



**Norfolk County
Corporate Strategic Plan
2015 - 2019**

FINAL REPORT

January 2015





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Executive Summary

Situated along the north shore of Lake Erie, Norfolk County is well positioned as a popular tourist destination in what is favourably known as Ontario's South Coast. With its ports and towns, as well as nature conservatories, parklands, and open spaces, the County offers outdoor recreation and a multitude of tourism amenities.

Traditionally rooted in agriculture with a strong farming culture, Norfolk County was once a major contributor to the Canadian tobacco industry and was positioned at the heart of the Ontario Tobacco Belt¹. Changes in the tobacco industry have led to greater agricultural diversity within the local sector as a means of remaining competitive.

Norfolk now prides itself on this diversity, and is promoting the unique array of alternative crops (e.g., ginseng) and vegetables, fruits, and more under the moniker of "Ontario's Garden".

Norfolk County's small businesses and farming operations are not only processing their products on site but also adding value to their agriculture in unique and trendy ways. Creative enterprises and industries such as Ontario's only "farm brewery" Rambling Road, the emergence of local wineries and tea rooms; new tourism opportunities such as eco-tourism adventures along the lakeshore; bicycle tours; and festivals and concerts in the downtowns and agricultural areas are all contributing to Norfolk County's visibility.

To effectively manage and support growth and development within the County, this time was chosen to update the Corporate Strategic Plan which was previously developed for 2009 – 2010. This important initiative provides County Council and staff with a framework for decision making and strategic direction going forward, and is presented as the Norfolk County Corporate Strategic Plan for 2015 – 2019 (the Plan).

Community engagement is a vital component of the planning process, and has been employed to ensure that the perspectives of community residents, stakeholders, politicians and municipal staff have been integrated in the development of Norfolk County's new Corporate Strategic Plan. It also works to ensure that the key goals, objectives, priorities, and actions proposed in the plan adequately incorporate and reflect the needs, values and aspirations of the community itself.

To ensure inclusivity and transparency, the community was engaged through multiple channels including:

- **online community survey (336 responses),**
- **15 resident and community stakeholder interviews by phone,**
- **online survey directed to County Council, and**
- **7 locally facilitated group conversations:**

¹ <http://www.canadianbusiness.com/companies-and-industries/tobaccos-quiet-revival/>



- 1 Corporate Leadership Team Staff Session
- 1 Facilitated Council and Senior Staff Session
- 2 Community Sessions (Simcoe and Langton)
- 4 Youth Sessions (1 facilitated by Millier Dickinson Blais, 3 County facilitated)

Five key priorities emerged from the engagement process and identified as critical to success in making the corporate vision a reality:

- Economic Competitiveness
- Improved Access and Business Supports
- Improved Community Services
- Youth Retention
- Championing Culture

County Council and Senior Staff engaged in a facilitated strategic planning session where highlights of stakeholder consultations were shared and utilized to inform the corporate mission, vision, priorities, goals and objectives.

A mission statement captures the reason the Corporation of Norfolk County exists. Norfolk County Mission:

Working together with our community to provide quality services.

A vision statement represents the desired future state of the County. Norfolk County Vision:

The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity, and confidence and collaboration to achieve results and adapt to changes we encounter.

In addition, key success indicators that will measure the corporation's success in achieving the vision were identified:

- Increased Community Pride
- Financial Sustainability
- Supporting Healthy Lifestyles
- Increased Employment Opportunities
- Career Employment For Youth
- Reasonable, Affordable and Actionable Plans

The Plan also lays the foundation and direction by which the County will conduct its affairs. These key principles reflect the needs, values, aspirations and goals of the community, and will guide County Council and staff in everything they do:

- Accountability and Ownership
- Dedication and Commitment
- Value for Money (Efficient, Effective, Economical)
- Mutual Respect
- Collaboration



Corporate Goals for Norfolk County 2015 – 2019 are presented in detail in the final report, along with specific and tangible actions to advance these priorities. These goals are presented as:

GOAL #1: FINANCIAL SUSTAINABILITY AND FISCAL RESPONSIBILITY

GOAL #2: IMPROVED ESSENTIAL INFRASTRUCTURE

GOAL #3: RECRUITMENT & SUCCESSION MANAGEMENT OF COUNTY STAFF

GOAL #4: CORPORATE COMMUNICATIONS STRATEGY

The Norfolk County Corporate Strategic Plan 2015-2019 also identifies the importance of ongoing and regular communication to residents, businesses and internally within the County. The development of a Corporate Strategic Plan Annual Report that is delivered through an open and accessible format and supports the tenets of good governance, transparency and accountability, is at the very heart of the guiding principles embodied by the Corporation of Norfolk County, elected Council and staff.



1 Introduction

Shifting economies, increasing global competition, and the services and local assets that trigger increased access to human capital have been challenging communities, large and small, across Canada and globally. Like many, Norfolk County is committed to ensuring a sustainable and welcoming climate for businesses and residents. As population's age and economies change, the need for a strategy that promotes and addresses the broader range of opportunities and quality of life for its citizens is increasingly important.

Norfolk County operates as a rural, single tier municipality responsible for service delivery to both its local residents and businesses. It is also in a position where it provides certain services to residents outside of its borders, such as the Consolidated Municipal Service Manager and as the Board of Health in Norfolk and Haldimand Counties. In rural areas, services are provided under ever increasing demands for accountability, improved delivery and cost management.

Norfolk County has chosen this time to undertake a review of its corporate strategic plan that will serve as a road map, guiding decisions and investments to address key priority areas over the short, medium and longer term. This plan will guide Council decisions and staff actions over the next 4 years.

Norfolk County continues to experience slow population growth, a changing general economy, and is recognized for its traditional agricultural base that is diversifying into new products and alternative crops. Norfolk is a significant contributor to the Ontario agricultural sector, which remains an important employer in the area representing 9% of total employment, 60% of agriculture firms as self-employed, and with Haldimand, represents 13% of Ontario's seasonal farm labour.² However, it also faces a daily out-migration of workers with just over 30% of the employed labour force travelling outside of Norfolk for employment, particularly in manufacturing and construction sectors.

The purpose of this Corporate Strategic Plan is two-fold. Firstly, it is to clearly define a common vision for the community that will define the success of Norfolk County and its diverse communities. Equally important, the Strategic Plan is intended to provide Council and staff with a framework for decision making. The Plan prioritizes the key programs, services and initiatives based on the needs, values and aspirations of community members, while balancing the service delivery realities of managing the County.

A detailed action plan provides direction for Norfolk County over the next 4 years and a set of performance measures to assist the County in the implementation and evaluation of activities in order to ensure that the vision and mission and its corresponding goals and objectives are accomplished.

