



Economic Development Strategy 2019

Final Report

The Corporation of Norfolk County

June 2019



Economic Development Strategy 2019

Report prepared by:

Norfolk County

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Economic Development Strategy 2019

1. Executive Summary

Norfolk County has developed three economic development strategies since amalgamation, in 2002, 2011 and 2019.

Strategic directions, focus areas and recommendations contained within this report for the latest Norfolk County Economic Development Strategy are based on local and regional economic data, community consultations, surveys and other engagement.

Opinions from citizens, business owners and other stakeholders was gathered via 2,000 survey responses, dozens of conversations and scores of notes from round table discussions, and engagement with the Project Oversight Team and Technical Advisory Team.

Individuals engaged in the consultations identified Norfolk County's key economic strengths: agriculture and tourism, entrepreneurial spirit, and quality of place and life. They also identified key opportunities: tourism, small business, green industry, agriculture and food.

They envisioned a local economy in five to ten years focused on tourism; industry, manufacturing and business; and farming and food processing.

They expressed a desire for an economic development strategy that reinforced their core values: decent work and economic growth; safe, well-governed communities; clean air and water; healthy citizens / no poverty, and; sustainable communities.

They saw weaknesses in our current situation: downtowns, regulatory issues, leadership, lack of well-paying jobs and industry, and workforce issues. They saw the main obstacles as vision, red tape, the state of our downtowns, infrastructure services and workforce.

They focused on a welcoming business environment, downtown revitalization, and jobs, when asked about high priority issues.

Norfolk County's economic readiness was also explored. Citizens felt our community has a rich and dynamic cultural and social life. There is pride in our achievements. The community has an optimistic spirit. Newcomers are welcome. They said that Norfolk has a distinctive, unique brand, that people prefer to purchase local goods and services, and that successful businesses

want to remain here. They believe there is a pool of talented people available to lead community initiatives, and that the integrity of the environment is a priority for people in Norfolk County.

At round table discussions, those engaged in the process explored what can make us more ready for the future. The most commonly discussed topics were the need for workers, more events, helping downtowns, promoting tourism, assisting youth, more jobs, mentorship programs, and growing population diversity.

Asked at round tables about next steps, preferred options included promoting local businesses, streamlining processes, attracting young professionals, supporting arts and culture, engaging youth, more jobs, more agri-tourism, helping downtowns, more parking and affordable housing.

As a result of these consultations, recommendations were crafted and grouped into three Strategic Directions, under which focus areas and recommendations are outlined in Section 2:

- A. Help Entrepreneurs to Expand Wealth and Prosperity
- B. Harness Community Energy to Improve Public Spaces
- C. Welcome Youth and Newcomers to Grow the Population and Workforce

An interim report was presented to Norfolk County Council, and other consultations were held with stakeholders, business owners and local residents. As a result, the Strategic Directions, focus areas and recommendations were prioritized in this final document.

An additional section includes recommendations for measuring the success of the municipality's efforts in implementing the Economic Development Strategy. Enrolling Norfolk County in the World Cities Data project would be an important first step to determining valuable performance indicators.

Complete project background is available at norfolkbusiness.ca/strategy.

Norfolk County staff will work with Council and stakeholders to set implementation priorities and budgets moving forward.

2. Strategic Directions, Focus Areas, and Recommendations

The Economic Development Strategy Review generated three strategic directions, under which a series of nine focus areas and several recommendations were developed.

The Strategy is structured as follows:

A. Strategic Direction

1) Focus Area

a) Recommendation

Priorities

After a draft interim report was presented to Norfolk County Council, the general public was invited to participate in an online survey designed to prioritize the contents of the final report.

The following pages detail the Strategic Directions, Focus Areas and Recommendations in priority sequence.

Not all recommendations can be implemented by the municipality. Some will require collaboration between levels of government, agencies, local and regional groups, businesses, community non-profits, other stakeholders and citizens in general.

A. Help Entrepreneurs to Expand Wealth and Prosperity

1) Enhance municipal regulations, processes and communication

- a) Review policies, identify opportunities and streamline processes
- b) Prioritize land-use approvals for employment-generating developments
- c) Boost customer service
- d) Refine community festival and event planning
- e) Explore housing alternatives for employees
- f) Review municipal agriculture property taxes
- g) Consider taxing tourists to fund tourism marketing and development
- h) Celebrate business successes

2) Support existing growth businesses

- a) Connect businesses to funding and other supports
- b) Support young entrepreneurs and small business
- c) Assist businesses with their opportunities and challenges through regular visitations
- d) Enhance access to high-speed communications
- e) Prioritize food processing, tech-related agriculture, culinary and sustainable tourism
- f) Host small business workshops
- g) Focus community improvement programs on projects with highest return and geographic areas of highest need
- h) Explore business incubators and investment platforms
- i) Provide opportunities for more overnight tourist accommodations

- j) Grow overnight tourism spending in the off-season
- k) Enhance amenities such as accessibility for disabled persons, public washrooms, beach improvements, gardens, public art, boat dockage, etc.
- l) Utilize technology to support traffic and parking solutions

3) Attract emerging industries

- a) Establish a startup protocol for new businesses
- b) Prefer companies that value work-life balance and our quality of place
- c) Prioritize food processors that value our terroir and use Norfolk County bounty
- d) Encourage development with high-paying jobs and workers who live in Norfolk County
- e) Host industries from target markets and nearby cities
- f) Build an agri-food showcase and culinary-tourism centre
- g) Explore new solutions to energy generation, water and waste management
- h) Promote On-Farm Diversified Uses of appropriate size and scale
- i) Support unique transportation modes to link population centres and tourist nodes
- j) Grow spending by film, television and media producers
- k) Explore legal cannabis-themed tourism experiences

