

Cover image: Strengths Word Cloud for Norfolk County

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Executive Summary

An economic development strategy is an important document for every municipality to develop and implement. The scope of this Economic Development Strategy Review will look forward to 2024, in terms of visioning outcomes. The purpose of this report is to summarize key findings from the Economic Development Strategy Review’s “Strengths, Weaknesses, Opportunities, Threats and Values Survey” conducted from June to September 2018.

The survey used questions worded identically to the questions asked in the previous Economic Development Strategy endorsed by Norfolk County Council in 2011. The question about community values was the only change to the survey compared to the last review.

Strengths

Key economic strengths of Norfolk County are agriculture and tourism, entrepreneurial spirit, and quality of place and life.

Weaknesses

Weaknesses include downtowns; regulatory issues and leadership; and the lack of well-paying jobs and industry, and workforce issues.

Opportunities

Opportunities are tourism; small business, green industry, agriculture and food; and amenities.

Industries Envisioned

Industries envisioned in five to ten years are variations on tourism; industry, manufacturing and business; and farming and food processing.

Obstacles

The main obstacles perceived by respondents include vision, red tape and taxes; the status of our downtowns; and infrastructure services and workforce.

High Priority Issues

High priority issues include a welcoming business environment, downtown revitalization, and jobs.

Community Values

Top community values are ranked as follows: (1) Decent work & economic growth; (2) Safe, well-governed communities; (3) Clean air & water; (4) Healthy citizens / No poverty; and (5) Sustainable communities.

Survey Sample

Respondents to the Strengths, Weaknesses, Opportunities and Values Survey were asked a series of questions to determine their background and interests. Total responses were 1,001.

The survey was advertised in the weekly local newspaper distributed free to home for several weeks from June to September, as well as to a social media reach of 25,000 scoped to local addresses, generating 1,282 clicks to the survey link.

Over 50% indicated they live and work in Norfolk County. 41% said Norfolk County is their primary place of residence. 4% said they work in Norfolk County. 5% of respondents said they don't live or work in Norfolk County, and those participants did not complete the survey.

Ages ranged from 13 to 17 years (1% of sample), 18 to 24 (6%), 25 to 34 (17%), 35 to 44 (20%), 45 to 54 (18%), 55 to 64 (24%), 65 to 74 (13%), 75 to 84 (2%).

Asked where they live and/or work in Norfolk County, 73% responded "in a town or hamlet", 19% "in a rural area", and 8% "on a farm".

Employment status was employed (58%), retired (19%), self-employed (17%), student (2%), not employed / searching for work (2%), not employed / not searching (2%).

Economic sectors respondents were most interested in were arts, entertainment and recreation (41%), tourism (41%), health care and social services (38%), agriculture (33%), accommodation and food services (28%), educational services (26%), real estate and rental / leasing (21%), retail trade (18%), manufacturing (17%), public administration (17%), utilities (17%), construction (17%), technology (17%), professional, scientific and technical (15%), food and beverage (14%), information and cultural industries (13%), forestry (11%), management of companies (9%), finance and insurance (8%), transportation and warehousing (8%), commercial fishing (5%), wholesale trade (4%) and mining, quarrying, oil and gas (3%).

Asked which town the respondent considered their "community" in Norfolk County, answers were Courtland (1%), Delhi (15%), Langton (3%), Port Dover (19%), Port Rowan (5%), Simcoe (39%), St. Williams (2%), Turkey Point (5%), Vittoria (3%) and Waterford (9%).

This feedback was shared at ten round table meetings in fall 2018 across Norfolk County. The analysis of these survey responses and additional suggestions will help shape an interim report to Norfolk County Council. After some direction is received from elected representatives, the next step will be to generate the final Economic Development Strategy for review and approval in spring 2019.

Strengths

What are Norfolk County's greatest economic strengths? R=680

1. Agriculture and Tourism

- **43.9%** “agriculture”
- **43.3%** “tourism”
- **20.6%** “tourism” and “agriculture”
- **17.2%** “farming”

“Strong agriculture, pristine environment for tourism industry.”

“Our diverse agriculture-based economy and the value-added products, exposure, employment stemming from them. This coupled with our moderate manufacture and season tourism gives us diverse strengths.”

“Agriculture I think is the best strength. Norfolk is known to be Ontario’s garden and I think that is what is keeping the county afloat. Also tourism and the rapidly growing brewery/ distillery/ vineyard business”

“Diverse agriculture production, commercial fishing and forestry, small to medium sized businesses, tourism and a robust cultural community.”

“Norfolk is a county rich in local history, unique species in nature i.e. Carolinian forest system, lovely beaches and agriculture which provides a strong economic base for eco & agri tourism & recreation.”

“I feel tourism could be expanded on a lot more but is on an excellent path.”

2. Entrepreneurial Spirit

- **5.9%** “business”
- **2.1%** “potential”
- **1.0%** “tourism opportunities”

“Many small and medium businesses that drive the area. The people themselves feel a sense of community and strive to support the local business groups.”

“Low cost of living i.e. housing; relatively inexpensive land, opportunities to start a local small business.”

“Small business with eager and hard working entrepreneurs”

“Many small and medium businesses that drive the area. The people themselves feel a sense of community and strive to support the local business groups.”