2

2011 Census of Agriculture and Strategic Policy Branch, OMAF/MRA; Haldimand-Norfolk Regional Municipality at a Glance (09/08/2013).



1.1 Strategic Planning Process

A crucial first step in the development of the Corporate Strategic Plan has been the preparation of a **Key Findings Report**. The approach employed in the completion of this phase of The Plan involved a number of methods. A review of existing policy documents in the Corporation of Norfolk County was completed.

This review provided insight into the strengths, opportunities, threats and challenges in the community. In addition, a cornerstone to developing the Corporate Strategic Plan is an understanding of the community in terms of its assets – business base, labour force, quality of life indicators – as well as its local and community networks and quality of place elements. This was achieved through an assessment of the County's

economy through a demographic and economic analysis. This assessment highlighted key patterns of change in Norfolk County compared with the Province of Ontario.

Community engagement offered an opportunity for local residents and businesses to share their insights and perspectives on their aspirations, concerns and recommendations. A number of engagement channels were utilized to gain broad-based input from County staff and Council, community residents, businesses and key stakeholders. A resident survey was distributed using a traditional (paper) and a web-enabled format. In addition, workshops were conducted with County Councillors who also act as the Board of Health, and staff to gain an understanding of their vision for the community and key areas of service delivery. Resident, business, and community stakeholders were also interviewed throughout this process. Four youth specific engagement sessions were conducted in collaboration with County staff in order to gain additional insight into their perspective on the future of Norfolk.

These processes allowed community members to share their ideas and identify what they feel the key priorities and actions are to support the desired community vision for Norfolk County.

FIGURE 1: STRATEGIC PLANNING PROCESS





2 Corporate Mission, Vision and Key Principles

It is common practice that when trying to get somewhere, a plan is developed to help avoid unnecessary travel. In corporate strategic planning, the development of a mission and vision are critical to establishing the fundamental purpose of an organization and the path that leads to its ultimate desired state. Guiding principles serve as a check point for both Council and staff as important decisions are made and resources are allocated.

Input from residents, businesses and local stakeholders is a cornerstone to ensuring that the vision, goals and actions in the Corporate Strategic Plan also reflect the needs, values and aspirations of those that live and work in Norfolk County.

2.1 Mission Statement

A mission statement captures the reason that The Corporation of Norfolk County exists and guides the actions of the Municipality. As an outcome of the strategic planning process with County Council and Staff, it was elected that the original Mission Statement of the Corporation of the County of Norfolk was kept as seen below.

Working together with our community to provide quality services.

2.2 Vision

A vision statement represents the *future desired* state of the Municipality. Based on input from residents, businesses, community organizations, municipal staff and members of Council, a comprehensive vision was created for the community:

The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity, and confidence and collaboration to achieve results and adapt to changes we encounter.

When Norfolk County achieves this vision, the following 6 aspects will be achieved:

- **Increased Community Pride:**
 - All residents' perspectives are considered in decision making.
- **Financial Sustainability:**
 - Satisfactory tax levels and upward assessment growth trajectories.
- **Supporting Healthy Lifestyles:**
 - Provision of infrastructure that supports a healthy lifestyle, various health services, and adequate healthcare, including a physician recruitment strategy.
- **Increased Employment Opportunities:**
 - Unemployment levels are reduced and no longer higher than the provincial average
- **High Income Employment for Youth:**
 - Established methods to determine youth retention levels
- **Reasonable, Affordable, and Actionable Plans:**
 - Specific actions are identified to support positive response to address areas of priority.



2.3 Key Principles

The Norfolk County Corporate Strategic Plan for 2014 – 2019 lays the foundation and direction by which the municipality will conduct its affairs and is grounded in key principles that reflect the needs, values, aspirations and goals of the community at large.

These are the most important principles that we adhere to in everything we do:

- **Accountability and Ownership**
 - Good governance, transparency, and accountability to the community matter. Norfolk County Council and its staff are responsible for their actions and are willing to stand up and be held to account for decisions made on behalf of the County. Norfolk County Council and its staff report back and follow up.
- **Dedication and Commitment**
 - County Council and its staff are dedicated and committed to providing courteous, responsive and citizen focused service delivery to Norfolk residents. We are engaged, helpful, and value public service excellence and the people we serve.
- **Value for Money (Efficient, Effective, Economical)**
 - Norfolk County Council and its staff ensure service delivery is performed in an Efficient, Effective, and Economical manner. Continuous improvement and applying best practices to all forms of service delivery with a mind to tax dollar resourcefulness.
- **Mutual Respect**
 - Norfolk County Council and its staff ensure that it governs in a manner that is fair, equitable, and treats all opinions with respect and thoughtfulness. Norfolk County Council and its staff treat others the way they wish to be treated, and employ a willingness to work with others and conduct our affairs diplomatically at all times.
- **Collaboration**
 - Norfolk County Council and its staff adopt a team approach to resolving issues, identifying linkages, breaking down silos, and working in partnership, both within, and outside of the organization in a coordinated, cooperative, and seamless manner.



3 The Context for Change

3.1 Drawing from our Past Strategy

The 2009-2010 edition of Norfolk County’s Corporate Strategic Plan, building off of the original 2008 policy, identifies the strategic directions and goals established by the current County Council and charts the direction of the community based on its needs and aspirations.

The Plan also outlines the long range aims of the current four year term of office. These are based on the expressed Vision and Mission of County Council and are articulated into **seven strategic directions** and corresponding goals:

In order to ensure some form of continuity between planning periods, it is important to review and compare the previous strategic directions and goals for their potential alignment with the new Corporate Vision, Mission, Goals and Objectives that emerged from the recent planning process.

FIGURE 2: NORFOLK 2009-2010 STRATEGIC PLAN, DIRECTIONS, PURPOSE AND GOALS

Strategic Direction	Purpose	Goals
Ongoing Operations	To maintain current levels of service and continue to provide value to the residents of Norfolk County for the services being delivered	<ul style="list-style-type: none"> ■ Maintain current levels of service in operating departments ■ Continue to provide valued services to residents at an affordable cost ■ Consistently offer innova-
Economic Prosperity	To deliver programs to retain, grow, and attract business and industry in all sectors of the economy	<ul style="list-style-type: none"> ■ Retain and grow existing business and industry ■ Support the diversification of the agri-business sector ■ Attract and facilitate new business and industry
Community Well-being	To ensure the County supports programs and services to meet the quality of life needs of the community	<ul style="list-style-type: none"> ■ Assure determinants of health are addressed ■ Enhance community access to services ■ Deliver strategies to retain and attract youth to the community ■ Promote a healthy and sustainable environment