B. Harness Community Energy to Improve Public Spaces

1) Support downtowns as attractive places to visit and invest

- a) Encourage property standards and beautification of public spaces
- b) Coach property owners to enhance development and gentrification
- c) Explore solutions to social challenges
- d) Create spaces for creative individuals to network and collaborate
- e) Provide opportunities for home-based businesses to move into storefronts
- f) Optimize recreational, natural and cultural opportunities
- g) Increase compatible nightlife by expanding tourism experiences
- h) Organize events and space making experiences

2) Improve relationships and communications

- a) Grow collaboration between business associations and local government
- b) Increase business to business communication
- c) Explore opportunities and connections for business unity across Norfolk County

3) Increase participation by citizens in community projects

- a) Inspire citizens to bring forward ideas for projects that boost involvement
- b) Provide training for volunteers in collaborative leadership
- c) Ask youth for solutions, then make them happen quickly
- d) Increase volunteerism with a centralized database and coordinator
- e) Explore ways to support collaboration among service clubs

C. Welcome Youth and Newcomers to Grow the Population and Workforce

1) Connect our workforce to job opportunities

- a) Consult major employers and assist in addressing labour shortages
- b) Attract more post-secondary education programs
- c) Improve links between school boards and businesses
- d) Collaborate on job recruitment drives
- e) Build on relationships with existing workers, including seasonal farm employees

2) Connect workers with housing and amenities

- a) Develop opportunities for housing options that employees, youth, retirees and newcomers can afford
- b) Centralize amenities and infrastructure to serve changing needs
- c) Use technology to expand public transit and other services
- d) Link public transit to major cities

3) Attract new residents

- a) Encourage youth to return to work in Norfolk County
- b) Promote quality of life and local tourism to attract new residents
- c) Collaborate with immigration programs to attract new employees
- d) Attract newcomers by collaborating with agencies, employers, realtors and builders
- e) Collaborate with community groups to welcome new residents



Economic Development Strategy 2019

3. Economic Scan

Census data¹

Population

Population of Norfolk County (2016): 64,044

Language

Mother tongue (2018): English 93%, German 3%, Dutch 1%, Flemish 1%, Spanish 1%, Other 1%

Education

Highest Educational Attainment (2018):

No certificate, diploma or degree 16%

High school diploma or equivalent 30%

Apprenticeship or trades certificate or diploma 10%

College, CEGEP or other non university certificate or diploma 31%

University certificate or diploma below bachelor level 1%

Bachelor's degree 9%

University certificate, diploma or degree above bachelor level 1%

Labour Force

Labour force by occupation (2016):

Trades, transport and equipment operators and related 21%

¹ Census Profile 2016 for Norfolk County. Source: statcan.gc.ca

Sales and service 21%
 Management 11%
 Business, finance and administrative 11%
 Processing, manufacturing and utilities 9%
 Social science, education, government and religion 9%
 Health 6%
 Primary industries 5%
 Natural and applied sciences 3%
 Art, culture, recreation and sport 2%
 Other 2%

Jobs and Average Wage² (2016):

Total Jobs 19,331 (Total Average \$35,400)
 Increase in Jobs since 2011: 1,052 (5.8% increase)
 Retail trade 3,038 (\$22,830)
 Health care and social assistance 2,527 (\$42,169)
 Accommodation and food services 2,395 (\$13,214)
 Manufacturing 2,180 (\$44,338)
 Educational services 1,301 (\$58,837)
 Agriculture, forestry, fishing and hunting 1,094 (\$19,372)
 Public administration 1,061 (\$52,912)
 Wholesale trade 866 (\$39,112)
 Construction 857 (\$52,166)
 Finance and insurance 663 (\$35,363)
 Administrative / support, waste management, remediation 605 (\$24,731)
 Other services (except public administration) 491 (\$37,153)

² Economic Overview, Norfolk County, EMSI Analyst. Source: norfolkcounty.ca

Transportation and warehousing	483 (\$39,592)
Professional, scientific and technical services	454 (\$37,697)
Arts, entertainment and recreation	444 (\$23,019)
Unclassified	351 (\$50,889)
Real estate, rental and leasing	195 (\$41,233)
Information and cultural industries	187 (\$36,566)
Utilities	124 (\$90,398)
Mining, quarrying, oil and gas extraction	18 (\$87,373)

Growing and Declining Occupations – Top 3³

Growing (Increase in Jobs from 2011 to 2016)

Cooks: +129

Store shelf stockers, clerks and order fillers: +86

Retail sales supervisors: +74

Declining (Decrease in Job Numbers from 2011 to 2016)

Nursery and greenhouse workers: -87

Cashiers: -78

Retail and wholesale trade managers: -76

Household Income⁴

Median total income of Norfolk County households in 2015 was \$67,338, up 6.5% since 2005, according to Statistics Canada. Between 2005 and 2015, Norfolk County experienced the highest rate of growth in median household total income in southwestern Ontario, followed by Hamilton (5.3%), Ingersoll (4.2%), Woodstock (3.3%), Brantford (2.6%), Guelph (2.5%), Kitchener-Waterloo (1.4%), Sarnia (1.2%) and Stratford (1.0%). At 8.6% growth during the period of

³ Economic Overview, Norfolk County, EMSI Analyst. Source: norfolkcounty.ca

⁴ Statistics Canada. Source: [Income Highlight Tables, 2016](#)

2005 to 2015, Norfolk County also experienced the highest rate of growth in after-tax median household total income in southwestern Ontario, followed by Hamilton (7.6%), Ingersoll (7.1%), Brantford (5.5%), and Guelph (5.2%).

