from Health Services, small centres spread out over rural community, difficult to serve
- Waiting lists – for long-term care beds, and other services i.e. Physio

## Trends and Opportunities

- Aging population, Norfolk County has a higher than provincial average of seniors
- Confusion about Haldimand/Norfolk
- Decreasing support services to students
- Drug awareness – student programs

## **Trends and Opportunities (continued)**

- Educational requirements have changed for Registered Nurses
- Financial impact of downloading
- Human resources will become an issue with health service providers retiring (average age of Registered Nurses is 48)
- Increase in dementia
- People are living longer
- People are less active (computers, TV) increase in related health problems i.e. computer-related neck problems
- Political challenges of cost sharing
- Private health care providers not really affected
- Restructuring costs result in limited tax dollars – funds are taken from one or more services to pay for others

# **Manufacturing**

*Completed by Manufacturing sector focus group*

## **Attributes and Strengths**

- Competitive cost of labour
- Cost of land and facilities
- Cost of living and life style desirable
- Cost of serviced land and taxes
- Fanshawe – good training facility
- Good place to live – arts, sports/recreation
- Good working relationship, good network with manufacturers' association
- Location – Highway 24, access, proximity to border crossing
- Smaller diverse industries spread throughout county
- Transportation access – within 1½ hour of major markets
- Work ethic, stability

## **Constraints and Weaknesses**

- Difficult to attract skilled people
- Difficulty with red tape
- Geographical limitations for manufacturing
- Lack of investment related to growth
- Lack of serviced industrial land for new industry at reasonable costs
- Lack of technical workers e.g. mechanics
- Need major highway for access to markets
- Quality of water, hydro – experience by company that had problems
- Small population – not enough industry to provide pool of skilled labour
- Youth migration – need to get them to stay

## **Trends and Opportunities**

- Access to cutting edge technology and marketing
- Aging population – retirement community
- Agri-business
- Can locate industry in small towns as long as infrastructure available
- Cheap, more efficient labour elsewhere
- Commerce/web based
- Connectivity – not the same access
- Difficult to change from agri- to value-added products on a small scale

## **Trends and Opportunities (continued)**

- Efforts to keep costs down while keeping quality can change company image
- Export marketing required
- Exports products to larger markets
- Highway access to transportation corridor
- Imported products coming into customer base – lower cost and lower quality
- Lack of high-speed access available to others such as Brantford, Kitchener, Waterloo
- Must be efficient
- Need analysis of industry and how to compete
- Need different scales
- Need to look at other markets such as Europe
- Niche markets
- Small/medium manufacturing fits well
- To compete effectively may need to change traditional market area
- U.S. dollar effect on certain sectors (e.g. steel manufacturers)
- Value-added farm products, agricultural-based results in small companies, not centralized
- Work ethic good, bad tools

# Education

*Completed by Education sector focus group*

## Attributes and Strengths

- Citizens are passionate about schools/communities
- Close proximity to colleges and universities
- Community desire to keep schools in the community
- Dedicated educators to a small community
- Deferral of starting with school (harvest time)
- Good linkage with business community
- Good partnerships with communities
- Services such as Mennonite Help Centre in Houghton
- Work ethic of students is strong

## Constraints and Weaknesses

- Can't be all things to all due to area / population
- Funding – adult education
- Large geographical area / sparse population
- Not buying into education – culture (unique to Norfolk County)
- Transportation to coop placements (require creative solutions)
- Wide variety of needs

## Trends and Opportunities

- At-risk group: concern about what happens in the long run
- Average age of skilled worker/farmer is increasing
- Curriculum much more challenging
- Demographics, drop in population
- Difficult to attract people to the area
- Does not work with small rural school
- Education and business need to sit at the same table
- Farming – technological training
- Focus on business/industry that is here
- Funding based on numbers
- Guidance – cutbacks
- Health & Social Services? Could be next
- Hidden trades that kids are not aware of
- How do we get them involved?