Strategic Direction	Purpose	Goals
Community Values and Identity	To engage our diverse communities and volunteers	<ul style="list-style-type: none"> Recruit, retain and recognize volunteers Foster support for Boards and community based projects Support the diversity of our community
Corporate Infrastructure	To meet the County's servicing needs to ensure long term sustainable growth	<ul style="list-style-type: none"> Ensure sufficient infrastructure capacity for the community
Financial Sustainability	To ensure the County maintains a sound financial plan which can support a vibrant, growing community	<ul style="list-style-type: none"> Establish a corporate financial sustainability plan Ensure timely and accurate financial reporting Ensure timely and accurate service delivery reporting
Corporate Governance	To foster an environment conducive to attracting and retaining County personnel and volunteers and ensuring that the governance model of Council, Boards and Committees is appropriate.	<ul style="list-style-type: none"> Forster a culture of continuous improvement Ensure that corporate organization structure aligns with strategic plan Retrain and recruit staff

When cross referencing the 2009 – 2010 Strategic Plan's directions and goals with the 2015 – 2019 Strategic Plan recommendations, the following alignment can be found:

2009 – 2010 Strategic Plan	2015 – 2019 Strategic Plan
Ongoing Operations	Recruitment and Succession Management of County Staff
Corporate Infrastructure	Improved Essential Infrastructure
Financial Sustainability	Financial Sustainability and Fiscal Responsibility
Corporate Governance	Recruitment and Succession Management of County Staff
Ongoing Operations	Corporate Communications Strategy



3.2 Planning for the Future

A thorough review of relevant existing policies for Norfolk County was conducted in order to understand what official documentation is already in place that can support achievement of the future direction of the municipality. Upon review, it was evident that there are similar directions, goals, principles and key themes underpinning Norfolk's Policy Framework.

Some of these have short and medium term timeframes, and are more operational, while others are strategic in nature and outline overarching recommendations that are grounded in community matters.

In order to pull the various plans together under a unified Strategic Plan, it is important to identify the common threads between existing policies. This will work to validate and foster a collective embodiment of the corporate Vision and Mission, and support the implementation of various subordinate plans principled on the goals and objectives.

The common themes that held across Norfolk County's existing policies are identified in Figure 3 below and provide the foundation for alignment with the goals and objectives identified for the new 2015 – 2019 Corporate Strategic Plan:

- Increase Capital Infrastructure Capacity
- Increase Social Infrastructure Capacity
- Maintaining and Enhancing Quality of Life
- Increase Partnership and Connectivity
- Support Community Diversity
- Community Values and Cultural Identity



FIGURE 3: COMPARATIVE MATRIX OF NORFOLK COUNTY POLICIES

Common Themes	Norfolk Official Plan 2011	Economic Development Strategy 2011	County Trails Master Plan 2009	County Council Strategic Plan 2008	County Council Strategic Plan 2009-2010	Haldimand-Norfolk Healthy Communities Partnership Strategic Plan 2014	Haldimand-Norfolk 10 Year Housing and Homelessness Plan 2013
Economic Development and Prosperity a Priority	X	X		X	X		
Protect and Enhance the Natural Environment	X		X				
Increase Capital Infrastructure Capacity	X	X	X	X	X	X	X
Increase Social Infrastructure Capacity	X	X	X	X	X	X	X
Attract and retain Youth in Community		X		X	X	X	
Maintaining and Enhancing Quality of Life	X	X	X	X	X	X	X
Increase Partnership and Connectivity	X		X	X	X	X	X
Community Health and Safety a Priority	X		X	X	X	X	X
Encourage Fiscal Sustainability				X	X		
Support community Diversity	X	X	X	X	X	X	
Community Values and Cultural Identity	X	X	X	X	X	X	
Ensuring Services Are Accessible			X		X	X	X
Building and Maintaining Healthy Communities	X		X	X	X	X	X



4 The Community's Voice

The perspectives of community residents, stakeholders, politicians and municipal staff have been taken into consideration in the development of Norfolk County's Corporate Strategic Plan. Community engagement is a vital component of the planning process, enabling a relevant and current assessment of the County's strengths, weaknesses, opportunities, and threats, as well as a broader understanding of needs, values and aspirations.

4.1 Engagement Process and Outcomes

The community was engaged in a number of ways in order to garner the most representative perspectives and reflections possible. These included an online survey (336 responses), 15 resident/stakeholder interviews by phone, an online survey specific for Council, and seven locally facilitated group conversations:

- 1 Corporate Leadership Team Staff Session
- 1 Facilitated Council and Senior Staff Session
- 2 Community Sessions (Simcoe and Langton)
- 4 Youth Sessions (1 facilitated by Millier Dickinson Blais, 3 County facilitated)

Summaries of the community engagement techniques are found in Appendix: PART 2 Technical Report. Throughout the extensive engagement process the community was asked to provide input to a series of questions including:

- What makes Norfolk County a unique place to live, work or invest?
- What are Norfolk County's greatest strengths?
- What is your vision for Norfolk County?
- In order to achieve this vision, what are the top three priorities Norfolk County needs to focus on?
- What are the greatest challenges standing in the way of achieving these priorities?
- What do you think the County's role is in advancing this vision?

Figure 4 below illustrates the needs, values and aspirations of the municipality expressed by participants through all aspects of the community consultation process. More detailed elaborations are provided below in the key priorities and SWOT Assessment sections.



FIGURE 4: NEEDS, VALUES, AND ASPIRATIONS MATRIX

Needs:

- Improved municipal infrastructure (water, sewer, roads, etc.)
- Improved transit system.
- Increased internet access in all areas.
- Lifestyle amenities to attract and retain youth.
- More affordable and seniors housing.
- More low income support services to assist clients.
- Improved accessibility to programs, services, and facilities.
- Attract and retain youth and young families.
- Refine and improve Norfolk 'Brand' and promotion of area.
- Seasonal worker programs and services.
- Increased support for agricultural industry and small business.

Values

- Volunteerism is at the core of the county.
- Entrepreneurial spirit and willing to take risks.
- Strength is grounded in agricultural diversity.
- Strong level of community pride.
- Locally grown foods.
- Preserving our unique beautiful natural environment.
- Healthy, active lifestyles.
- Work in my backyard.
- Deep appreciation for arts, culture and heritage.
- Friendly, welcoming community.
- Small town atmosphere.
- Authentic identity

Aspirations

- Dynamic, multi- seasonal hub for adventure, nature, cultural, culinary, lifestyle and agri- tourism experiences.
- Safe and healthy community with robust recreational, wellness and active living infrastructure.
- Vibrant and engaged arts and culture sector rooted in downtowns as social epicentres.
- Growing population of multi-generations and young families.
- Strong partnerships between academia and industry supporting innovation and growth in local sectors. Seasonal workers fully embraced and integrated in the community.