Incidence of Low Income⁵

The percentage of persons with low income was 12.7% in Norfolk County in 2015, which is lower than the Ontario average (14.4%) and the average in Canada (14.2%).

Exports – Top 5⁶

Total Exports (2013): \$2.3 billion

Manufacturing \$942,300,891

Agriculture, forestry, fishing and hunting \$333,855,919

Public administration \$213,982,212

Health care and social assistance \$164,425,227

Education Services \$97,123,524

Imports – Top 5⁷

Total Imports (2013): \$2.7 billion

Locally Produced and Consumed: \$991.7 million (27% of demand)

Manufacturing \$825,018,670

Public administration \$268,798,347

Agriculture, forestry, fishing and hunting \$177,987,801

Health care and social assistance \$150,734,244

Finance and insurance \$128,802,006

⁵ Ibid.

⁶ Economic Overview, Norfolk County, EMSI Analyst. Source: norfolkcounty.ca

⁷ Economic Overview, Norfolk County, EMSI Analyst. Source: norfolkcounty.ca

Growing and Declining Industries – Top 3⁸

Growing (Increase in Jobs from 2011 to 2016)

Full-service restaurants and limited-service eating places: +425

Soap, cleaning compound and toilet preparation manufacturing: +125

Other amusement and recreation industries: +115

Declining (Decrease in Job Numbers from 2011 to 2016)

Farms: -246

Religious organizations: -62

Architectural and structural metals manufacturing: -62

Dwellings⁹

Number of private dwellings occupied by usual residents: 26,007

Single-detached house 22,527

Apartment in a building that has fewer than 5 storeys 1,735

Row house 828

Semi-detached house 776

Apartment in a building that has 5 or more storeys 440

Apartment or flat in a duplex 572

Movable dwelling 186

Other single-attached house 101

Sources of Economic Information

Census profiles, statistical data, regional comparisons, workforce reports and other informational documents were reviewed:

⁸ Ibid.

⁹ Census Profile 2016 for Norfolk County. Source: statcan.gc.ca

- Census Profile 2016 for Norfolk County¹⁰
- Census Profile 2011 of Norfolk County¹¹
- Community Profile Overview of Norfolk County¹²
- Economy Overview Norfolk County¹³
- Employees Jobs Change 2011-2017¹⁴
- Industries Ranked in Norfolk County¹⁵
- Industry Supply Chain - Farms¹⁶
- Industry Supply Chain Manufacturing¹⁷
- Industry Supply Chain Tourism¹⁸
- Regional Comparison by Industry – Agriculture¹⁹
- Regional Comparison by Industry – Manufacturing²⁰
- Regional Comparison by Industry – Tourism²¹
- Report: Newcomers to Norfolk County²²
- Finger Lakes Study Tour Report 2015²³
- Finger Lakes Study Tour 2016²⁴

¹⁰ Census Profile 2016 for Norfolk County. Source: statcan.gc.ca

¹¹ Census Profile 2011 for Norfolk County. Source: statcan.gc.ca

¹² Community Profile Overview, Norfolk County. Source: townfolio.co

¹³ Economic Overview, Norfolk County, EMSI Analyst. Source: norfolkcounty.ca

¹⁴ Employees Job Change, Norfolk County 2011-2018, EMSI Analyst. Source: norfolkcounty.ca

¹⁵ Industries Ranked in Norfolk County, 2018. EMSI Analyst. Source: norfolkcounty.ca

¹⁶ Industry Supply Chain – Farms, 2018. EMSI Analyst. Source: norfolkcounty.ca

¹⁷ Industry Supply Chain – Manufacturing, 2018. EMSI Analyst. Source: norfolkcounty.ca

¹⁸ Industry Supply Chain – Tourism, 2018. EMSI Analyst. Source: norfolkcounty.ca

¹⁹ Regional Comparison by Industry – Agriculture. EMSI Analyst. Source: norfolkcounty.ca

²⁰ Regional Comparison by Industry – Manufacturing. EMSI Analyst. Source: norfolkcounty.ca

²¹ Regional Comparison by Industry – Tourism. EMSI Analyst. Source: norfolkcounty.ca

²² Newcomers to Norfolk County. Source: norfolkcounty.ca

²³ Finger Lakes Study Tour 2015. Source: norfolkcounty.ca

²⁴ Finger Lakes Study Tour 2016. Source: norfolkcounty.ca

4. Strengths, Weaknesses, Opportunities, Threats

Analysis of the survey conducted in summer 2018 is summarized in “*Survey Analysis: Strengths, Weaknesses, Opportunities, Industries Envisioned, Obstacles, High Priority Issues & Values*” Report²⁵. There were 1,001 responses.

Strengths

1. Agriculture and 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 and food
3. Amenities

²⁵ Survey Analysis: Strengths, Weaknesses, Opportunities, Industries Envisioned, Obstacles, High Priority Issues & Values, December 2018. Source: norfolkbusiness.ca

Industries Envisioned

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

Obstacles

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

High Priority Issues

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

5. Values and Guiding Principles

Citizens of Norfolk County ranked various community values or guiding principles as part of the “Strengths, Weaknesses, Opportunities, Threats and Values Survey” conducted between June and September 2018. More than 600 people responded to this section of the survey.

The ten choices for community values on the survey were based on the United Nations’ Division for Sustainable Development Goals (DSDG) 17 internationally agreed development goals²⁶.

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership.

They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

In order to make the 2030 Agenda a reality, broad ownership of the SDGs must translate into a strong commitment by all stakeholders to implement the global goals.

UN Sustainable Development Goals

1. End poverty in all its forms everywhere
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all at all ages

²⁶ United Nations Sustainable Development Goals. Source: sustainabledevelopment.un.org/

4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts*
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

Norfolk County Community Values Survey

In terms of values, respondents were asked to rank ten choices in the order set out below:

“Which community values are most important to you for a positive future?”