“Low cost of living allows businesses to spend less on the local labour force.”

“Opportunities for small business. Artists, craft breweries (when not stymied by ridiculous expectations and red tape of current government), Tourism opportunities, retirement living and a wonderful gift of unbelievable agricultural opportunities.”

3. Quality of Place & Life

- **3.9% “community”**
- **3.5% “Lake Erie”**
- **3.4% “beauty” and “location”**
- **2.8% contained words related to low cost of living, low expenses, low house prices, low taxes, affordability and quality of living.**

“Our land, natural geography, community spirit, and hospitality”

“Fertile land for agriculture in addition to Proximity to the Golden Horseshoe without traffic Beautiful Lakefront Shoreline and shallow sheltered Long Point Bay”

“Location to major cities, US border and Lake Erie, quality farmland with an abundance of water, climate, "small town" feel.”

“Outstanding quality of life. Leading Agricultural area, strong community and identity. Success stories in business and community. Community organizations and well developed tourism message and infrastructure. Proximity to major centres and Lake Erie.”

Weaknesses

What are Norfolk County's greatest economic weaknesses? R=685

1. Downtowns

- **18.8% “downtown”**
- **3.6% lack of “retail”**
- **2.5% “methadone clinics”**

An analysis of the responses referencing “downtown” outlined a perceived need to rejuvenate and update storefronts, and to address drugs, dirtiness and safety concerns.

“Not enough being done to clean up the downtown core and bring more business there”

“Unused buildings in downtown cores, county should provide startup assistance to fill these empty buildings to create a more walkable and enjoyable place to visit. Employ more new doctors in some of these businesses with financial assistance up to and including writing off their student debts over a ten year period.”

“Failure to establish a profitable, functional downtown hub for the county. While it is important to many individuals to maintain the identity of their own hamlet, in order for the county to function properly it needs to establish a central downtown hub that can be profitable, attract money into the county from outside sources, and provide income opportunities and amenities to the people of the county. Ultimately this amounts to a major revitalization project of the downtown of Simcoe. A city or county is only as healthy as its downtown core. All major cities that have gone through a transformation and rejuvenation have done so by attracting investment into their downtown.”

“While I think that there is opportunity for growth through bringing in the big box stores, downtown premises being purchased by city landlords has pushed up rental prices and therefore pushed out potential boutique proprietors. I also think there is a lack of apartment rental buildings.”

“Retail would be number one I think. There would be more tourists if the main areas of each hamlet and town were more appealing.”

“The downtown Simcoe area being destroyed by methadone clinics and missed opportunities for revitalization.”

2. Regulatory Issues & Leadership

- **14.2% “business” difficulties with regulations and permits**
- **8.2% “Council” leadership**
- **3.8% “red tape”**

“Onerous rules and prohibitive policy placed on new economic business ventures.”

“Parochial nature of Council. Short sighted overall views. Fear of spending money / investing.”

“Appears to be a lot of red tape for developers and potential business opportunities for new and existing employers.”

3. Lack of well-paying jobs and industry / Workforce Issues

- **9.9% “jobs”**
- **8.8% “manufacturing”**
- **8.5% “industry”**

“Local businesses have trouble finding people who will work hard and consistently. Not sure work force has education and skills needed to attract new businesses.”

“Unfortunately, the county experiences a great deal of “brain drain” to urban centres as talented high school graduates leave for post-secondary education. When they do, they often find work opportunities in the cities where they are educated, and never return. As such, the pool of potential entrepreneurs and innovators that might be able to make it in the long run is incredibly small, making it difficult for Norfolk County to compete anywhere but in providing agricultural products and basic manufacturing labour.”

Opportunities

What are the economic opportunities you think Norfolk County should take advantage of? R=587

1. Tourism

- **29.3% “tourism”**
- **8% “sustainable”**
- **6% “cultural”**
- **2% “eco”**

“Sustainable tourism, downtown business, agriculture, green industry.”

“More tourism but need more overnight accommodations.”

“Continue to expand tourism; digital and online enterprises; support agriculture, but understand its limitations as a larger employer; senior support and services.”

“Becoming an identifiable wine region/destination, more hotel/accommodations, more food tourism.”

“If Mumford & Sons didn't show the benefits of a direction to take ... a place for concerts, hotels for tourism, a large nice hall for weddings. Get the ferry running to the states from Port Dover. Casino, theatre, philharmonic ... put something in here to make people want to come.”

2. Small business, green industry, agriculture and food

- **21.6% “business” (small, downtown, tech-based)**
- **11.3% “manufacturing”**
- **10.9% “industry” (green, food and beverage, tech, tourism)**
- **10.6% “agriculture”**
- **8.9% “farm”**
- **5.1% “food processing”**
- **4% “cannabis” or “marijuana”**

“Downtown businesses for sure, food processing to preserve all the produce grown here, sustainable tourism, and green industry.”

“I think Norfolk should continue on the trend of the agricultural/ wine/beer industry - using what we grow here to produce products - perhaps explore food processing to keep with the agricultural landscape of our community.”

“Industrial develop in Delhi and Courtland. Continued Tourism Development in Port Dover, Turkey Point, Port Rowan and Long Point.”