Ultimately, residents envision a community that provides up to date infrastructure for education, entertainment, employment, and recreation. They envision a safe community to raise and support children, with access to jobs, cultural resources, and community services in a beautiful and natural setting. When asked to give their top three ideas as to how Norfolk County can make this vision a reality, **five key community priorities** emerged that were highlighted as critical to success:



Economic Competitiveness

Respondents stressed that business incentives, in order to attract development, were necessary to provide job opportunities to residents, especially youth. The promotion of agricultural diversification, new green initiatives, and support of agricultural business was recommended. Additionally, marketing wine tours and the natural environment to larger hotel chains who may be interested in coming to Norfolk County was suggested to entice investment.

Improved Access and Business Supports

Improved infrastructure, better access from industrial parks to highways, as well as lower hydro rates, business taxes, and gas rates were suggested to further attract investment and development. Improved internet access in rural areas was of primary concern. Increased supports for small business, redevelopment of downtowns, and the provision of start-up business incubators, and affordable creative spaces was identified as critical to supporting innovation, entrepreneurship and growth across various sectors.

Improved Community Services

Participants voiced concerns regarding health care, low income/subsidized and affordable housing, and increased supports for the elderly and disabled. Many felt there was a lack of doctors, psychiatrists, psychologists, and nurse practitioners and suggested that initiatives were needed to attract and retain these medical practitioners. Further, more social programs supported by fundraising and volunteering initiatives were suggested, as well as better educational services, and promotion of post-secondary education among youth and at-risk populations.

Youth Retention

A primary concern voiced was the lack of retention strategies to keep youth in Norfolk County. Many stressed the need for investment in youth training, and the creation of a youth retention strategy. One respondent suggested creating a database to stay in touch with local youth during post-secondary years. It was also noted by youth, that in order to retain and attract young people, an environment conducive to supporting a creative, vibrant and dynamic sense of place was required. Lifestyle, entertainment, and commercial amenities in addition to a climate that allowed the youth voice to be heard, were specifically identified as important. Rewarding job opportunities with growth potential for youth was noted frequently.

Championing Culture

Respondents suggested developing a cultural plan that would capitalize on Norfolk County's current cultural assets and further strengthen the County's cultural resources.



4.2 The Voice of Youth

Although Norfolk is facing ongoing youth out-migration and an aging population which is resulting in significant gaps in the prime working years of 20 to 50 years of age, the community itself is taking on a leadership role to actively engage younger populations.

Maximizing the opportunity that the strategic planning process has provided, Norfolk County staff and volunteers have actively coordinated and facilitated three additional youth consultations to supplement the consultations performed by Millier Dickinson Blais.

In order to effectively understand what drives the needs and values of the younger people in the community, and to gain valuable insight into what programs, services, amenities and opportunities they require, four Youth Consultations were held on April 3, April 17, May 8, and May 15, 2014, at various locations across Norfolk County, ensuring adequate accessibility. Well over 30 youth participated in various forms, with ages ranging from 12 to 18 years, as well as young professionals under 30.

The following are the most valued elements and commonly cited strengths identified by youth that Norfolk County has to offer:

- Beautiful Natural Environment and Biosphere
- Arts, Culture and Heritage (Theatre, Museum, and Galleries)
- Growing Multiculturalism
- Variety of Sports Teams
- Trail Systems, Parks and Outdoor Recreation (Lake, Beaches, Cycling)
- Festivals and Community Events
- Local Food, Farms, Market, and Wineries
- Volunteer Opportunities
- Improving Retail and Good Restaurants
- Friendly, Small Town, and Rural Yet Still Close to Urban Centres

When asked what Norfolk needs to improve in order for its youth to considering staying in the community, the following key themes emerged:

- Increased Employment Opportunities
- Public Transit Expanded and Affordable
- Improve Retail Shopping Variety and Offerings
- Recreational and Entertainment Amenities Aimed at Youth
- Norfolk Needs a Greater Variety of Diverse Cultural Events
- Hospital and Improved Medical/Health Services Needed
- Increased and Improved Internet/Cellular Availability in all Areas
- Affordable Housing and Real Estate
- Rebuilt and Improved Schools and Post-Secondary Offerings
- Revitalize Downtowns and Supports for Young Entrepreneurs
- Engage Youth in Government in a Meaningful Way

Across all consultations, youth and young professionals identified the need for creative spaces and a subsidized/affordable high quality business centre and incubator to support small business start-ups and foster entrepreneurship.



This was coupled with a real need to tap into the existing business community for mentorship across various sectors and for community leaders to take a more active role in understanding what academic fields local youth are studying, and providing guidance and advice on career pathways and opportunities to build capacity locally (coops, internships, etc.).

It was suggested that an organized young professional group should be sponsored by the County or business leaders. Growth and attraction efforts should focus on the new model of self-directed, knowledge based, and creative class professionals able to work from anywhere, and who value unique, vibrant, cultural and high quality lifestyle areas.

An overarching and final sentiment that resonated through every youth group was the strong willingness to contribute and give back to the community. This is likely fostered through the strong sense of volunteerism and community pride present in Norfolk, and socialized to youth through various channels.

Further, discussions emerged where youth identified the need on their part to create leadership groups, take action, get involved in local Boards and events, and show more interest in their community in order to have their voice heard.

A common sentiment was the feeling that youth did not have a say in the community's future, and are treated as if they are little children:

“We are the Future of Norfolk” – they should be listening to us.

5 SWOT Assessment

The following section provides an assessment of Norfolk County's strengths, weaknesses, opportunities and threats (SWOT) which in turn will inform the corporate strategic plan.

Strengths are the unique factors or assets that the community can build off of and capitalize on to support future growth and prosperity. Weaknesses are current areas of disadvantage which may require strengthening or repositioning in order to enable the community to advance itself. Opportunities are factors that play an important role in determining the community's potential and can be leveraged to overcome challenges and effect change. They positively influence the types of strategies developed. Threats are external factors that represent barriers and may interfere with the community's ability to implement the corporate strategic plan.

This SWOT assessment has been compiled based on the background research, socio-economic profile and the results of the community engagement process.

5.1 Strengths

An important aspect in the development of Norfolk County's Corporate Strategic Plan is that it reflects and leverages the unique characteristics and community assets in a way that contributes to long term sustainability.

Quality of Life is Exceptional

Norfolk is a small community with a diverse experience. There are activities and programs available for all ages along with a safe and quiet living experience. Norfolk is also strategically located where its residents and businesses can access urban markets quickly and improve Norfolk's capability to cater to several rural/urban living crowds. Existing transportation infrastructure remaining from the tobacco industry is a key benefit that increases accessibility.