- Decent work & economic growth (Score: 7.28)
- Safe, well-governed communities (Score: 6.33)
- Clean air & water (Score: 6.18)
- Healthy citizens / No poverty (Score: 6.12)
- Sustainable communities (Score: 5.88)
- Quality education opportunities (Score: 5.64)
- Innovation & infrastructure renewal (Score: 5.56)
- Affordable & clean energy (Score: 5.09)
- Plant, animal & habitat diversity (Score: 4.05)
- Reduce inequalities (Score: 3.28)

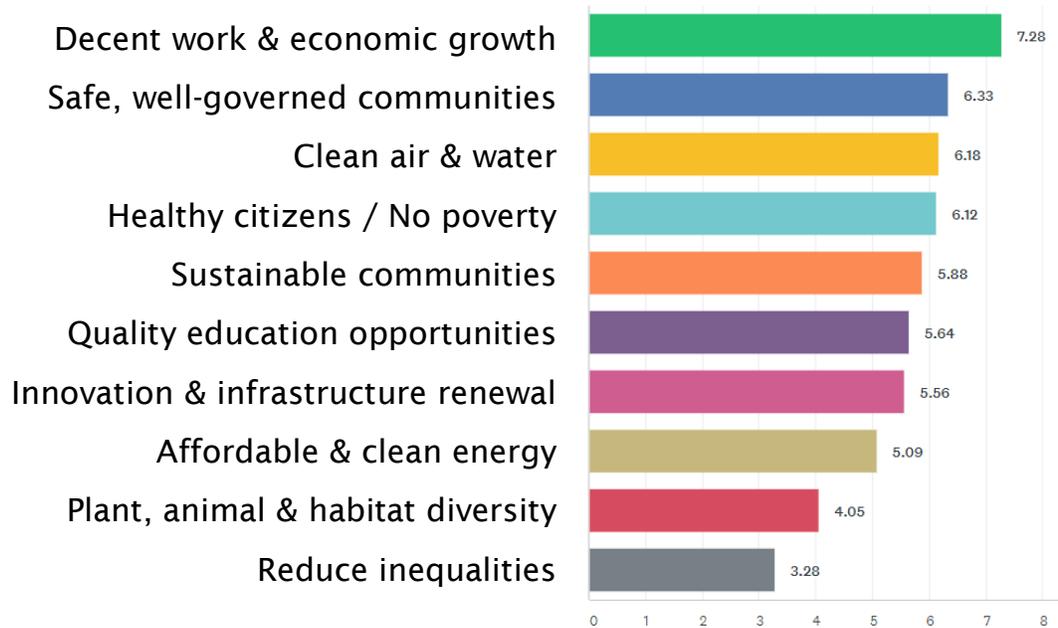
Overall scores were calculated for all respondents. “Decent work & economic growth”, “Safe, well-governed communities” and “Clean air & water” emerged as the Top 3 community values for all respondents to the survey. The bar chart on the next page outlines the ranking of community values.

Subgroup comparisons were also calculated for the following communities – Delhi, Port Dover, Port Rowan, Simcoe and Waterford; and economic sectors: Agriculture; Arts, Entertainment & Recreation; Education; Health Care & Social Services; Manufacturing; and Tourism.

Top 3 values varied, depending on the community and the economic sector, and these comparisons were highlighted at round table consultations.

For a more detailed analysis of the responses to survey questions about community values, review the “Survey of Community Values” Report²⁷.

Ranking of Community Values



²⁷ Survey of Community Values Report, September 2018. Source: norfolkbusiness.ca

6. Community Readiness

The publication, *Starting Strong: Rural Community Economic Development Planning & Assessment Guide*²⁸, written by the Centre for Innovative and Entrepreneurial Leadership and funded by the Province of British Columbia, was utilized to evaluate Norfolk County's perceived readiness. It is one of few tools available that provides numeric evaluation of community readiness in Canada. The Guide suggests adding the scores together for each area, then adding the scores of all themes together. The Guide proposes strategies that fit for the community's level of readiness.

Between June and September 2018, Norfolk County citizens were asked to participate in the "Are We Ready for the Future" online survey. For more details on the responses, review *Community Readiness Survey Analysis*²⁹ at norfolkbusiness.ca. More than 500 respondents scored the community readiness of Norfolk County from six perspectives:

- **Connections and Cooperation:** Does the community have the ability to draw together to achieve community-wide goals? Is everyone included?
- **Community Vitality:** Does the community have a rich and dynamic cultural and social life; is there pride in achievements, and celebrations of success?
- **Leadership:** Do individuals and groups take effective leadership responsibility and are they responsive and democratic?
- **Strategic Capacity:** Are the physical and financial resources available to meet the community's vision? Is there a community plan?
- **Community Sustainability:** Does the community have economic, social and environmental self-sufficiency?

²⁸ Starting Strong: Rural Community Economic Development Planning & Assessment Guide. Source: ccednet-rcdec.ca

²⁹ Community Readiness Survey Analysis Report. Source: norfolkbusiness.ca

- **Business Health:** Does the community identify and act on business opportunities? Does the community encourage and support its entrepreneurs?

The Guide provides an easy-to-score assessment so communities can begin to gauge their strengths and weaknesses in six foundational areas of community economic development:

Community Readiness Scores	Score (Between -72 and +72 points)
Connections and Cooperation	-0.70
Community Vitality	+5.50
Leadership	-0.10
Strategic Capacity	-0.70
Community Sustainability	-1.70
Business Health	+0.50
TOTAL SCORE (Between +72 and -72)	+2.80

The levels of readiness outlined by the Guide indicate that overall scores fall within a range of -72 to +72 points.