## **Trends and Opportunities (continued)**

- Interest in Agricultural Certificate
- Interest in post-secondary education high: 70% in academic stream – 15% going to university
- Kids are not interested
- Literacy – transportation allowance limited
- Lots of partnerships – need business owners to help develop programs
- Maturity credits will be hard to achieve due to secondary school reform
- Music and arts programs cut
- Need for skilled workforce
- Need to be more than just “at the table”
- New curriculum is a “mystery” to average parent – home support difficult – reliance on parents
- Other certificate – how will employers feel about this?
- Pre-apprenticeship training – strict guidelines
- Pre-requisites to college arbitrary
- Providing health care programs due to aging population
- Provincial downloading – funding issues
- Provincial trend – school to work
- Requirement of grade 12
- Resource – hub of the school
- Restructuring – limited immediate effect
- Retention of next generation
- Rural Community limits
- School board transition
- Seamless Transition
- Second language, literacy courses – no funding – under serviced – not as much as we should have
- Secondary school reform – number of courses offered based on staffing – difficult to deliver programs
- Teacher advisor programs – but still need specialized advisors
- Too busy to take in a student or not busy enough to have a student
- We train them and then they leave

# Retail

*Completed by Retail sector focus group*

## Attributes and Strengths

- Business opportunities
- Convenience
- Creating nice downtown atmosphere
- Design, heritage
- Downtown core, structure, urban
- Excellent customer service
- History – long-term – experience
- Location – towns are all relatively close
- Major industry
- New business drawing consumers
- Opportunities for redevelopment
- Population
- Port Dover marina
- Port Rowan offers connections between downtown area and environment
- Potential expansion
- Quantity & Quality – well-established and competitive retailers
- Resilient economic base
- Several areas – quality merchants
- Small town atmosphere
- South Coast tourism
- Vacancy rate bounces back – stable occupancy
- Variety in pricing
- Variety of retail and service

## Constraints and Weaknesses

- Downtowns on decline – needs redevelopment
- Lack of jobs for youth
- Lack of new industrial base
- Lack of education to direct into business sector
- Lack of major highway
- Not a huge market, limited
- Lack of growth - population and as a result, opportunity
- Major business can affect small retail
- Becoming a retirement community (housing trend)
- Lack of retaining the youth
- Norfolk County's purchasing policy – no support for local business based on dollars
- Lack of deep-water port
- Nobody knows where or who we are
- Parking issues vary by location
- Youth market: sizes of communities not large enough to attract stores that appeal to youth
- Hours – nothing open except Friday night
- Drawback of Friday night shopping is that it is so busy due to offshore workers
- Variety – not necessarily physical choice, but perception
- Marketing – perception of what we think we don't have here
- Some services are not up to date e.g. movies: youth feel that they must go out of town
- Don't have link to continuing education i.e. Fanshawe

## **Trends and Opportunities**

- Big box draws people out of the area
- Everything is getting bigger
- General effect to all communities
- Hours of business operation – retail
- How big is too big
- Increase need for marketing – local service is an asset
- Need attractions to areas
- Not big enough for some big box stores i.e. Home Depot
- Number of same type of merchandisers
- People still go out of town to check the bigger stores
- People want to buy locally – prices are not always the best
- Queensway development has started to show Simcoe as a centre – rather than outside of someone else's trade area
- Saturation point
- Sector willing to compete
- Sound stores are now expanding
- Too much retail space



# Strategic Directions

## HOW TO IMPROVE OUR CURRENT SITUATION

During the action plan workshop, it became clear from the feedback that for certain sectors there was a major strategic direction that was important and from which all of the goals and objectives flowed. These are identified below as our strategic directions:

- 1. Ensure infrastructure and services are in place and sustainable.*
- 2. Support a centralized tourism marketing authority.*
- 3. Focus on business retention.*
- 4. Encourage the development of an agricultural network.*
- 5. Encourage the development of an industry/education network.*

Goals, objectives and action steps for these strategic directions are detailed on the following pages.