Community Involvement in Norfolk

Norfolk residents are known to be willing to come together and work for a common cause. With a diverse population of businesses, rural community members, farmers, artists, professionals, public servants, youth and families, Norfolk is able to overcome several community based issues. They are known to band together and deliver recreational activities and programs across the county, supporting initiatives across all disciplines. Examples include the County Fair which captures local achievements and celebrates them throughout the county, as well as hosting the modern folk-rock band Mumford and Sons Gentlemen of the Road Stopover.

Strong Administrative Leadership

Even with limited resources, and at times, limited providers of services the County has illustrated a healthy sense of pride to portray a positive demonstration at implementing changes quickly and effectively. They engage well with community members and businesses and are open to assisting community initiatives.

Agricultural Diversity

Norfolk is one of the bigger producers of fruit and vegetables in Ontario. The County's agricultural community has become innovative stewards in transforming their agricultural products into a diverse crop of goods and services – such as Agri-tourism promotion. Many see Norfolk's agricultural sector as a key economic driver in promoting and improving the county's economic outlook and the area has been branded as "Ontario's Garden".

A Wealth of Experiences

Norfolk has several options for tourism-based offerings. Ranging from Agri-tourism, bird watching (sanctuaries), to eco-adventures, Norfolk is an attractive community that has been growing its tourism products and attracting artists of all types.

5.2 Weaknesses

The following section identifies certain weaknesses, or factors internal to Norfolk County that place it at potential disadvantage relative to other areas. They also represent barriers to growth and potential constraints on the municipality. It is critically important that action is taken to address these barriers and limitations.

Employment and Labour Market Challenges

Employment challenges such as larger employers downsizing or moving operations are making it harder to attract young families as employment options for the younger generation become limited. In addition, educational attainment has also been an issue for local businesses. Access to a skilled workforce is somewhat challenging and industries have begun to request increased training opportunities and programs. A significant gap in the working population between the ages of 25 and 50 in the area complicates matters, with neighbouring areas of Brantford, Haldimand, Tillsonburg and Hamilton drawing away skilled labour.

Poverty and Increased Demand on Social Services

As a result of decreased employment opportunities, a number of people across the county have reached critical poverty rates. Wait lists for people looking for low-income housing have remained high, and with a limited supply of affordable housing, Norfolk cannot meet demand in a timely manner. Those affected also include low and part-time income earners, or the working poor, often forced to relocate to larger areas, or rely on social services to survive. This places increasing demand and puts strain on



limited resources. It was noted in the survey that delivery of daycare services was needed and should be pursued in partnership between Norfolk County, the non-profit and private sector to ensure quality childcare is available to address any family needs.

Seniors and Elderly Challenges

Seniors have a difficult time accessing the services they need. It was noted that there is a desire for increased senior services particularly those around adult mental health, psychiatry, geriatric health, and family doctors. Many seniors also require specialized treatments which are not always available in Norfolk. This has led to a transportation issue and having the right accommodations in place for the safe transportation of seniors and those with disabilities.

Lack of Industrial Diversity

It was noted that the industry base in Norfolk has weakened. The diversity of sectors available across the county does not attract the appropriate workforce that many want to attract. There is a need to continue seeking to re-develop the key economic drivers in the county and showcase the assets present to attract new industry opportunities.

Understanding our Unique Factor

Many noted that they do not believe the County has a firm grasp on a community vision for improved economic growth. People noted that there seems to be no keen understanding of what experiences people would like Norfolk to have and what type of industries should be attracted. The agricultural community's recent successes came in light of a key understanding of how the geography, workforce and available networks between organizations and businesses – this format needs to be replicated across the board to other industries. It is the uniqueness of the community that will create the draw – those unique factors need to be understood.

5.3 Opportunities

The following opportunities will influence the direction of the corporate strategic plan.

Nature's Playground / Rural Life

The slower pace and exceptional quality of life of Norfolk that is grounded in the cultural heritage, natural habitat, openness, clean environment and welcoming, friendly rural setting make the area an appealing place to live and raise a family. It presents a viable option for those who need the close proximity to larger urban centres without being too close, and provides a more balanced pace of life than the bigger cities. This offering of higher quality work/life balance, beautiful environment, family oriented, rural atmosphere with ample outdoor and healthy lifestyle amenities can be capitalized on to attract more young professionals, entrepreneurs, artists and early stage families.

Tourist Haven

There are a great number of natural assets that can be integrated into broader experience based destination packages or activities, from the climate in the area, beautiful vistas, waterfront and beaches, UNESCO World Biosphere and bird watching, to the accessibility between communities through trail networks, cycling tours, and the cultural experiences of locally grown foods, wineries and breweries, and unique festivals and events. It was identified that balance was needed in developing tourism amenities, to avoid a cottager's only environment and create a year-round multifaceted approach. Residents have seen Norfolk change over the last 10 years, and have shown more interest in promoting the outside appearance of what it has to offer.



The Rise of Creativity

Norfolk is starting to look outward more than it ever has before and is devising creative avenues for economic and community development. There is a strong sense that creative approaches are the key to the future and the changing economic and agricultural base has allowed Norfolk County to think outside the box and consider alternatives to the normal agricultural practices. Norfolk County's small businesses and farming operations are not only processing their products on site but also adding value to their agriculture in unique and trendy ways. Creative enterprises and industries such as appropriate scaled on the farm breweries, wineries and tearooms; new tourism opportunities such as eco-tourism adventures along the lakeshore; bicycle tours; and festivals and concerts in our downtowns and agricultural areas are all putting Norfolk County on the map. These are exciting opportunities at appropriate scale and sizes for Norfolk County.

Tourism Turning Visitors into Residents

Port Dover, Long Point, and Turkey Point experience significant inflows of visitors from larger urban centres. A trend has emerged where people arrive to vacation, and then return to live in the area. The visitor population is essential to sustaining the economic viability and tourism industries in these areas. Residents recognize that the County plays a significant and positive role in this movement, and works hard to market the county's tourism assets. There is a great desire to see the County take an even stronger leadership role in further developing holistic attraction and relocation campaigns, mobilizing and educating locals in customer service in order to fully capitalize on this opportunity.

Entrepreneurial Spirit

Norfolk has a healthy population of successful and innovative local entrepreneurs willing to take risks in their community. These are present in many sectors, and are evidenced by the local wineries and the development of different agricultural technologies. There is also a growing youth entrepreneurial spirit that is present in a variety of professional, technological, scientific and creative industries looking to build and grow the future in Norfolk. Combined with long term vision and a strong sense of community and volunteerism, this can be leveraged to support growth and redevelopment of the area, which in turn will attract more creative minds and youth.

Shift from Tobacco to Agricultural Diversity

Tobacco production has changed, and the impact of market decline has resulted in greater agricultural diversity within the local sector in order to survive. Norfolk now prides itself on this diversity, and is promoting its unique array of alternative crops (e.g., ginseng) and vegetables, fruits, and more under the moniker of "Ontario's Garden". Local processing, warehousing, packaging, and other value added business services to agricultural production at an appropriate scale and size present an opportunity to the Norfolk County area. Further, diversification at an appropriate scale and size of value added agricultural production presents increased cross-sectoral potential especially with an increased market demand for healthy living and a desire from the community to capitalize on culinary and agri-tourism.