“Growth of tourism / food / alcohol / cannabis / entertainment/ daytripping.”

“The legalization of marijuana, an amazing opportunity for farming as well as tourism, perhaps akin to the wine and beer industry here. Festivals like with Mumford and sons, showcasing what we have in this area.”

“Marijuana growing business, wineries and vineyards (as a destination for day trippers (food services on site) and weekenders (better accommodations in the area), beach tourism, eco-tourism, spinning Fanshawe campus into a full accredited university (or starting a full university here), HUB (as an attractant for more working professionals, businesses, etc.), full-year indoor baseball facility (get John Axford to throw some money for naming rights and a fundraising campaign) --- become a hotspot for the rapid growth of interest in baseball in the area through an elite training center/academy, food and restaurant culinary tours highlighting our local gems, ferry service or some sort of strategic connections with our American neighbours to attract them to the north shore, do more to woo film industry here.”

“Norfolk County can be a world leader for innovative and green agriculture, greenhouses, sustainable tourism, world class theatre.”

“On-farm diversified businesses, tourist accommodation on farms and in forested areas, put a major public focus on downtown revitalization.”

“Norfolk County should work more closely with the Agriculture. They are some of the highest employers in Norfolk County. Some farms have more than 700 migrant workers. They are in need of marketing assistance. They are in need of tax breaks. We are Ontario's Garden We should develop a cooperative Grocery Store Ontario's Garden. Many grocery stores will put a US product directly beside the Canadian version. Agriculture College - Focus on the change in the environment. Tourism and Food industry - College focus on training the students for the jobs required in our local tourism industry. Small home area. It is becoming more and more popular to have a small home that you can travel with. As people move from one area to another they take there home with them. Having a location that they can connect up and move in on a temporary basis. Similar to a campground but with more amenities.”

“Innovative agricultural research. Robotics are the way of the future. Especially with increased minimum wages and worker and food health and safety regulations. Most of these jobs are done by off shore workers and there will be new jobs created to keep machines maintained and create new ones.”

3. Amenities

- **6.3% “health care”**
- **2.6% “housing”**

“Investing more money into health care, hospitals, nursing homes, retirement homes.”

“The main opportunity is the recreational “HUB” that has been suggested and requested over and over again. Once these facilities are completed there will be opportunity for education expansions, hotel/Motel expansions, the chance, and big chance that people as in families will move to Norfolk. The increase would be seen in service clubs and even churches and schools.”

“Norfolk county needs to figure out a way to get better priced homes and rentals so residents have a place to live and stay with housing costs today people are paying almost their whole paychecks on just a house. Childcare is expensive if you can't get subsidy because the only subsidy ok daycares are full. There are also not enough childcare available especially in Delhi area. I would love to see a good indoor play place back for kids a new park in Delhi with shade and splash pad would love it if it was styled with nature aspects in mind.”

Industries Envisioned

Describe the type of industries you envision Norfolk County to have in 5 to 10 years? R=545

1. Tourism

- **23.1% “tourism”**

“Sustainable tourism, downtown business, agriculture, green industry.”

“Social enterprise, sustainable tourism, technology based businesses and education (including expanded post secondary at Fanshawe).”

“Tourism - they need a theme park. Microbreweries and spirits. Robotics Company, 3D printing company, packaging company. Amazon warehouse .Logistics and courier companies. Massive farmer market to include wine and spirits from the county only (more to the north) FYI I don't drink alcohol.”

“If MPAC and the taxes associated with changing to an agritourism and diversified farm use can be nurtured, Norfolk can start to act like the highly visible areas of Italy and France now look. I'm thinking Provence and Amilia Romania, you know those terms even if you haven't visited. The municipalities there have protected the look and land while still encouraging agriculture, tourism, and the associated spin offs in that order. What we see there and what I can see in the future is at least three distinct levels of activity. At the ground level agriculture carries on with grapes, grains, tobacco, ginseng, and fruit/veg but on a secondary level there is a completely untapped realm of tourism who want to come and see, taste, and participate. This doesn't mean they will come and spend \$\$ to pick strawberries but it means they will use a home-based business as their farm-stead base and then branch into the neighbouring businesses. With unique and nice places to stay that fit into the rurality of the area we will succeed but if you think dropping another Hotel 8 near the lake, you will literally pee in your own pool and ruin the very thing that people come to see. Keeping outside influences of big boxes will retain charm but once the franchisees have a foothold, it's hard to get quaint again.”

“Culinary and Ag-tourism continue to grow, more wineries and craft breweries (need distilleries), growth of lakefront businesses and experiential tourism, more boutique accommodations.”

“Marijuana, wineries/micro-breweries, more tourism, on-location filming for film industry, sports complex and related, university in Norfolk County, thriving farmers market/country market reputation/attraction for urbanites.”

2. Industry, manufacturing and business

- **17.4% “industry” (food, green, health, tech, tourism)**
- **13.4% “manufacturing”**
- **12.8% “business”**

“I envision green energy industry. An athletic industry. A main focal point on tourism. Travel and escape type industry. We have it all why not start maximizing the benefits.”

“Car plants, canning plants to can our own Norfolk grown produce, jam factories, spin off factories from our steel industry.”

“Non-automotive; food & beverage, general industry (silicone, pvc, bricks, tubing, etc).”