A score between -72 and -37 describes a community “**Getting Ready to Move**”, with a dire need for community economic development initiatives.

A score between -36 and -1 describes a community which should take “**Small Steps**” forward.

Based on the overall score of **+2.80**, the Guide suggests that Norfolk County use a “**Large Steps**” approach (scores of 0 to +36):

- Move from small project (one time only) to program (ongoing) approach to ensure continuity and success

- Integrate principles into most community planning and programming, as Community Economic Development (CED) is understood by most community leaders
- Use community assets to create strategic CED directions for community
- Continue 'Buy local' initiatives

“**Large Leaps**”, according to the Guide, are warranted in communities that score between +37 and +72. Norfolk County is already using some of these more sophisticated approaches, such as:

- Become a leader community and a catalyst for teaming up with neighbouring communities
- Integrate CED principles into all programming, as they are second nature to all groups and organizations in the community
- A CED strategy or plan informs the official community plan
- Strong community/ regional brand; joint marketing and export strategy for local businesses



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7. Consultations and Feedback

The “Strengths, Weaknesses, Opportunities, Threats and Values Survey” was conducted from June to September 2018. Total responses were 1,001. The “Community Readiness Survey”, conducted concurrently, received more than 500 responses. Round table consultations in fall 2018 generated feedback from identifiable individuals active in the community. There were 159 participants at ten round tables scheduled between September and November 2018: 5 community round tables in Delhi, Port Dover, Port Rowan, Simcoe and Waterford; and five sector round tables for Agriculture and Agribusiness, Emerging Industries, Manufacturing and Food Processing, Tourism, and Youth and Young Professionals. Feedback was published in the “Round Table Notes & Analysis³⁰” report in December 2018. Commonalities in all feedback helped create a framework for draft recommendations presented to Norfolk County Council in February 2019. The following feedback was common among consultations.

Which strengths should we lean on?

Community, agriculture, tourism, businesses.

Which opportunities should we focus on?

Tourism, community, local, event.

Which values affect the opportunities pursued?

Strong community, decent jobs / work, community involvement, farm, support local, new ideas.

³⁰ Round Table Notes & Analysis, December 2018. Source: norfolkbusiness.ca

What can make us more ready for the future?

Need workers, more events, help downtowns, promote tourism, assist youth, mentorship programs, grow population diversity.

What are the next steps?

More events, promote local, help downtowns, promote tourism, streamline processes, more parking, attract young professionals, support arts and culture, engage youth, more jobs, more agri-tourism, affordable housing. Topics highlighted only in specific community or sector round tables may be potentially addressed within that community or sector.

Symposium Interactive Feedback Session

The annual Economic Development Symposium on February 7, 2019, provided an opportunity to gather initial feedback from a well engaged group of local business owners and influencers. Respondents were also asked to provide their vision for Norfolk County's economy in 2029. A report³¹ was published on norfolkbusiness.ca.

Final Priorities Survey

A third online survey was conducted in February / March 2019 to gather feedback from citizens about priorities. The recommendations from the Interim Report were outlined. Respondents helped shape the order in which the recommendations appear in the final report. The results³² were published on norfolkbusiness.ca.

³¹ Symposium Interactive Feedback Session, February 2019. Source: norfolkbusiness.ca

³² Economic Development Strategic Directions survey, March 2019. Source: norfolkbusiness.ca

Satisfaction Survey

A fourth online survey of round table participants and advisory board members helped establish satisfaction levels among participants about the deliverables of the project. There were 32 respondents.

- 81% were very satisfied or satisfied with the inclusiveness of the round tables and the consultation process
- 97% responded that Norfolk County should use the Round Table format for future community consultations
- 67% were very satisfied or satisfied with the final Strategic Themes developed by the process
- 50% confirmed that the priority focus of the Strategy should be to “Help Make Our Entrepreneurs More Successful”, followed “Harness Community Energy to Improve Our Spaces” at 37% and “Grow and Diversify our Population” at 13%
- 83% were very satisfied or satisfied with the recommendations proposed under the Strategic Theme of “Help Make Our Entrepreneurs More Successful”
- 76% were very satisfied or satisfied with the recommendations proposed under the Strategic Theme of “Harness Community Energy to Improve Our Spaces”
- 69% were very satisfied or satisfied with the recommendations proposed under the Strategic Theme of “Grow and Diversify our Population”
- 76% were very satisfied or satisfied in general with the Economic Development Strategic Plan Review process



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8. Performance Measurement

The Report, *Performance Measurement in Economic Development*³³, published in 2011 by the Economic Development Association of Canada (EDAC), provides guidance to Canadian economic developers for the creation of their own metrics.

The initial goal of the report aimed to create a standardized template or model to be used by all economic developers to provide a consistent level of reporting. However, it became apparent though that the profession is too disparate for that ever to be possible.

“Economic development has evolved in the last few decades as programs of small business development, business retention and expansion and entrepreneurial development have been added to traditional business attraction programs,” the Report states. “As well the governance models for economic development organizations are evolving making a standardized template impractical.”

A survey of the EDAC membership determined that no single metric was cited by all respondents. The most often cited indicators were:

1. New Businesses Opened (73.4%)
2. Population (67.0)
3. Jobs Created (60.6%)
4. Workforce (60.6%)
5. Inquiries Received (59.6%)

³³ Performance Measurement in Economic Development. Source: <http://edac.ca>

Theories about metrics

The report, *Redefining Economic Development Performance Indicators for a Field in Transition*³⁴, by the Centre for Regional Economic Competitiveness (2016) examines metrics that capture a wider approach to economic development by focusing on indicators related to job quality, worker prosperity and business dynamics:

- a) Connect metrics to program activity.
- b) Adopt metrics addressing job quality, business dynamics
- c) Report program-related outcomes distinct from broader indicators
- d) Evaluate feasibility, quality, and availability of source data
- e) Find indicators that can be used to understand economic inclusivity
- f) Create a communication plan to drive productive use of economic development program outcome data.