Post-secondary and Industry Collaboration

There is a strong desire voiced by residents and the business community to increase collaboration between post-secondary institutes and industry to maintain and build on the momentum generated supporting innovation and growth in the agricultural sector. This includes business incubation and small business start-up supports and increased programming provided at Fanshawe College that is relevant and aligned with youth career aspirations and local industry. Frequently, attracting a university campus was mentioned, although it may be that increased levels of partnership and awareness are required surrounding the University of Guelph Simcoe Campus and the Plant Agriculture programming available.



5.4 Threats

Norfolk County will need to address and manage the external threats identified below that may interfere with achieving the corporate vision and mission. The following section outlines key threats facing the Municipality that may negatively impact on its ability to effectively implement the corporate strategic plan.

Shorter Term Thinking

Participants voiced concerns regarding the proliferation of shorter term thinking and a perceived lack of municipal and county leadership. Respondents expressed concern over a lack of inclusivity around decision making, and the tendency for reactive decision making rather than proactive and strategic decision making.

Insufficient or Inadequate Funding

As with most municipalities, funding is of primary concern. Participants found taxes were high and there were no incentives for potential investors. Respondents voiced that priority matters were not necessarily receiving tax dollar allocation with restrictive policies influencing resource allocations.

Inadequate Services

A lack of investment in post-secondary education, lack of youth engagement strategies and programs, inadequate medical services, and the lack of public transit were noted by participants as barriers to achieving growth and prosperity in Norfolk.

Complex Development Process

Many people believe there is too much red tape surrounding future development and respondents voiced a lack of coordination between existing organizations and County departments. Further investigation into this area of concern identified that the development process is highly regulated by the Ontario Planning Act, Provincial Policy Statement and the Ontario Building Code; as well as the Norfolk County Official Plan and the Zoning By-law. Through the community consultation process, many participants felt as if they were not involved in the planning process or the implementation of initiatives. In order to assist in overcoming a lack of knowledge related to the development process, its complexities, and vehicles for amendment and change, community engagement and education may support a stronger understanding and increased involvement in community development.

Out-migration of Youth and Aging Population

An urgent concern in all engagement was the aging population, and an outmigration of youth to other areas or larger urban centre that offer more opportunity. This has a negative impact on the community as it erodes the potential labour pool, diminishes future municipal revenue base and increases strain on supports and services for older populations to age in place.

Finding the Right Pace

Stakeholders noted that Norfolk needs to find the right pace of change and the right pace of growth, while respecting the realities of mid-size and smaller communities, and still being able to ensure the community is vibrant and keeping pace with the world around it. However, it was recognized that finding this balance is challenging, both at an individual, organizational, and municipal level.



6 Corporate Actions for 2015-2019

6.1 Goals and Objectives

The goals and objectives contained in the Corporate Strategic Plan build on the vision, mission, and principles established throughout the strategic planning process and reflect the community engagement and input identified within this document.

Each of the goals sets the direction for the County in its daily operations and is supported by a set of strategic objectives (captured in bullet points below each goal).

These objectives are areas where Norfolk County will focus its efforts over the next four years from 2015 to 2019. A number of specific actions will guide the Municipality in achieving its goals and objectives over the longer term.

The development and implementation of a corporate strategic plan will create significant benefits for Norfolk County. It identifies key steps that build on the input and insight received during the extensive background review and the community engagement process. The plan helps to improve coordination between departments and staff involved in the implementation effort. In addition, the plan contributes to consensus building within the community for the next five years.

Upon adoption of the Corporate Strategic Plan, municipal staff will begin the process of identifying tactics and initiating implementation. Departmental business plans, goals and initiatives will be strengthened and developed in alignment with the strategic plan.

Future budgets will take into account the new strategic plan and will incorporate short term actions as appropriate, and progress and performance results will be monitored regularly and reported to Council.

Through a commitment to achieve the outlined goals, Norfolk County will make visible progress in a number of areas that impact the long term sustainability of the County. These include:

GOAL #1: Financial Sustainability and Fiscal Responsibility

Strategic Objectives:

- Objective 1: Develop strategy to bring municipal tax arrears in line with annual targets.
- Objective 2: Ensure that Norfolk County is achieving the Priority Themes established in the 2011 Economic Development Strategy by establishing annual targets that are aligned with Key Action Areas.
- Objective 3: Develop and implement a Reserve Fund Strategy and ensure the County is meeting strategic objectives through annual review periods.
- Objective 4: Adopt the province of Ontario's cost of development model for updating and reviewing County development charges, fees, and forecasting operating and capital requirements for future development.
- Objective 5: Improve audit and financial reporting through the implementation of Departmental Business Plans to increase accountability, alignment with the annual budget and the implementation of enhanced external auditing.
- Objective 6: Credit rating has been maintained or improved through the development of key performance indicators that are analyzed and monitored annually.



Goal #2: Improved Essential Infrastructure

Strategic Objectives:

- Objective 1: Ensure that the Norfolk County Asset Management Plan is completed, and aligns with the adoption of Ontario's cost of development model (Objective 4 above) in order to inform Master Plans, the 10 Year Capital Plan, Reserve Fund Strategy, and the annual budgeting process.
- Objective 2: Ensure the effective completion of Master Plans for all capital and social infrastructure required to support the needs of Norfolk County and that they receive County Council approval.
- Objective 3: Institute an annual review process for the 10 Year Capital Plan that is tied to departmental business plans, and the annual budget and auditing process, that is prioritized, affordable, and defensible.

Goal #3: Recruitment and Succession Management of County Staff

Strategic Objectives:

- Objective 1: Develop and implement a comprehensive succession planning strategy for key positions throughout the corporate leadership team and with long-term staff that have developed strong institutional knowledge and corporate memory.
- Objective 2: Conduct a comprehensive compensation review that includes an internal employee satisfaction survey and a comparative analysis of market trends in comparable communities to ensure competitive remuneration.
- Objective 3: Research best practices in municipal government to inform the development of a corporate knowledge transfer strategy (including phased-in retirement) for all leadership functions, to support building capacity and corporate memory.
- Objective 4: Establish and implement mechanisms for ongoing performance measurement and monitoring across all levels of the organization.
- Objective 5: Ensure that a Realignment Process is in place as a deliverable of the Business Plan Review (BPR), which includes redeployment of resources.
- Objective 6: Attract and retain youth as employees with the Corporation.