“Hemp manufacturing, 3D printing using hemp, greenhouse innovation, green agriculture, medicinal marijuana, studios for the global film industry.”

“Small business and entrepreneurship; technology; agri-business and agriculture diversification; tourism development and culture; green industry.”

“Local food and drink, recreational tourism and tech industry.”

“Downtown Simcoe -moves away from single commodity stores i.e. shoe store, sports store etc. cannot compete with city/online. More entertainment based businesses open in their place. Meeting places like coffee house, gaming house, theatre, arts. The only places to survive this shift will be stores that offer something like antiques, where you have to handle the object right in front of you before you buy it. Food places, butcher shops, bread makers, but on a small artisan scale. Stores are going to be a thing of the past, like the milk man or coal truck. This, plus more manufacturing. We need to make something here, and stop being a vampire on other communities. Opening a new McDonald's or Walmart doesn't help. Make clothes, or cars, steel, figure out how to sell our agriculture to our own people, and not bring in garlic from China.”

“I see the 20 to 40 group making careers from creative and artisan type businesses, festivals, events, hospitality ...making this a destination for that age group. Norfolk is a nice place to retire but is also a place with so many resources and beautiful landscapes - I think we will see a shift in culture.”

“Agri-tech businesses (not sure if Block Chain is good description of a potential area for development). Initiation of a tech hub that will provide an environment to nurture startups and attract talent and help keep talent within the region. Need to keep local graduates or to attract post-secondary graduates back to the region.”

3. Farming & food processing

- **10.1% “farming”**
- **4.9% “food processing”**
- **2.0% “wine”**
- **2.0% “marijuana”**

“Small manufacturing plants for items made and grown in Norfolk County.”

“An area growing and manufacturing top CBD oil, and cannabis for medical needs and recreation.”

“Norfolk needs to look to improving the manufacturing industries, such as the processing of agricultural products here instead of sending our forestry and agricultural products to other areas to be finished. i.e. canning of fruits and veggies.”

“Hemp-fibre processing (clothing manufacturer??). Expanded breweries, wineries, and distilleries district.”

“Manufacturing to enhance our agriculture. Green ideas to be able to help the environment.”

Obstacles

What could prevent Norfolk County from attracting the industries you envision?
R=552

1. Vision, red tape and taxes

- **16.5% “Council”**
- **10.5% “red tape”**
- **6.2% “taxes”**

“Lack of vision and cohesiveness by existing Council, obvious in-fighting by various towns always results in failure to adopt new projects or development strategies. Failure to take chances to spend money to bring this county into this century.”

“Red tape, over governance. Current council and county administration is very slow to react or approve.”

“Red tape, lack of vision, lack of resources, fights at Council about which town gets and which doesn't, by-laws need to be clear and enforced, health inspections and regulations clear and enforced, land and development costs.”

“If you want industry to come in, give tax breaks. They will employ people. Hopefully keep industry in Norfolk County.”

2. Status of downtown

- **7.6% “downtown”**

“Lack of incentives to entice business to downtown core areas.”

“A poor downtown that isn't tourist friendly.”

“Ignoring the blight in our downtown cores.”

“Not putting time and money into downtown core.”

“Not making sure downtown is safe for tourists.”

3. Infrastructure, services and workforce

- **3.8% “highway”**
- **3.6% “infrastructure”**
- **3.6% “transportation”**
- **2.9% “workforce”**

“Lack of community services (hub) discourages young families from residing here, Poor Internet connectivity.”

“Lack of vision Infrastructure Lack of 4 lane highway to major highway corridor.”

“Lack of infrastructure (communications (fibre optics), transportation (400 series highway/public transit).”

“Lack of services and amenities in the area. As we grow the need for more frequent public transportation.”

“Labour. Not many people seem to have enough work experience or education. Too much social assistance in this area.”

“Labour shortage, infrastructure requirements, proximity to resources and transportation required.”

“Lack of high speed internet. Lack of infrastructure i.e. water and sewers and good roads. Lack of decent recreational facilities to help keep families here if and when industry is established.”

High priority issues

*Are there any other high priority economic development issues you feel could be addressed by Norfolk County when updating its Economic Development Strategy?
R=445*

1. Welcoming business environment

- **14.4% “business”**
- **8.5% “development”**

“Making it friendly for business. Eliminating red tape. Providing incentives to encourage business.”

“We need funding programs for large business development in Norfolk. Without incentives, no business is just going to come to Norfolk. Also need to work more closely with our only post-secondary institution to develop programs to support larger industry.”

“The Ec Dev Dept needs to discuss what they are willing to do to attract new investments, and how it would approach/receive new businesses. This needs to be agreed upon prior so all parties understand the mission and expectations of enticing new businesses into the areas and being willing to address their needs.”

“Probably streamlining processes and procedures for new businesses. Make it attractive to come here. Attracting new business partners while updating the mindset of a multi-generational community.”

“A view towards keeping a delicate balance of attracting new business while maintaining a rural, laid back, country charm. The shorelines are getting busier every year and people flock to the beaches ... need to have parking areas, more bike friendly streets and pedestrian friendly areas and resting areas along with public washrooms (clean ones).”

