



Norfolk County

Priority Setting for the New Economic Strategy

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:













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

Priority 1



Economic Development Investment

 Consideration of Economic Development (ED) service delivery options (levels of staffing and budget) to ensure adequate support/ alignment to achieve outcomes identified in the new strategy. This includes a strong advocacy role for Director of ED (within the organization of the municipality) on priority business investment activities.



Agricultural Industry

- Cluster or centre of excellence for agrisustainability ("Green"), precision agriculture and data management technologies
- Enhanced R&D (Research and Development

 U of G) e.g., managing the impacts of
 climate change, developing new crops
- Farm equipment/ automation planting, cultivating, harvesting, storage
- Value added food processing and target small scale "micro processors" supplying specialty markets and enhancing "On-farm" processing/sales.
- Partner with Brant County to develop strategy for Food Hub Distribution (for example, a "Seasonal Food Terminal and Market" facility near Highways 24 & 403).

Tourism & Recreation

Leverage existing assets to attract more visitors, increase length of stay and spending – e.g., creating the "Erie Sunshine Coast" experience - travelling by car, boat, cycling, cross country skiing, or hiking across Norfolk with lakefront public access opportunities, wineries, farm-to-table culinary, air/farm B&Bs, music festivals, fishing, camping, eco-tourism/bird watching, etc.

•

Manufacturing

 Other manufacturing (e.g., automotive spin-off related to large scale projects recently announced in Southwestern Ontario).

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

Priority 3



Industrial Lands for Investment

 Consider a more distributed approach, in several locations. This includes business case analysis of the municipality owning and servicing its own Business Park sites (land or buildings) and/or possible joint ventures with private sector/institutional investors (e.g., Pension Funds).



Process Mapping

 Attention to "Development Process Mapping" at Norfolk, to ensure priority projects are processed efficiently and effectively.



Partners

 Phase 1 of this study has confirmed strong interest and support among the County's partners for economic growth.
 Confirming the roles for the partners is needed (e.g., Leader, Supporter, Connector or Champion) and the desired outcomes (performance metrics), as part of the implementation of the new ED Strategy.

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 though 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.







home.kpmg/ca

This Report has been prepared by KPMG LLP ("KPMG" or "our") for the Corporation of Norfolk County ("Client") pursuant to the terms of our Agreement with the Client dated 17 April 2023. KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Client. KPMG has not and will not perform management functions or make management decisions for the Client.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the Corporation of Norfolk County nor are we an insider or associate of the Corporation of Norfolk County . Accordingly, we believe we are independent of the Corporation of Norfolk County and are acting objectively.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2023 KPMG LLP, an Ontario limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization.