



Economic Development Strategy Review 2018-19

PROJECT OVERSIGHT TEAM MEETING #3

December 6, 2018

Norfolk County Tourism & Economic Development

Agenda

- ▶ Update to Council (circulated)
- ▶ Draft Interim Report
 - ▶ Review of Findings & Approaches
 - ▶ Observations
 - ▶ Strategic Directions & Recommendations
- ▶ Next Steps
- ▶ Next Meeting

Surveys & Round Tables

- ▶ **1,511 responses to 2 surveys (June-Sept)**
- ▶ **159 participants at 10 round tables (Sept-Nov)**
- ▶ Delhi – Sept 20
- ▶ Waterford – Sept 27
- ▶ Port Rowan – Oct 3
- ▶ Port Dover – Nov 13
- ▶ Simcoe – Oct 30
- ▶ Young Professionals – Oct 23
- ▶ Agriculture – Oct 25
- ▶ Tourism – Oct 29
- ▶ Mfg / Food Processing – Nov 7
- ▶ Emerging Industries – Nov 21

Survey Findings

Strengths

1. **Agriculture & Tourism**
2. Entrepreneurial Spirit
3. Quality of Place & Life

Weaknesses

1. **Downtowns**
2. Regulatory issues & leadership
3. Lack of well-paying jobs / workforce

Opportunities

1. **Tourism**
2. Green industry, agriculture, food
3. Amenities

Industries Envisioned

1. **Tourism**
2. Farming & food processing
3. Industry, manufacturing, business

Obstacles

1. **Vision, red tape & taxes**
2. Status of downtown
3. Infrastructure, services, workforce

High Priorities

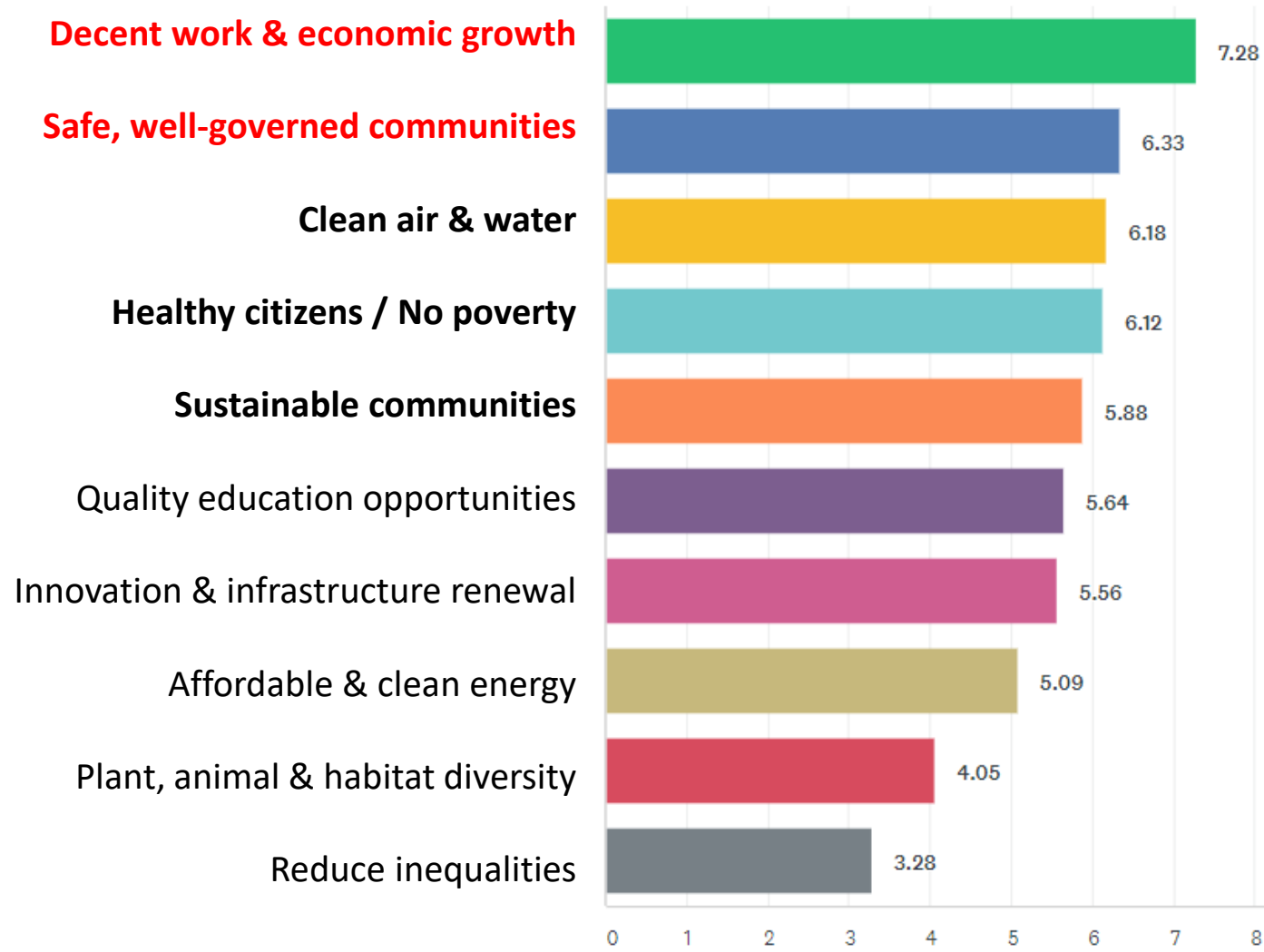
1. **Welcoming business environment**
2. Downtown revitalization
3. Jobs

Community Values

SDG GOALS



Community Values



Readiness Survey



Centre for Innovative &
Entrepreneurial Leadership



BRITISH
COLUMBIA

The Best Place on Earth

Readiness

THEME	SCORE (-12 to +12)
Connections and Cooperation	-0.89
Community Vitality	+5.44
Leadership	-0.23
Strategic Capacity	-0.72
Community Sustainability	-1.78
Business Health	+0.48
TOTAL SCORE	+2.3

Readiness Scores



	Getting Ready to Move	Small Steps	Large Steps	Large Leaps
Overall Score	-72 to -37	-36 to -1	0 to + 36	+37 to +72
Approaches	<p>Take stock of assets</p> <p>Bring in outside conflict & mediation specialist</p> <p>Community conversations</p> <p>Basic workshops</p>	<p>Tackle small apolitical projects to build trust & respect</p> <p>Use early project success to build momentum</p> <p>Advanced workshops</p>	<p>Move from one-time projects to ongoing programs to ensure continuity & success</p> <p>CED principles understood by community leaders</p>	<p>Investigate sophisticate approaches</p> <p>Become leader community & catalyst for teaming up with neighbours</p> <p>CED principles second nature of entire community</p>

Approaches A

Community Vitality (+5.44)

- ▶ Revitalize downtown
- ▶ Support events and festivals
- ▶ Develop artistic and cultural tourism
- ▶ Initiate 'First Impressions' exchanges
- ▶ Measure community vitality

Approaches B

Business Health (+0.48)

- ▶ Develop young entrepreneurs
- ▶ Form a business incubator
- ▶ Measure / improve business friendliness
- ▶ Recruit compatible enterprises & investment
- ▶ Identify economic leaks, buy local, BR+E

Approaches C

Leadership (-0.23)

- ▶ Provide training in collaborative leadership
- ▶ Increase participation
- ▶ Develop community vision
- ▶ Map community assets

Approaches D

Strategic Capacity (-0.72)

- ▶ Support Business Retention + Expansion program
- ▶ Explore infrastructure grants
- ▶ Support community foundations
- ▶ Initiate a workforce development program
- ▶ Develop community vision
- ▶ Map community assets

Approaches E

Connections & Cooperation (-0.89)

- ▶ Develop a community vision
- ▶ Create a more welcoming and inclusive community
- ▶ Increase participation
- ▶ Engage youth / intergenerational connections
- ▶ Map community assets

Approaches F

Community Sustainability (-1.78)

- ▶ Develop a sustainability plan
- ▶ Identify & reduce local economic leaks
- ▶ Buy local campaigns
- ▶ Develop sustainable tourism
- ▶ Support community foundations
- ▶ Support BR+E

Observations

- ▶ Population & traffic: double-edged sword
- ▶ Challenges of luring manufacturing jobs
- ▶ Starving a community to feed a province
- ▶ Tourism can help us (if we want it to)
- ▶ Environmental concerns
- ▶ Consumer culture vs. volunteerism
- ▶ Structural flaws of amalgamation

Strategic Directions

- ▶ Solve labour shortages / provide decent work
- ▶ Support business / cut red tape
- ▶ Revitalize downtowns
- ▶ Lean on our strengths: agriculture and tourism

Next Steps

- ▶ Review interim recommendations with TAC
- ▶ Share draft with public & seek feedback
- ▶ Present interim report to Council: February
- ▶ Revise & prioritize recommendations
- ▶ Prepare for implementation
- ▶ Final report to Council: May 2019

Questions / Thoughts?

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Next Meeting

- ▶ Feb / March – after Council
- ▶ Strategy web page
norfolkbusiness.ca/strategy
- ▶ Thanks!