2. Downtown revitalization

- **13.9% “downtown”**

“To make the downtown more attractive. It needs a facelift to entice businesses to want to do business in our town. Perhaps a break from taxes (to be determined by amount of work done) to entice commerce in our area. The Norfolk Inn is an eyesore, right off the bat! People say it's the "druggies" on the street, but I see the buildings themselves being a direct blemish to our once thriving downtown. Make it attractive and people will be curious to see what's happening.”

“Cleaning up downtown Simcoe. It's a disgrace too many neglected buildings (the “hotel”/flop house on Norfolk Street as an example). Fix the downtown; stop developing land on the Queensway.”

“Any downtown Simcoe redevelopment seems to be patchwork and not comprehensive. Let's get going on making that area attractive and viable so that more people come in to town. I use Paris Ontario, Dunnville, St. George as examples of core magnets with services and attractions that bring the community in. Let's get going on that before it is too late - Norfolk seems more amenable to getting development going on the Queensway and creating more traffic chaos out there.”

“Clean up the downtown area. Really focus on bringing a student population to Simcoe.”

“Need to develop and finalize the secondary plans for the County and most importantly the downtown revitalization plans for Simcoe and Delhi. Need to develop a strategy to attract businesses to locate in Norfolk by offering incentive plans and making it easy for businesses to establish themselves (reduce the red tape).”

“Creating a more inviting downtown environment. The expansion of the Delhi Public Library has breathed fresh air into the downtown let's keep moving in this family friendly direction.”

3. Jobs

- **6.3% “jobs”**

“Promote Norfolk as a place where young people can raise families and work at well-paying jobs.”

“Work and play in Norfolk. Sell the lifestyle of good jobs for skilled trades with the luxury of local beaches and places to play.”

“Finding high quality, well-paying jobs that can support a family.

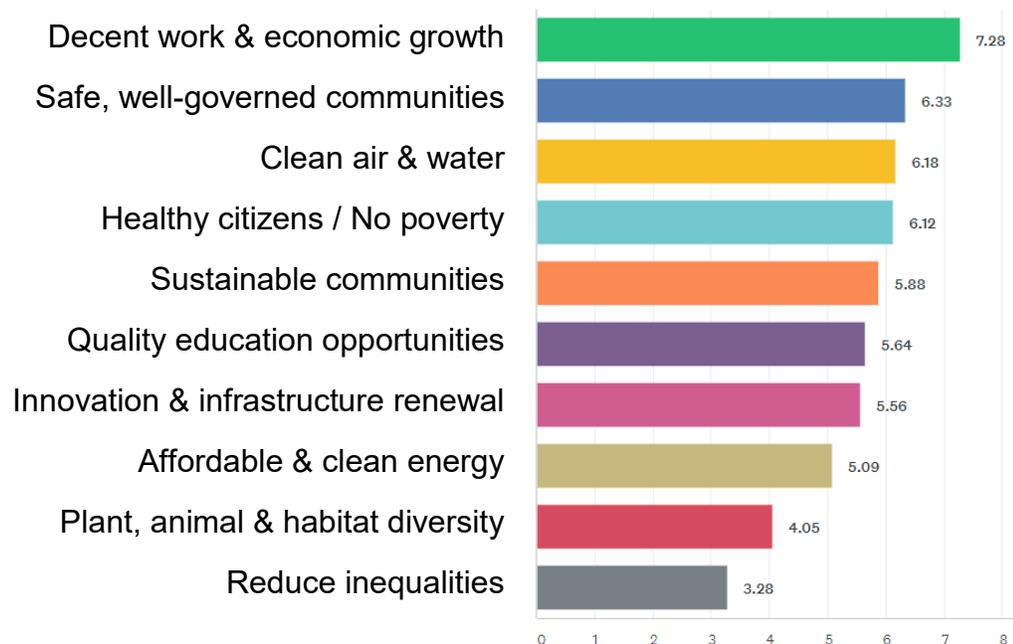
“Ferry to the United States - trucks, logistics cut by time-saving measures, job creation in Customs, building, construction.”

“More industry means jobs, means more young people staying or coming to the area. They spend \$. May revitalize downtown. Look at Tillsonburg has industry plus great downtown.”

Values

The choices in the question on the survey about community values was based in the United Nations Sustainable Development objectives. According to the UN, the Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. Website: <https://www.un.org/sustainabledevelopment/>

Which community values are most important to you for a positive future? R=602



Additional comments

Survey respondents were offered the opportunity to provide additional commentary.

This concludes the SWOT & Values survey. If you have any additional feedback, please enter it below. R=163

- **23.3% “Norfolk”**
- **21.5% “County”**
- **19.6% “community”**
- **11.6% “downtown”**

“If there is one thing I have noticed in my life experience and travels it is that vibrant communities that are safe and inviting, are diverse in recreation and culture, modern and forward-looking in their vision, clean and safe, connected to their roots in terms of a focus; yet spring-boarding off of that base with a vision that includes growth and change and most importantly, they are inhabited by citizens that feel happy, safe and are willing to get out there in the community enjoying its resources and amenities. You must sell the potential and value of our community to those that live here FIRST before those on the outside will feel that our community is inviting and has value to them. We must get away from this "small town parochial" mentality in Norfolk. Norfolk must be seen as a as a unit, a stand-alone community in of as itself, called Norfolk. Only in that way can it move forward, grow and progress and become sustainable as a place its citizens value.”

