



Norfolk County

Priority Setting for the New Economic Strategy

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September 12, 2023

Project Objectives & Scope

KPMG was engaged by Norfolk County to assist with the development of a 2023-2027 Economic Development Strategic Plan (Strategy) focused on achieving a more balanced economy. Specifically, KPMG engaged in Phase 1 – Priority Setting of the new Economic Strategy which included the following:

- Review past 2019 Economic Development Strategy
- Compile and provide a summary of contemporary practices and emerging trends of other Economic Development Strategies
- Lead the engagement of brainstorming and goal setting sessions, analyze feedback and provide recommendations for staff to consider in the establishment of a new Strategy
- Provide recommendations for the County's policy setting environment to meet the objectives of the Strategic Plan and needs of the County
- Lead visioning, goal and priority setting process with key stakeholders
- Provide a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for Norfolk in the context of economic development between 2023 to 2027
- Provide a report that includes a summary and analysis of the above with recommendations for vision, goals, priorities for the new strategy moving forward
- Attend an Economic Development Advisory Committee meeting
- Present at one (1) County Council meeting of the results/report

Priority Setting for the New Economic Development Strategy



Vision

Simply the best place to be – Norfolk Naturally!

Priorities and Goals

The following goals and priorities were identified based on relevant documents, stakeholder interviews, focus groups, a public survey, and a municipal comparator analysis:



**New Business
Investment/ Job
Creation**



**Business retention and
expansion (BR&E)**



Investment Readiness

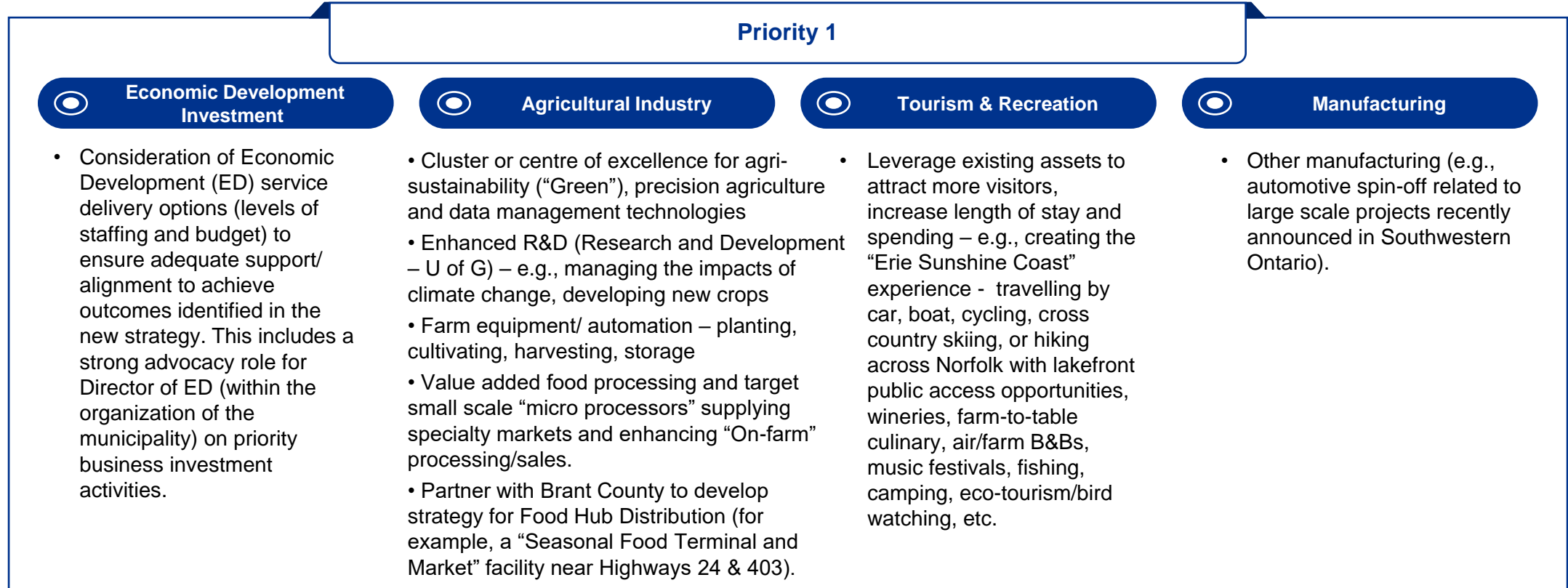


**Talent Attraction and
Workforce
Development**



**Branding,
Communications, and
Marketing Campaigns**

Priority 1: New Business Investment/ Job Creation (Foreign and/or Domestic Sources)



Note: Detailed statistical analysis of these sectors/opportunities is required in Phase 2 to verify the investment and scale potential and understanding macro industry and employment trends. Also, “manufacturing” needs to be broken down into subsectors in this analysis to determine export-base activities and where Norfolk has a comparative advantage).