**STRATEGIC DIRECTION # 1***Ensure infrastructure and services are in place and sustainable***GOAL:***Position Norfolk County to attract new business investment***OBJECTIVES**

1. *Develop a servicing strategy.*
2. *Identify “gaps” – what businesses do we need and/or are desirable for Norfolk County?*
3. *Recruit healthcare professionals.*
4. *Encourage and attract small niche businesses (agribusiness, information technology, etc.)*

	<b>ACTION</b>	<b>WHO IS RESPONSIBLE</b>	<b>TIMING</b>	<b>BENEFITS</b>	<b>RELATED OBJECTIVES</b>
1.1	Develop a servicing strategy	Norfolk County	Complete in 2002	Ensure the needs of new industry are met, plan for growth	#4
1.2	Implement a business ambassador program to assist in marketing Norfolk County	Chambers, Board of Trade, BIAs, Economic Development, volunteers	Ongoing	Higher profile of what we have, better image	All
1.3	Develop a strategy to attract doctors and other healthcare professionals	Realtors, School Boards, Physicians, District Health Council	Ongoing	Provide appropriate levels of service, ability to attract new businesses, residents and maintain a full service hospital	#1

	<b>ACTION</b>	<b>WHO IS RESPONSIBLE</b>	<b>TIMING</b>	<b>BENEFITS</b>	<b>RELATED OBJECTIVES</b>
1.4	Redevelop Port Dover waterfront/riverfront	Board of Trade, Norfolk County, Service Clubs, South Coast, marinas, Businesses, Dept. of Inland Waters & Fisheries, SOTO, Ministry of Tourism, Developers	Now	Increased year round population, growth, increased assessment	#2
1.5	Encourage small niche food processors	OMAFRA, Agriculture groups, Norfolk County, farmers, Norfolk Power, HRDC, NDBDC	Now and ongoing	New assessment, jobs, local spin-offs	#3
1.6	Establish benchmarking for economic development activities related to competitors i.e. cost of land, timelines for development approvals, development charges	Economic Development to take lead	2002 and ongoing	Raise awareness of competition position of Norfolk County	#4
1.7	Ensure easy access and clear decision points for existing/new business engaged in development initiatives	Norfolk County	Ongoing	Easier to expand/attract new business	#3 and #4
1.8	Encourage Norfolk Power to be a leader in infrastructure provision, i.e. fibre	Norfolk Power, Economic Development, providers, users	Identify current status then determine timelines	Selling feature to attract business, assist in business retention	#4

**STRATEGIC DIRECTION # 2:***Support a centralized tourism marketing authority.***GOAL:***Develop and promote the tourism industry of Norfolk County.***OBJECTIVES:**

1. *Enhance marketing and promotion of market-ready tourism product.*
2. *Ensure appropriate tourism infrastructure is in place to accommodate current and future needs.*
3. *Raise awareness of the economic impact of tourism among industry, elected representatives and general public.*
4. *Develop the abilities and enthusiasm of the emerging private-sector tourism industry.*

	<b>ACTION</b>	<b>WHO IS RESPONSIBLE</b>	<b>TIMING</b>	<b>BENEFITS</b>	<b>RELATED OBJECTIVES</b>
2.1	Review the relationship between Norfolk County and South Coast Tourism	Norfolk County Staff, Ontario's South Coast	Underway	Review results, explore future relationship	#2
2.2	Hire a tourism industry coordinator to assist in completion of future strategic plan actions steps	Norfolk County Staff, Human Resources Development Canada	Now	Provide leadership and expertise, build industry confidence	#1, #2, #3, #4
2.3	Develop a five-year strategy and budget to develop and promote tourism under the authority of Norfolk County, including a plan to raise funds from the private sector	Norfolk County Staff	2002	Provide clarity, establish authority, review resources available from private sector	#1, #2, #3, #4
2.4	Review the economic impact of tourism in Norfolk County	Norfolk County Staff	2002	Provide research data for marketing decisions	#1, #2, #3, #4