Goal #4: Corporate Communications Strategy

Strategic Objectives:

- Objective 1: Develop an internal and external communications strategy that provides direction for effective communication between County management and staff, residents, stakeholders and partners. This strategy should utilize a wide array of outreach tools including social media, e-newsletters and interactive web-based formats.
- Objective 2: Ensure that the necessary human and capital resources are allocated in the annual budget and roles and responsibilities are aligned with departmental business plans to ensure effective implementation of a communications strategy.
- Objective 3: Develop and implement a County wide policy to guide communications practices, and ensure that the Norfolk County brand and corporate messaging is regular and consistent across all levels of the organization, departments and initiatives.
- Objective 4: Create and deploy a Continuous Improvement Performance Management System that establishes an ongoing stream of feedback from the community, stakeholders, and staff.



7 Implementation Plan

To ensure that the Corporate Strategic Plan is a living document that directs decision making in Norfolk County, a detailed implementation plan is necessary. The intent of the implementation plan is to identify the timeline in which the actions will be initiated, the department lead and the potential partners who can contribute to the success of the goal. The implementation plan also considers performance measures that are necessary to achieve the goal. The performance measures attached to each goal in this implementation plan are intended to gauge the progress of each action.

Goal 1: Financial Sustainability and Fiscal Responsibility

Strategic Objectives	Priority	Lead	Partners	Timeline
1. Develop strategy to bring municipal tax arrears in line with annual targets.	Short-term	Financial Services		Q-2 2015
2. Ensure that Norfolk County is achieving the Priority Themes established in the 2011 Economic Development Strategy by establishing annual targets that are aligned with Key Action Areas.	Medium-term - ongoing	Development and Cultural Services	Tourism and Economic Development	Q-4 2015
3. Develop and implement a Reserve Fund Strategy including a legacy funds investment policy, and ensure the County is meeting strategic objectives through annual review periods.	Short-term- Ongoing	Financial Services		Q-1 2015
4. Adopt the province of Ontario's cost of development model for updating and reviewing County development charges, fees, and forecasting operating and capital requirements for future development.	Medium-term	Financial Services	PW&ES DCS	Q-4 2015
5. Improve financial reporting through the Departmental Business Plans to increase accountability, alignment with the annual budget and the implementation.	Ongoing	County Manager	All Departments	2016 Budget Process
6. Credit rating has been maintained or improved through the development of key performance indicators that are analysed and monitored annually.	Ongoing	Financial Services		Annually (mid-year)



Goal 1 - Measuring Our Performance:

- Annual targets for tax arrears are established and being achieved
- Annual targets for economic development Key Action Areas are established and being achieved
- Reserve Fund Strategy and legacy fund investment policy established and annual review periods implemented
- Ontario's cost of development model adopted
- Department plans are created with budget reporting and audit measures and are updated annually
- Financial management key performance indicators are created and monitored annually

Goal 2: Improved Essential Infrastructure

Strategic Objectives	Priority	Lead	Partners	Timeline
1. Ensure that the Norfolk County Asset Management Plan is completed, and aligns with the adoption of Ontario's cost of development model (Objective 4 above) in order to inform Master Plans, the 10 Year Capital Plan, Reserve Fund Strategy, and the annual budgeting process.	Medium-term	Public Works & Environmental Services	FS HSS CSD	Q-2 2015
2. Ensure the timely completion and updating of Master Plans for all capital and social infrastructure required to support the needs of Norfolk County and that they receive County Council approval	Medium-term	Senior Leadership Team	SLT	Semi-Annual Review
3. Enhance an annual review process for the 10 Year Capital Plan that is tied to departmental business plans, Master Plans, and the annual budget and reporting process, that is prioritized, affordable, and defensible.	Short-term - Ongoing	County Manager	FS SLT	2016 Budget Process

Goal 2 - Measuring Our Performance:

- Asset Management Plan completed
- Master Plans completed and approved by Council
- 10 Year Capital Plan reviewed and updated annually



Goal 3: Recruitment and Succession Management of County Staff

Strategic Objectives	Priority	Lead	Partners	Timeline
1. Develop and implement a comprehensive succession planning strategy for key positions throughout senior management and with long-term staff that have developed strong institutional knowledge and corporate memory.	Medium-term - Ongoing	Employee & Business Services	HRSD SLT	Q-4 2015
2. Conduct a comprehensive compensation review that includes an internal employee satisfaction survey and a comparative analysis of market trends in comparable communities to ensure competitive remuneration.	Medium-term-Ongoing	Employee & Business Services	GM-EBS	Based on Employee Group
3. Research best practices in municipal government to inform the development of a corporate knowledge transfer strategy (including phased-in retirement) for all leadership functions, to support building capacity and corporate memory.	Short-term Ongoing	Employee & Business Services	HRSD	Q-4 2015
4. Establish and implement mechanisms for ongoing performance measurement and monitoring across all levels of the organization	Short-term - Ongoing	Senior Leadership Team	All Departments	Annually
5. Ensure that a Realignment Process is in place as a deliverable of the Business Plan Review (BPR), which includes redeployment of resources	Short-term	Senior Leadership Team	All Departments	Ongoing
6. Ensure that measures are in place to attract and retain youth as employees in the Corporation of Norfolk County. This would include the development of an Internal Youth Attraction/Retention Strategy.	Medium-term.- Ongoing	Senior Leadership Team	Ec. Dev. HRSD All Departments	Annually

Goal 3 - Measuring Our Performance:

- Succession Planning Strategy developed and implemented
- Municipal Compensation Review conducted and informing competitive remuneration packages
- Best practices for corporate knowledge transfer conducted and informing strategic development
- Performance Measurement and Monitoring System established and implemented across all levels
- Realignment Process established and implemented
- Develop Internal Youth Attraction/Retention Strategy and implement through Human Resources Department



Goal 4: Corporate Communication Strategy

Strategic Objectives	Priority	Lead	Partners	Timeline
1. Develop an internal and external Communications Strategy that provides direction for effective communication between County management and staff, residents, stakeholders and partners. This strategy should utilize a wide array of outreach tools including social media, e-newsletters and interactive web-based formats	Short-term - Ongoing	Development & Cultural Services	HSS EBS CSD CM	Q-4 2015
2. Ensure that the necessary human and capital resources are allocated in the annual budget and roles and responsibilities are aligned with departmental business plans to ensure effective implementation	Medium-term - Ongoing	County Manager	SLT	Annually
3. Develop and implement a County wide policy to guide communications practices, and ensure that the Norfolk County brand and corporate messaging is regular and consistent across all levels of the organization, departments and initiatives	Short-term- Ongoing	County Manager	SLT	Q-4 2015
4. Create and deploy a Continuous Improvement Performance Management System that establishes an ongoing stream of feedback from the community, stakeholders, and staff.	Ongoing	SLT	CLT	Q-4 2015