Monitoring practices from previous strategies

The Economic Development Strategy endorsed by Council in 2011 used an annual Monitoring Report³⁵ that showed the status of all recommendations as complete, underway, challenged, exploring options or not proceeding.

The Economic Development Strategy endorsed by Council in 2002 used a situation analysis³⁶ to track results as complete or ongoing, partial result or no result.

³⁴ Redefining Economic Development Performance Indicators for a Field in Transition. Source: creconline.org

³⁵ Monitoring Report, May 2017. Source: norfolkcounty.ca

³⁶ Situation Analysis, July 2011. Source: norfolkbusiness.ca

World Council on City Data

The World Council on City Data (WCCD) hosts a network of innovative cities committed to improving services and quality of life with open city data and provides a consistent and comprehensive platform for standardized metrics. The WCCD is a global hub for creative learning partnerships across municipalities, international organizations, corporate partners, and academia to further innovation, envision alternative futures, and build better and more livable communities.

The WCCD is implementing ISO 37120 Sustainable Development of Communities: Indicators for City Services and Quality of Life, the new international standard created by municipalities, for municipalities. According to the International Organization for Standardization, the ISO 37120 Standard contributes to several UN Sustainable Development Goals.

Municipalities in Canada which have enrolled in WCCD are Cambridge, Mississauga, Oakville, Quebec City, Saint-Augustin-de-Desmaures, Shawinigan, Surrey, Toronto, Vaughan, Whitby and Welland.

The indicators³⁷ (including a comprehensive set of 100 indicators that measure a municipality's social, economic, and environmental performance) are categorized under 17 themes on municipal services and quality of life:

Profile

- Total city population
- City land area
- Population density
- Country gross domestic product
- City gross operating budget
- City gross capital budget

³⁷ Indicators for City Services and Quality of Life. Source: dataforcities.org/wccd

- Percentage of country's population
- Percent of population that are youth aged 15-24
- Percent of population that are seniors aged 65+
- Annual population change
- Percent of population foreign born
- Percent of population that are new immigrants
- Percent of population that are children aged 0-14
- Percent of population that are adults aged 25-64
- Male to Female ratio (number of males per 100 females)
- Population dependency ratio
- Percent of population who are non citizens
- Total number of households
- Person per unit
- Total number of occupied dwelling units (owned and rented)
- Dwelling density per sq/km
- Average household income (USD)
- City product per capita (USD)
- Employment annual percent change - based on last 5 year data
- Annual inflation rate - average last 5 years
- Income distribution (GINI Coefficient)
- Country GDP per capita (USD)
- City product as a percent of country's GDP

- Percent of non-residential area
- Average annual rain (mm)
- Number of native species
- Average annual temperature Celsius
- Average annual snowfall (cm)

Economy

- Assessed value of commercial and industrial properties as a percentage of total assessed value of all properties
- City's unemployment rate
- Percentage of city population living in poverty
- Percentage of persons in full-time employment
- Youth unemployment rate
- Number of businesses per 100 000 population
- Number of new patents per 100 000 population per year

Education

- Percentage of female school-aged population enrolled in schools
- Percentage of students completing primary education: survival rate
- Percentage of students completing secondary education: survival rate
- Primary education student/teacher ratio
- Percentage of male school-aged population enrolled in schools
- Percentage of school-aged population enrolled in schools
- Number of higher education degrees per 100 000 population

Energy

- Total residential electrical energy use per capita (kWh/year)
- Percentage of city population with authorized electrical service
- Energy consumption of public buildings per year (kWh/ m2)
- Percentage of total energy derived from renewable sources, as a share of the city's total energy consumption
- Total electrical energy use per capita (kWh/year)
- Average number of electrical interruptions per customer per year
- Average length of electrical interruptions (in hours)

Environment

- Fine particulate matter (PM2.5) concentration
- Particulate matter (PM10) concentration
- Greenhouse gas emissions measured in tonnes per capita
- NO2 (nitrogen dioxide) concentration
- SO2 (sulphur dioxide) concentration
- O3 (Ozone) concentration
- Noise pollution
- Percentage change in number of native species

Finance

- Debt service ratio (debt service expenditure as a percentage of a municipality's own- source revenue)
- Capital spending as a percentage of total expenditures

- Own-source revenue as a percentage of total revenues
- Tax collected as a percentage of tax billed

Fire and Emergency Response

- Number of firefighters per 100 000 population
- Number of fire related deaths per 100 000 population
- Number of natural disaster related deaths per 100 000 population
- Number of volunteer and part-time firefighters per 100 000 population
- Response time for emergency response services from initial call
- Response time for fire department from initial call

Governance

- Voter participation in last municipal election (as a percentage of eligible voters)
- Women as a percentage of total elected to city-level office
- Percentage of women employed in the city government workforce
- Number of convictions for corruption and/or bribery by city officials per 100 000 population
- Citizens' representation: number of local officials elected to office per 100 000 population
- Number of registered voters as a percentage of the voting age population

Health

- Average life expectancy
- Number of in-patient hospital beds per 100 000 population

- Number of physicians per 100 000 population
- Under age five mortality per 1 000 live births
- Number of nursing and midwifery personnel per 100 000 population
- Number of mental health practitioners per 100 000 population
- Suicide rate per 100 000 population

Recreation

- Square meters of public indoor recreation space per capita
- Square meters of public outdoor recreation space per capita