	<b>ACTION</b>	<b>WHO IS RESPONSIBLE</b>	<b>TIMING</b>	<b>BENEFITS</b>	<b>RELATED OBJECTIVES</b>
2.5	Implement visitor survey as part of gathering data for economic impact	Norfolk County Staff, Board of Trade, Chambers of Commerce	2002	Provides valuable research for marketing decisions	#1, #3, #4
2.6	Develop the structure of and seek representatives for a Team Norfolk Tourism (TNT) networking committee	Norfolk County Staff, tourism industry	2002	Ensure appropriate representation, support from industry	#1, #2, #3, #4
2.7	Inventory / develop packages offered by hotels, fishing charters, theatre and integrate into marketing plan	Norfolk County Staff, tourism industry	2002	Develop awareness, coordinated effort and pooled resources	#1, #4
2.8	Review target markets and develop tourism marketing plan for 2003-2004	Norfolk County staff	2002	Provide direction for targeted marketing efforts, establish focus	#1, #2, #3, #4
2.9	Develop "Festival Passport" for 2003 around "Tastes of Norfolk", linking agriculture, tourism, restaurants, festivals, heritage and culture	Norfolk County Staff, agricultural groups, arts/heritage groups, festivals and fairs	2002	Develops consensus, broadens product base, builds awareness	#1, #2, #3, #4
2.10	Review and make recommendations about infrastructure needs.	Norfolk County Staff, industry input	2002	Addresses issues about amenities, signage, roads, beaches, lodging, etc.	#1, #2, #4
2.11	Host industry mini-forum or professional development seminar	Norfolk County Staff	2002	Educates industry, builds relationships	#1, #2, #3, #4

**Other Actions (suggested but not enough time to develop)**

- Improve signage
- Ongoing Superhost training
- Pursue smaller conferences
- Host a media tour
- Improve communication between partners
- Promote and use "South Coast" more
- Development of the Lynn River

**STRATEGIC DIRECTION # 3***Focus on business retention.***GOAL:***Assist the existing business community.***OBJECTIVES:**

1. *Ensure an adequate supply of labour.*
2. *Network with existing organizations and businesses to retain and grow businesses in the County.*
3. *Reduce red tape to encourage development.*
4. *Encourage balanced, complementary retail development throughout the County.*
5. *Put in place policies and programs that will encourage the redevelopment of the downtowns and/or “brownfield” sites.*
6. *Develop sector “competitiveness” committees that encourage networking within and between key sectors.*

	<b>ACTION</b>	<b>WHO IS RESPONSIBLE</b>	<b>TIMELINE</b>	<b>BENEFITS</b>	<b>RELATED OBJECTIVES</b>
3.1	Attract and retain labour force	Business and education, school boards	Ongoing	Keep youth here	#1
3.2	Focus on business retention	Economic Development office, Chambers of Commerce, Boards of Trade, Manufacturers’ Association, OMAFRA, business community	Ongoing	Maintain/grow tax base, provide jobs	#2
3.3	Develop industry clusters – identify possible clusters first	Economic Development office, Norfolk Business Development Corp.	2002 & ongoing	Maintain tax base, keep youth, provide jobs, develop skills	#2 and #6
3.4	Review policies and regulations to encourage economic development	Norfolk County, business groups	Ongoing	Facilitate development	#3 and #5

**Other Actions (suggested but not enough time to implement)**

- Market “retirement” communities
- Increase technology access for business
- Establish a “connectivity” task force
- Hold local seminars
- Hold annual Economic Development summit

**STRATEGIC DIRECTION # 4:***Encourage the development of an agricultural network.***GOAL:***Promote the Norfolk agriculture industry.***OBJECTIVES:**