“This is a great idea! Asking residents and business owners and even visitors to this amazing county. Our family fell in love with Norfolk County after spending 2 summers coming down for the weekends to Port Dover, Normandale, Long Point and Port Rowan, Waterford from Toronto - we decided to move here this January and haven't looked back! Just need better public transport between the communities to make it easier for our older friends and relatives who don't drive to get around. Thanks for the opportunity to give you my thoughts.”

“As a Norfolk resident who works in a different Norfolk community, we need to remove the idea of individual communities when discussing economic development.”

“Consider that the largest employer in the municipality is the municipality itself. Seek industry leaders and promote what Norfolk County can be. Advise council to stop spending money on every soccer club, hockey team, or community group that makes a deputation and spending public funds on studies by third party consultants when there is in house talent to do the job. Finally, hold senior staff accountable for their actions.”

“Thank you for putting out this survey, and trying to improve our community. Without investment and new ideas, our area will become stale and stagnant, changes in local government would be a good start.”

“Poor questionnaire. County should hire a real market research company -- which is yet another example of the parochial nature of the County (ie. don't want to spend \$\$ to do the job correctly).”

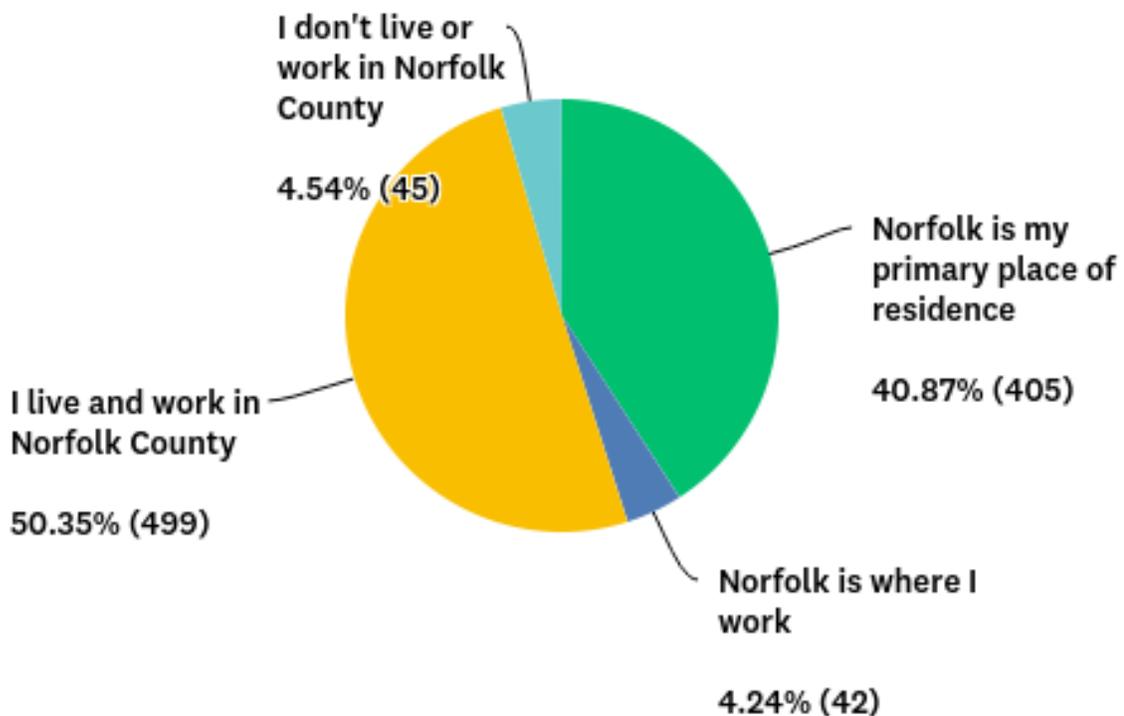
“Please keep Norfolk the way it is. Small towns are disappearing and the down to earthiness and kindness disappears as well. We take pride in community ties and how everyone helps one another. People from larger cities want to turn our beautiful home into a city and it can't happen. Please don't let it. The condos in Dover are running everything and all the new houses are pushing our beautiful animals away. Additionally our farm land will disappear, thus our slogan "Ontario's Garden" would no longer be in existence here. By keeping Norfolk the small town it is we will also be persevering our culture and heritage which is why we are "Ontario's Garden" in the first place. Let's get back to our roots, don't forget where we come from.”

Survey Sample

The survey used questions worded identically to the questions asked in the previous Economic Development Strategy endorsed by Norfolk County Council in 2011. The question about community values was the only change to the survey compared to the last review. The survey was advertised in the weekly local newspaper distributed free to home for several weeks from June to September, as well as to a social media reach of 25,000 scoped to local addresses, generating 1,282 clicks to the survey link.