Safety

- Number of police officers per 100 000 population
- Number of homicides per 100 000 population
- Crimes against property per 100 000
- Response time for police department from initial call
- Violent crime rate per 100 000 population

Shelter

- Percentage of city population living in slums
- Number of homeless per 100 000 population
- Percentage of households that exist without registered legal titles

Solid Waste

- Percentage of city population with regular solid waste collection (residential)

- Total collected municipal solid waste per capita
- Percentage of the city's solid waste that is recycled
- Percentage of the city's solid waste that is disposed of in a sanitary landfill
- Percentage of the city's solid waste that is disposed of in an incinerator
- Percentage of the city's solid waste that is burned openly
- Percentage of the city's solid waste that is disposed of in an open dump
- Percentage of the city's solid waste that is disposed of by other means
- Hazardous Waste Generation per capita (tonnes)
- Percentage of the city's hazardous waste that is recycled

Telecommunication and Innovation

- Number of internet connections per 100 000 population
- Number of cell phone connections per 100 000 population
- Number of landline phone connections per 100 000 population

Transportation

- Kilometres of high capacity public transport system per 100 000 population
- Kilometres of light passenger public transport system per 100 000 population
- Annual number of public transport trips per capita
- Number of personal automobiles per capita
- Percentage of commuters using a travel mode to work other than a personal vehicle

- Number of two-wheel motorized vehicles per capita
- Kilometres of bicycle paths and lanes per 100 000 population
- Transportation fatalities per 100 000 population
- Commercial air connectivity (number of non-stop commercial air destinations)

Urban Planning

- Green area (hectares) per 100 000 population
- Annual number of trees planted per 100 000 population
- Areal size of informal settlements as a percentage of city area
- Jobs/housing ratio

Wastewater

- Percentage of city population served by wastewater collection
- Percentage of the city's wastewater that has received no treatment
- Percentage of the city's wastewater receiving primary treatment
- Percentage of the city's wastewater receiving secondary treatment
- Percentage of the city's wastewater receiving tertiary treatment

Water and Sanitation

- Percentage of city population with potable water supply service
- Percentage of city population with sustainable access to an improved water source
- Percentage of population with access to improved sanitation
- Total domestic water consumption per capita (litres/day)

- Total water consumption per capita (litres/day)
- Average annual hours of water service interruption per household
- Percentage of water loss (unaccounted for water)

Recommendations for Performance Measurement for Norfolk County

1. Enroll the municipality in the World Council of Cities Data Project and monitor Norfolk County's compliance with ISO 37120 through consultations with Advisory Boards and Council.
2. Encourage business associations to collaborate on a periodic economic survey³⁸ of members with common questions.
3. Monitor progress on the Economic Development Strategy via an annual report annually to Advisory Boards and Council

³⁸ Quarterly Economic Survey Example, Cornwall. Source: cornwallchamber.co.uk/ges

9. Terms of Reference

An economic development strategy is an important document for every municipality to develop and implement. Norfolk County approved its first economic development strategy in 2002 and updated it in 2011. The following terms of reference for the Norfolk County Economic Development Strategy Review for 2018-19 were approved by Council on April 10, 2018³⁹.

Scope of Review

The scope of the Economic Development Strategy Review looked forward to 2024, in terms of visioning outcomes. The review focused primarily upon goals and recommendations that municipal government and administration 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 could 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

Key activities of the Economic Development Strategy Review were to include: review of current economic data and trends, review of assets, analysis of strengths, weaknesses, opportunities and threats, review of values and guiding principles, review of vision and mission, stakeholder and community consultations, develop preferred outcomes and strategic directions, propose recommendations and related performance measures, additional stakeholder and community consultations, endorsement by advisory boards, endorsement by Norfolk County Council, and communication of the plan.

³⁹ Report DCS 18-33, Economic Development Strategy Review Terms of Reference. Source: norfolkbusiness.ca

Facilitation and Oversight

The review was facilitated by the Director of Tourism and Economic Development, with assistance from staff from the Tourism and Economic Development Department.

A Project Oversight Team (POT) was established to advise the Director of Tourism and Economic Development. The team met during the process. Membership on POT was appointed by Council and included the following:

- Gail Bouw, Chair, Tourism & Economic Development Advisory Board (TEDAB)
- Brett Schuyler, Chair, Agriculture Advisory Board (AAB)
- Michelle Kloepfer, Additional Member, TEDAB
- Dusty Zamecnik, Additional Member, AAB
- Nick Kokkoros, Volunteer representing the general public
- Olivia Collver, Volunteer aged 15 to 29 representing youth
- Chief Administrative Officer
- General Manager, Development and Cultural Services
- Director, Tourism and Economic Development

A Technical Advisory Team was established including municipal staff and representatives of other senior government agencies, appropriate Provincial Ministries and regional associations. All Norfolk County Departments had the opportunity to assign a staff member to serve on the Technical Advisory Team. This team met throughout the process.

Both the Tourism and Economic Development Advisory Board and the Agriculture Advisory Board were provided regular updates on the Economic Development Strategy Review project.

Community Consultation and Communications

Community and stakeholder consultations included 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 were also set up to focus on

particular industry sectors, current issues, or trends. Every effort was made to balance sectors and issues, and to gather feedback from all wards of the municipality.

Communications included media relations⁴⁰, newspaper advertising, social media, email newsletters, and other forms of promotion. Progress was tracked on the website at norfolkbusiness.ca/strategy, where feedback was also be received.

