



Norfolk County Economic Development Strategy

Final Report – June 2019

BACKGROUND

Economic Development Strategy



Background

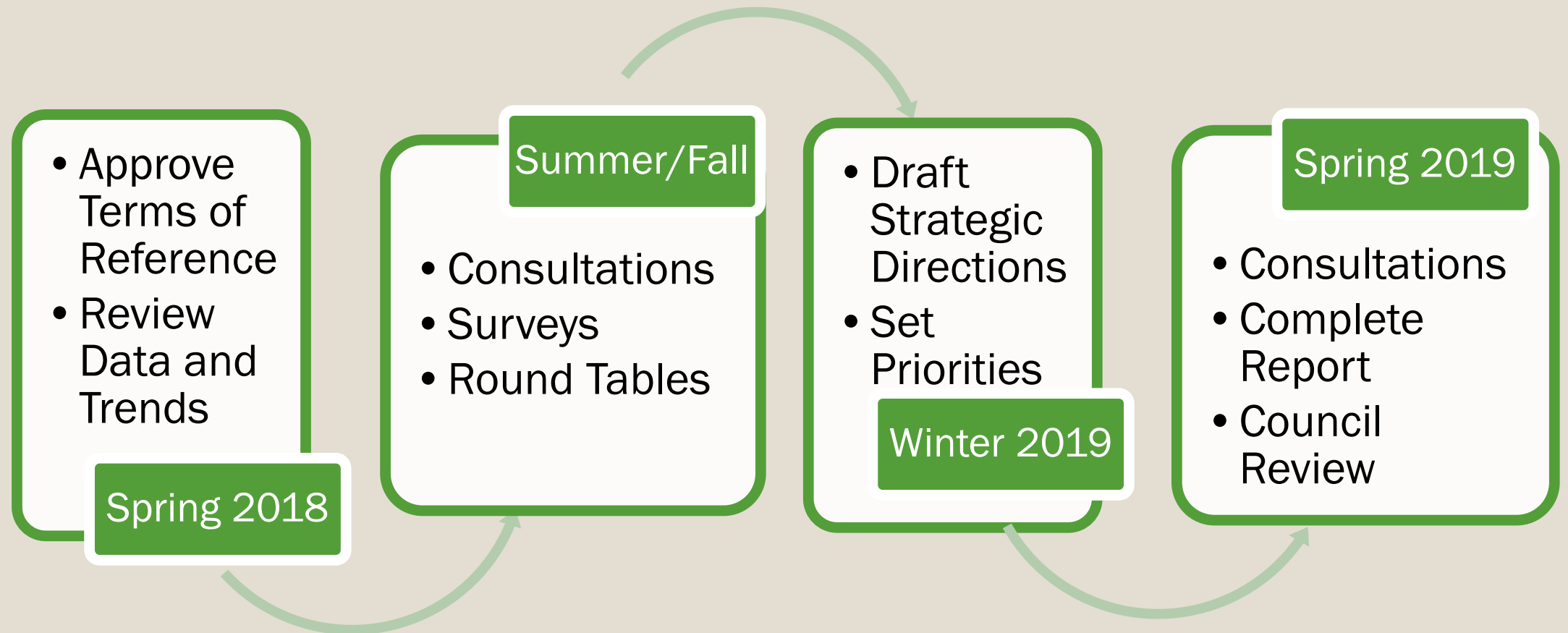
- Past Economic Development Strategies approved in 2002, 2011
- Terms of reference approved in April 2018
- 12 months of consultation and review
- 2,000 survey responses via 5 surveys
- 400+ attendees at 11 round tables and meeting discussions
- Process overseen by community volunteers and staff
- Savings of over \$50,000 by conducting strategic review without contracting an outside consultant

PROCESS

Economic Development Strategy



Process and Timeline



Project Oversight Team

- Brett Schuyler, Chair, Agriculture Advisory Board (AAB)
- Dusty Zamecnik, Additional Member, AAB
- Gail Bouw, Chair, Tourism & Economic Development Advisory Board (TEDAB)
- Michelle Kloepfer, Additional Member, TEDAB
- Nick Kokkoros, Volunteer representing the general public
- Olivia Collver, Volunteer aged 15 to 29 representing youth
- Senior County Staff
- Additional Technical Advisory Team of 16

COMMUNITY CONSULTATIONS

Economic Development Strategy



Economic Strengths

1. Agriculture and tourism
2. Entrepreneurial spirit
3. Quality of place and life

High Priority Issues

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

Core Values

1. Decent work and economic growth
2. Safe, well-governed communities
3. Clean air and water
4. Healthy citizens / no poverty
5. Sustainable communities