1. *Encourage development of agri-business and value added products.*
2. *Link the tourism and agricultural sectors to promote agri-tourism in Norfolk County.*
3. *Raise awareness of the importance and value of agriculture in the County.*

	<b>ACTION</b>	<b>WHO IS RESPONSIBLE</b>	<b>TIMING</b>	<b>BENEFITS</b>	<b>RELATED OBJECTIVES</b>
4.1	Invite agricultural representatives to join an Norfolk Agricultural Network to explore opportunities	Norfolk Federation of Agriculture, Norfolk County, Ontario Ministry of Agriculture, other associations	2002	Explore opportunities, channel interest and concern, raise awareness	All
4.1	Improve signage for farm products	Canadian TODS, individual property owners	Now	Wide appeal, increase income for farmers, increase tourist traffic	#2
4.2	Raise awareness of and promote consumption of Norfolk produce through a “Tastes of Norfolk” event	County, Federation of Agriculture, hotels, restaurants, chambers of commerce, businesses	Priority after signs	As above and agricultural education	#2

	<b>ACTION</b>	<b>WHO IS RESPONSIBLE</b>	<b>TIMING</b>	<b>BENEFITS</b>	<b>RELATED OBJECTIVES</b>
4.3	Cooperatively develop a marketing package to showcase agriculture e.g. trade show initiatives, Norfolk section in local stores, Tastes of Norfolk	County, Chambers of Commerce, local agricultural boards, tourism businesses	Ongoing	Raise awareness, link tourism with agriculture	#1, #2

**OTHER ACTIONS: (Suggested but not enough time to develop)**

- Establish a value-added network
- Review economic impact of agriculture

**STRATEGIC DIRECTION # 5**

*Encourage the development of an industry/education network.*

**GOAL:**

*Assist business/industry to work with educational institutions to identify, develop and deliver training programs that are appropriate for present and future employment or self-employment.*

**OBJECTIVES:**

- 1. Encourage industry/education partnerships that address skilled labour shortages and strengthen labour force capabilities.*
- 2. Develop a coordinated training strategy.*

	<b>ACTION</b>	<b>WHO IS RESPONSIBLE</b>	<b>TIMING</b>	<b>BENEFITS</b>	<b>RELATED OBJECTIVES</b>
5.1	Invite representatives to join a Norfolk industry/education network	Fanshawe, School Boards, Haldimand & Norfolk Manufacturers Association, Human Resources Development Canada	2002	Explore opportunities, channel interest and concern, raise awareness	All
5.2	Promote work experiences	Schools, Fanshawe College, employers	Ongoing	Training tomorrow's workforce, employers screen candidates, connects employers & workforce, participants make connections between learning & work	#1

5.3	Promote the trend in society to value the benefits of education	Newspaper, steering committee (industrial, commercial, education sectors)	2002	Sharing of information	#1
5.4	Help people retrain/develop mentoring programs	Dependant on needs and funding	As identified	More stable workforce, flexibility, reduce unemployment	#2
5.5	Identify opportunities for partnerships	Grand Erie Training & Adjustment Board, Fanshawe College, Human Resources Development Canada	As soon as possible	Provide direction	#1
5.6	Develop apprenticeship programs	School boards, Fanshawe College, Ministry of Training, Colleges & Universities, Ontario Youth Apprenticeship	Ongoing	Employment	#2

**Other Actions (suggested but not enough time to develop)**

- Showcase educational opportunities in Norfolk County



## Appendices

- Norfolk County / Department of Planning & Economic Development, *Economic Base Study* (August 2001).
- Southern Ontario Tourism Organization, *Tourism in Norfolk County: Next Steps* (March 2002).
- Simcoe Community Development Corporation, *Report: Simcoe Business Retention & Expansion* (October 2000).
- Grand Erie Training and Adjustment Board, *Executive Summary Report: Environmental Scan* (September 2000).
- Township of Delhi Economic Development Advisory Committee, *Report: Delhi Business Retention & Expansion Visitation Survey* (October 1999).