Timeline

Key delivery dates for Council’s purposes were as follows:

April 10, 2018	Approval of Terms of Reference ⁴¹
October 2018	Project update: review of data and trends; values and guiding principles; vision and mission statement; Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis (Memos provided, June and September 2018)
February 2019	Project update: review of community consultations, preferred outcomes, draft strategic directions, potential performance measures (Project Oversight Team meeting minutes circulated to Council regularly; Interim Recommendations Report ⁴² to Council-in-Committee, February 19, 2019)
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 was controlled within the existing budget of the Tourism and Economic Development Department. If a request from the public was received by Council to expand

⁴⁰ Brantford Expositor / Simcoe Reformer news item. Source: brantfordexpositor.ca

⁴¹ D.C.S. 18-33, Terms of Reference. Source: norfolkbusiness.ca

⁴² Interim Recommendations to Norfolk County Council. Source: norfolkbusiness.ca

upon the scope, facilitation, consultation or timeline of the project, staff would have advised on additional funding required. No such request was received.

Format of Review

The Economic Development Strategy Review final document was expected to 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 is to be referenced when budgets are prepared for future years. Depending on resources available, recommendations may be activated by staff and others in subsequent years.

Monitoring of Strategy Progress

After approval of the report, annual monitoring reports are to 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.

10. Acknowledgements

Project Oversight Team

Gail Bouw

Michelle Kloepfer

Brett Schuyler

Olivia Collver

Nick Kokkoros

Dusty Zamecnik

Technical Advisory Committee

Gary Beemer,
Haldimand Norfolk
Health & Social
Services

Nancy Fallis, Ontario
Ministry of Tourism,
Recreation & Culture

Jim Hudson,
Southwestern Ontario
Tourism Corp.

Stuart Burnett, Norfolk
Paramedic Services

Laura Gibson, Ontario
Ministry of Economic
Development

Heather King, Norfolk
County Public Library

Kate Burns, Western
Ontario Wardens
Caucus

Jill Halyk, Workforce
Planning Board of
Grand Erie

James Johnson,
Norfolk County
Finance Department

Melissa Collver,
Norfolk County
Heritage & Culture
Department

Clark Hoskin, Norfolk
County Tourism and
Economic
Development

Nick Kinkel, Ministry
of Agriculture, Food
and Rural Affairs

Kimberly Earls, SCOR
Economic
Development Corp.

Gary Houghton,
Norfolk County
Engineering

Gordon Potts, Venture
Norfolk

Matt Terry, Norfolk
County Corporate
Communications

Development and Cultural Services Staff

Lorraine DeSerrano

Tracy Haskett

Jerry Sucharyna

Chris Garwood

Christina Lounsbury

Ted Willey

Delhi Round Table

Les Berta	Dean Morrison	Darryl Smart
Mike Columbus	Jim Norman	Teresa Wybo
Roger Geysens	Andy Putoczki	
Ken Handsaeme	Dave Rusnak	

Port Dover Round Table

William (Bill) Addison	Caroline Jager	Andrew Schneider,
Paul Boulanger	Ron Keating	Mark Stortini
Peter Butler	Nada Ladi	Alan Strang
Richard Czerlau	Jim Lomas	Eric Thomson
Christie Delahunt	Meika Matthews	
Nicole Inglis	Paul Morris	

Port Rowan Round Table

Sheri Bouck	Scott Kaskull	Cindy Present
Scott Bouck	Lois Lounsbury	Tony Steddy
Dave Cameron	Ted Mole	Cindy Vanderstar
David Fett	John Peets	

Simcoe Round Table

Les Anderson	Amanda Dooney	Stephen Niece
Gary Beemer	Sue Downs	Ian Rabbitts
Jessica Bommarito	John Harris	Crystal Rieck
Joe Botscheller	Dave Harrison	Tanya Van Rooy
Gail Bouw	Adam Liefel	Dustin Wakeford
Andrew Costigan	Meika Matthews	
Lucas Crandall	Tiffany Niece	

Waterford Round Table

Kerry Bockenholt	Wanda Heimbecker	Jennifer Welsh
Anita Buehner	Barry Malcolm	Frank Woodcock
Denise Carter	Jean Montgomery	
Bret Colman	Doug Montgomery	

Agriculture Round Table

Mike Berkel	Nick Kinkel	Gordon Potts
Anita Buehner	Janet Liciskai	Erich Remler
Trish Fournier	Ken McCormack	Brett Schuyler
Drew Honderich	Murray McLaughlin	Will Stoneman

Emerging Industries Round Table

Gary Beemer	Amanda Dooney	Ian Rabbitts
Jessica Bommarito	Gerald Duncan	Tanya Van Rooy
Gail Bouw	Kim Huffman	
Michael Chwastiak	Cindy Present	

Manufacturing / Food Processing Round Table

Hayden Dooney	Jeff Miedema	Brad Small
Laura Gibson	Steve Miedema	Jeff Ayotte
Ken Handsaeme	Marc Vandebussche	Paul Lucas

Tourism Round Table

Gail Bouw	Martin Gaudet	Joshua Reid
Dave Cameron	Wanda Heimbecker	Lynda Steffler
Dave Challen	Paula Jongerden	Michael Timmermans
Karla Cyr	Nick Kinkel	Tanya Van Rooy
Amanda Dooney	Michelle Kloepfer	Ana Yuristy
Gerald Duncan	Phil Poss	
Nicole Gaudet	Cindy Present	

Young Professionals / Youth Round Table

J.P. Antonacci	Alexandria Deer	Ben Morrison
Jessica Bommarito	Amanda Dooney	Paige Niville
Brittany Burley	Alan Duthie	Vanessa Stewart
Amelie Chanda	Adam Liefel	Ashley Verrall
Scott Clark	Nigel Marsden	Drew Walmsley
Olivia Collver	Amy Martin	
Lucas Crandall	Brooke Martin	