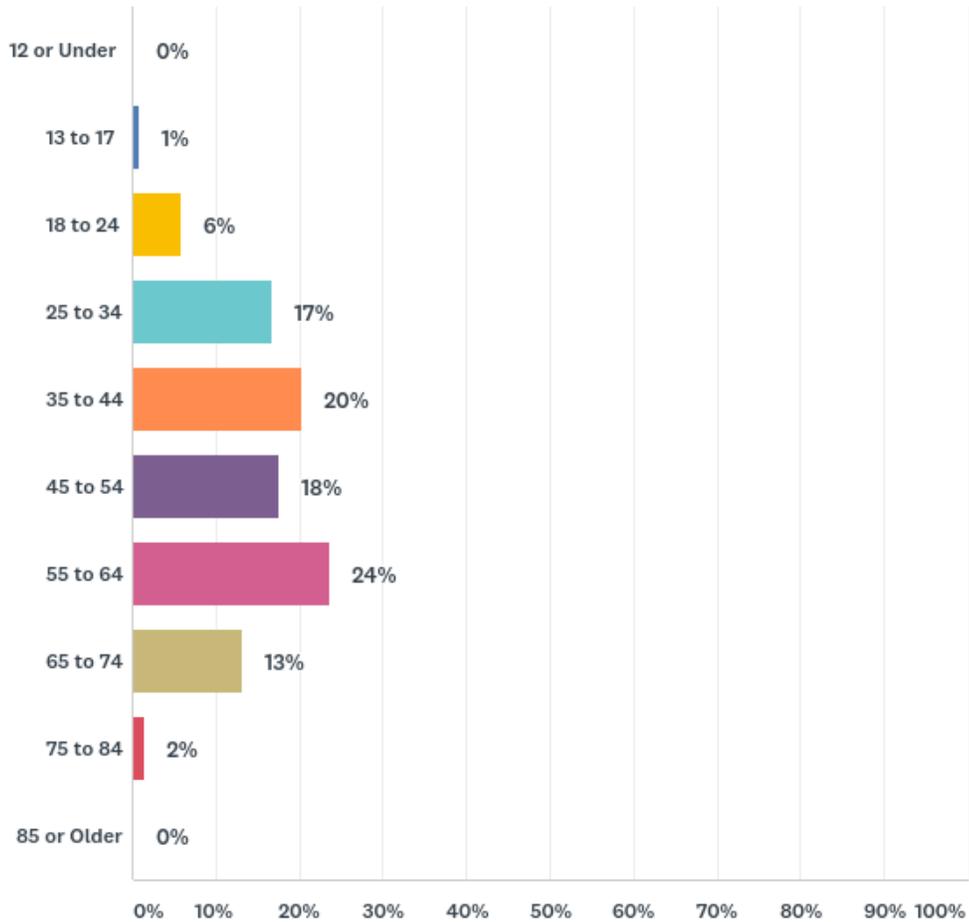
Is Norfolk County your primary place of residence or workplace? R=991

Over 50% indicated they live and work in Norfolk County. 41% said Norfolk County is there primary place of residence. 4% said they work in Norfolk County. 5% of respondents said they don't live or work in Norfolk County, and those participants did not complete the survey.



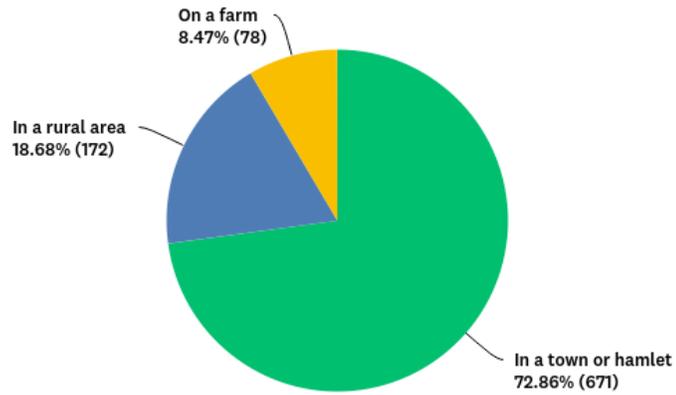
What is your age? R=927

Ages ranged from 13 to 17 years (1% of sample), 18 to 24 (6%), 25 to 34 (17%), 35 to 44 (20%), 45 to 54 (18%), 55 to 64 (24%), 65 to 74 (13%), 75 to 84 (2%).