Future Readiness

- Community scored itself moderately well
- Ready to move to sophisticated approaches
- Community Economic Development understood by most
- Integrate into all programming to become second nature
- Use assets to create strategic directions for community
- Continue as a 'leader community' ready to collaborate

Interim Report & Priorities Survey

- Draft Strategic Directions presented to Council in February
- Feedback sought from Round Table participants, businesses, Advisory Boards, and others
- Responses shaped the priorities in the final report

FINAL STRATEGY REPORT

Economic Development Strategy



Structure of Strategy

A. Strategic Directions (3)

1) Focus Areas (9)

a) Recommendations (61)

Strategic Directions

- 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

HELP ENTREPRENEURS

Economic Development Strategy



A. Help Entrepreneurs

Focus Areas:

1. Improve municipal regulations, processes and communication
2. Support existing growth businesses
3. Attract emerging industries

A. Help Entrepreneurs

Recommendations (selected examples):

- Review policies and streamline processes
- Boost customer service
- Support young entrepreneurs and small business
- Assist businesses through regular visitations

HARNESS COMMUNITY ENERGY

Economic Development Strategy



B. Harness Community Energy

Focus Areas:

1. Support downtowns as attractive places to visit and invest
2. Improve relationships and communications
3. Increase participation by citizens in community projects

B. Harness Community Energy

Recommendations (selected examples):

- Encourage property standards and beautification
- Coach property owners to enhance development
- Grow collaboration between business and gov't
- Inspire citizens to bring forward ideas for projects

WELCOME YOUTH AND NEWCOMERS

Economic Development Strategy



C. Welcome Youth and Newcomers

Focus Areas:

1. Connect our workforce to job opportunities
2. Connect workers with housing and amenities
3. Attract new residents

C. Welcome Youth and Newcomers

Recommendations (selected examples):

- Consult major employers on labour shortages
- Attract more post-secondary education programs
- Develop housing affordable to youth & others
- Encourage youth to return to work in Norfolk

PERFORMANCE MEASUREMENT

Economic Development Strategy



Performance Measurement



A. Help Entrepreneurs

B. Harness
Community Energy

C. Welcome Youth
and Newcomers



What
does
success
look
like?

Performance Measurement

- “You can’t manage what you can’t measure”
– **Peter Drucker**

- Economic development profession is too disparate for a standardized measurement model.
– **Economic Development Association of Canada**

- Previous economic development strategies used annual monitoring report to Council

Affordable Option

Implement ISO 37120 Sustainable Development of Communities: Indicators for City Services and Quality of Life

- New international standard from World Council on Cities Data
- Welland, Shawinigan, Surrey, Saint-Augustin-de-Desmaures, Whitby and other small communities already enrolled
- 100 indicators measure a municipality's performance

ISO 37120



**WORLD COUNCIL
ON CITY DATA**

ISO 37120

- Globally standardized
- Regularly reported (annual)
- Trusted, independent and third-party verified, externally audited
- Open (housed on WCCD Global Open Data Portal)
- Pre-requisite for sound economic investment and smart strategic planning and development

ISO 37120



**WORLD COUNCIL
ON CITY DATA**

NEXT STEPS AND PRIORITIES

Economic Development Strategy



Next Steps and Priorities

Implement tangible actions the community can affect:

- Stabilize funding to retain / expand business and attract new investment through business visits, supports for entrepreneurs, and incentives for businesses poised to grow
- New 'All Norfolk' tourism marketing model aimed at increasing community pride, resident attraction and workforce development, collaborating with private sector and securing new revenue sources

Next Steps and Priorities

- Engage citizen volunteers in tangible projects for downtowns, newcomer services, volunteer engagement and other initiatives
- Meaningful discussions at round tables on priority topics, working with staff, businesses, stakeholders, advisory boards and Council
- Research document, *Ideas for Future Solutions*, may also assist

In a nutshell...

- Free up and reallocate resources where possible
- Put our money where our mouth is
- Keep listening to people and take action / improve
- Look outside the Norfolk box for solutions
- Collaboration with others is key

Staff Report Recommendations:

- Receive Report DCS 19-48 as information
- Council to endorse recommendations within the Economic Development Strategy
- Staff implement the priorities in the report

Q&A / THANK YOU

Norfolk County Economic Development Strategy