Priority 2: Business Retention and Expansion (BR&E)

Priority 2



Attention to Existing Businesses

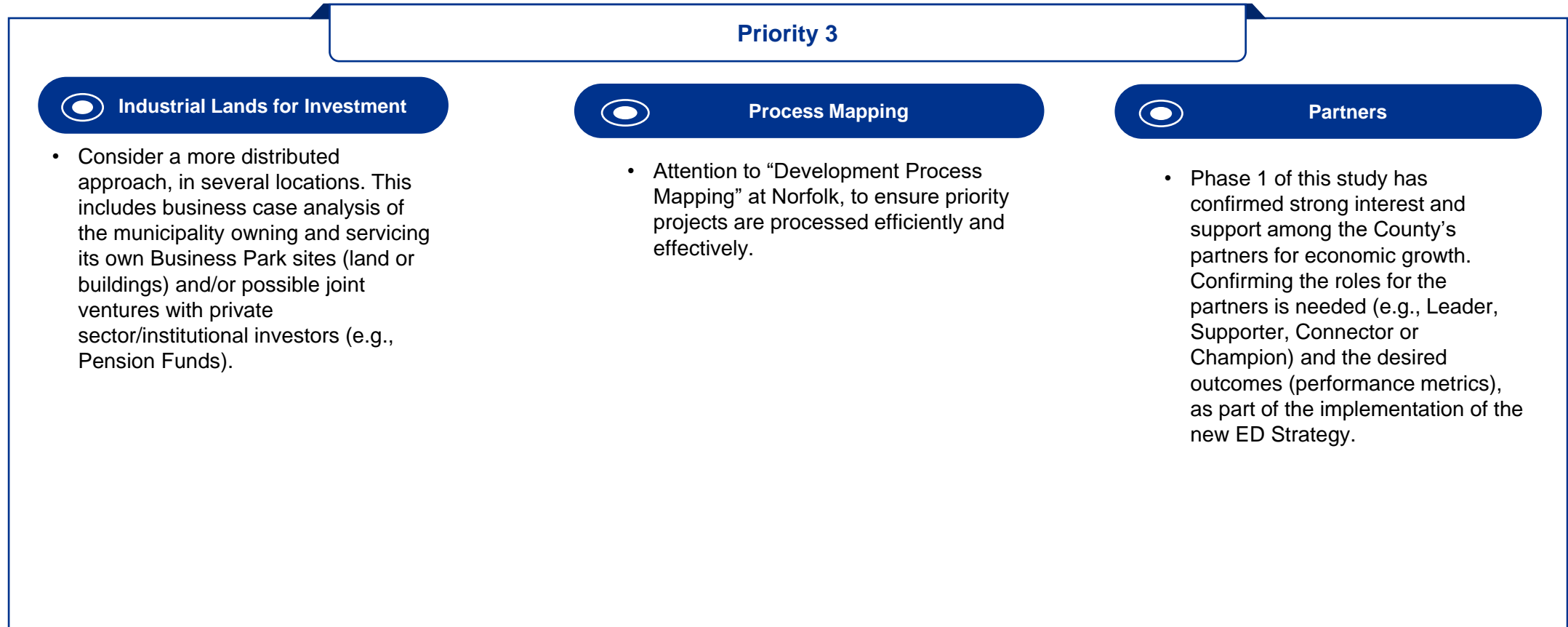
- Dedicated and regular contact (client account management), support and communication with existing businesses, as they provide approx. 70+% of all new business growth. Improvements to worker mobility is an immediate need/opportunity.



Building a Culture of Support

- Strategies (including with partners) to minimize barriers to growth, building a culture of business support and the pursuit of opportunities.

Priority 3: Investment Readiness



Note: Outside this strategy, the County should consider advocating for the advancement of long-term water/wastewater servicing capacity for all forms of development, however, specifically for new industrial and commercial lands.

Priority 4: Talent Attraction and Workforce Development

Priority 4



Attraction/Retention

- Specific strategies are needed to attract/ retain workers. This includes a focus on entrepreneurs, newcomers, students, retirees and temporary workers.
- Innovative/ collaborative strategies are needed to provide housing options for these workers
- Strategies are required to revitalize Norfolk's Downtowns with mixed use developments.



Government

- Strategies for Norfolk County government are also needed to attract/ retain staff in key positions linked to business investment decisions/activity.



Post Secondary

- Strategies are needed with Fanshawe College and other post secondary institutions to enhance their presence in Norfolk and develop more workforce education/ skills training.



Tourism Strategies

- Link talent attraction/ retention and tourism strategies, as building quality of life/ place are central to both. Revitalizing the various Downtowns in Norfolk is a key element.

Priority 5: Branding, Communications, and Marketing Campaigns

Priority 5



“Ontario’s Garden”

- “Ontario’s Garden” needs to be refreshed and enhanced through new branding strategies. Communication and information about doing business or visiting Norfolk (Destination Marketing) must be ongoing – “it is the steady rain that soaks”. The audience for this is both internal and external.



Value Proposition and/or Comparative Advantage

- Clearly articulate the County’s value proposition and/or comparative advantages – e.g., central location, Lake Erie Shoreline, natural environment, high quality labour force, unique farm soil/products and family “generational” farms.



Marketing Campaigns

- Ongoing promotional/ marketing campaigns in traditional and social media – e.g., “Made and Grown in Norfolk” campaign with influencers.



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