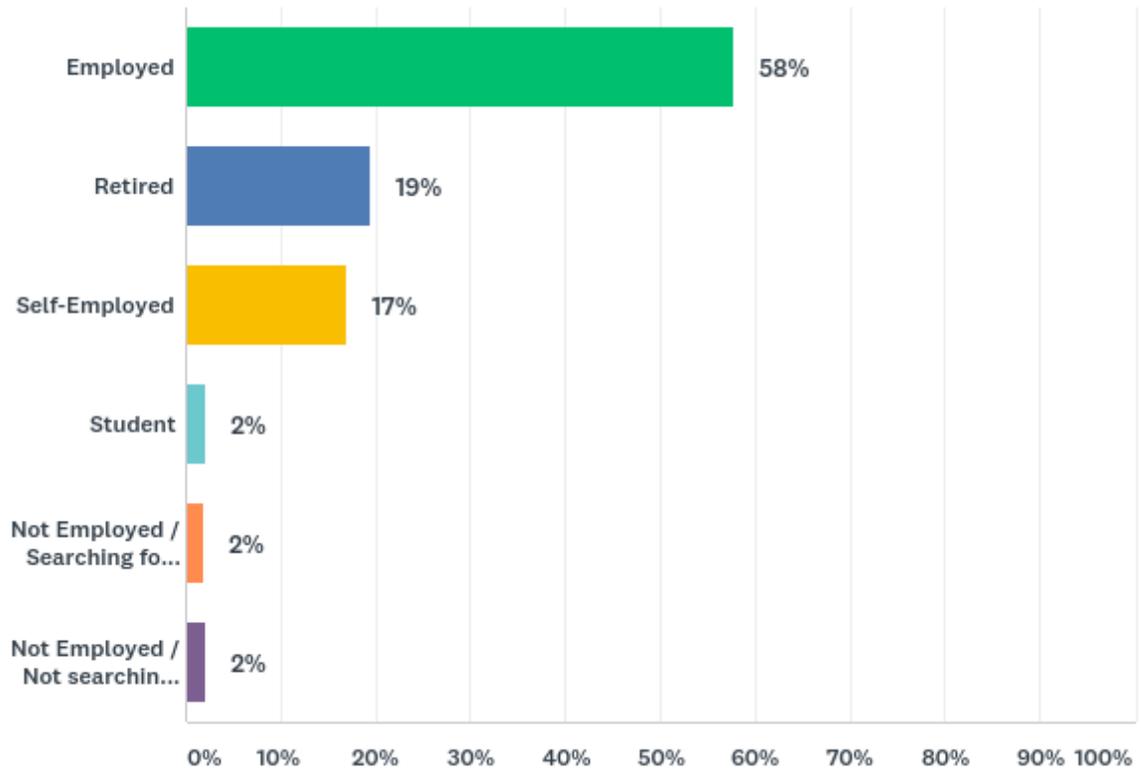
Where do you live and/or work in Norfolk County? R=921

Asked where they live and/or work in Norfolk County, 73% responded “in a town or hamlet”, 19% “in a rural area”, and 8% “on a farm”.



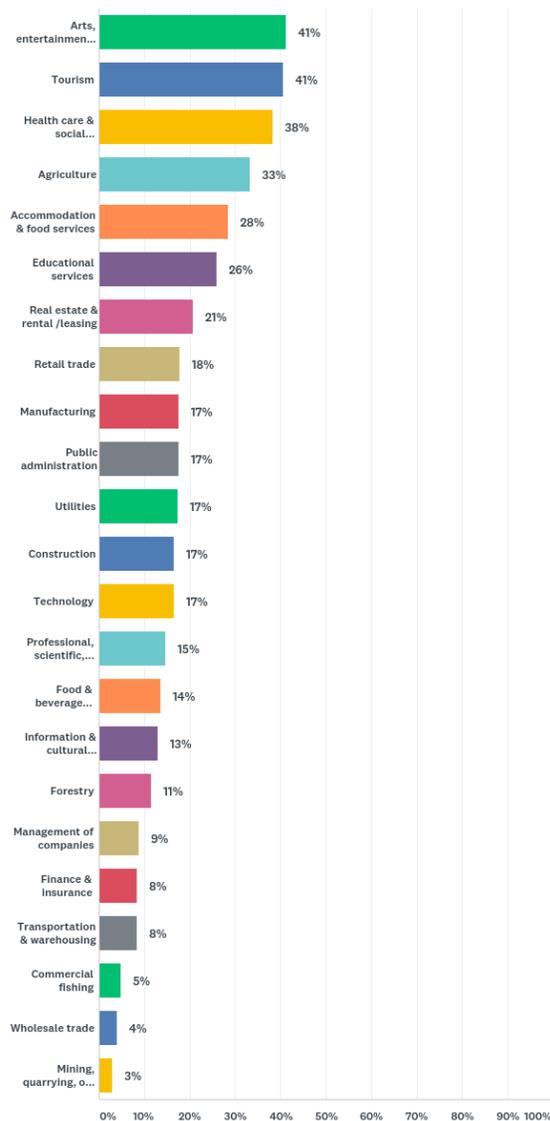
What is your employment status? R=930

Employment status was employed (58%), retired (19%), self-employed (17%), student (2%), not employed / searching for work (2%), not employed / not searching (2%).



Which economic sectors are you most interested in? R=909

Economic sectors respondents were most interested in were arts, entertainment and recreation (41%), tourism (41%), health care and social services (38%), agriculture (33%), accommodation and food services (28%), educational services (26%), real estate and rental / leasing (21%), retail trade (18%), manufacturing (17%), public administration (17%), utilities (17%), construction (17%), technology (17%), professional, scientific and technical (15%), food and beverage (14%), information and cultural industries (13%), forestry (11%), management of companies (9%), finance and insurance (8%), transportation and warehousing (8%), commercial fishing (5%), wholesale trade (4%) and mining, quarrying, oil and gas (3%).



Which town do you consider your "community" in Norfolk County? R=913

Asked which town the respondent considered their "community" in Norfolk County, answers were Courtland (1%), Delhi (15%), Langton (3%), Port Dover (19%), Port Rowan (5%), Simcoe (39%), St. Williams (2%), Turkey Point (5%), Vittoria (3%) and Waterford (9%).