Goal 4 - Measuring Our Performance:

- Communications Strategy developed
- Human and capital resources allocated to support Communications Strategy implementation
- County-wide communications practices policy implemented and training delivered
- Continuous Improvement Performance Management System developed and deployed



Monitoring the progress of each action will be the responsibility of the lead department identified in this implementation plan and will be reported out through two mechanisms:

1. An Annual Corporate Strategic Plan Report Card
2. A Community Corporate Strategic Plan Annual Report

Acronyms:

CM – County Manager

CLT – Corporate Leadership Team

CSD – Community Services Department

DCS – Development & Cultural Services Department

EBS – Employee & Business Services Department FS – Financial Services Department

GM-EBS – General Manager, Employee & Business Services Department

HRSD – Human Resources & Staff Development Division

HSS – Health & Social Services Department

PW&ES – Public Works & Environmental Services Department

Q-1 – First Quarter

Q-2 – Second Quarter

Q-3 – Third Quarter

Q-4 – Fourth Quarter

SLT – Senior Leadership Team



7.1 Departmental Business Plan Report Cards

The development of Departmental Business Plan “Report Cards” will become an annual task for Norfolk County. It is recommended that these report cards be aligned with the development of the master Corporate Strategic Plan Annual Report. The Annual Report Cards will communicate the progress each department has made to County Council with respect to its alignment with the Corporate Strategic Plan and support the budgeting process.

It is recommended that Norfolk County examine existing measures to ensure that they contain the suggested content and structure outlined below:

1. **Departmental mandate and core values**
2. **Key department priorities/main service areas**
3. **Alignment with the goals and objectives of the corporate strategic plan**
4. **A list of major initiatives for the report timeframe (e.g. 2 years)**
5. **A matrix outlining the progress or completion of particular initiatives/actions**
6. **Use of allocated resources in that year and resource requirements for major initiatives**

These annual report cards will support the creation of a Corporate Strategic Plan Annual Report that outlines the achievements of Norfolk County throughout the year and will be broadly communicated to the community. This ensures that The Corporation of Norfolk County is fulfilling its commitment to be accountable, open, and transparent as it conducts its activities, accomplishments and use of resources.

7.2 Corporate Strategic Plan Annual Report

Good governance, transparency, and accountability to the community matters to the Corporation of Norfolk County, and these tenets are embodied in its guiding principles along with dedication and commitment.

A Corporate Strategic Plan Annual Report will be created that is supported by the Departmental Business Plan Report Cards in order to ensure that the goals and objectives outlined in this plan are measured and communicated to the community.

This provides an opportunity to identify potential changes required for priorities based on external circumstances and changing environments, as well as allowing for a platform to share progress on actions and initiatives, and celebrate the positive impacts of success.

It is encouraged that the community be engaged in this process annually through a Town Hall meeting where Council presents the Annual Report. An online presence is also appropriate.

The suggested content for the Corporate Strategic Plan Annual Report consists of the following sections:

1. Key areas of focus for Norfolk County.
2. Major community initiatives and events in the report year.
3. From vision to action: a matrix of accomplishments based on the goals and objectives in the corporate strategic plan.
4. Case studies of successful implementation (profiling major accomplishments based in, and celebrating Norfolk County; e.g., Mumford and Sons Gentlemen of the Road Stopover).
5. Maintaining momentum: initiatives and actions for the upcoming year.

The reporting-out process is a communications and performance measurement tool, or ‘yard-stick’ created to inform future decision making and allocation of resources for the County. It is also a valuable form of community engagement and tangible way of demonstrating citizen focused accountability, fiscal responsibility, and can help to inform the various planning documents.



Appendix: PART 2 – Technical Report

8 Current Policy Framework

A comprehensive review of available background plans and policies provide a strong understanding of the current programming and socio-economic activities in Norfolk County and its municipalities. This assessment will also inform a review of the strengths, weaknesses, opportunities and threats related to the County's ability to retain, expand and attract new residents and business investment. Understanding the current policy environment in Norfolk County is vital to establishing a base of knowledge on which to build the Corporate Strategic Plan.

8.1.1 Norfolk County Official Plan 2011

The Norfolk County Official Plan establishes a policy framework to guide the future development and sustainable growth of the County while protecting its diverse natural environment, cultural heritage and agricultural land resource base.

The plan has a number of purposes and key principles, including:

- The consolidation of the 5 township planning policies into one County-wide document.
- Establishes land use policies to guide and direct municipal decisions and growth management activities.
- Serves to recognize the needs to accommodate non-agricultural growth needs while emphasizing the importance of agriculture and the agricultural land base.
- Establishes policies to discourage incompatible land uses and undue expansion outside of urban boundaries.
- Emphasizes the prevention on non-agricultural uses outside of the urban boundaries and the importance of protecting the agricultural industry and community.
- Protecting the cultural, natural, and built heritage features, including the conservation and improvement of Downtown areas as socio-cultural centres.
- Incorporates economic development goals and objectives.
- Promotes public awareness of land use planning policies.

In August 2003, the County adopted "*Norfolk County in 2026 – A Scenario*", which was the product and outcome of a comprehensive, grass roots multi-stakeholder and community wide consultation process and visioning exercise. Through common consensus, this vision document established a key and guiding principle for the community:



Norfolk County strives to balance a commitment to the land and emerging opportunities for growth and development.

This vision was further articulated in the Strategic Plan into **6 foundational themes**, which represent the strategic goals and objectives that form the basis for the County's public policy frameworks.

Official Plan Strategic Goals and Objectives:

- A stronger and more diversified community
- Protecting and improving the natural environment
- Maintaining and enhancing the rural and small town character
- Maintain a high quality of life
- Upgrading and expanding critical infrastructure
- A well governed, well planned and sustainable County

It is recognized that in order to achieve these aims, there must be a careful and guided approach to ensuring the strength and continuance of a strong agricultural base, and balancing progressive economic development goals while preserving and enhancing the natural and cultural heritage of the County and maintaining its vibrant and healthy communities.

The Official Plan's embodiment of the 6 themes are important to the Corporate Strategic Plan for Norfolk County and partner communities as they provide insight into the development priorities for the County, as well as the importance of the agricultural land bases, preserving natural and cultural heritage, and maintaining rural character and quality of life. Strategies and actions must consider the Official Plan policies, and should leverage and reflect the priorities outlined in the document.

8.1.2 Norfolk County Economic Development Strategy 2011

In 2011, Norfolk County Tourism & Economic Development Division undertook the process of establishing an economic development strategy in order to more effectively understand the local business community, its strengths, weaknesses, opportunities and threats, identify new growth areas in key target sectors, as well as provide a platform to align the economic goals and objectives of the County and its partner communities under a common vision. This was realized through a comprehensive, community engagement based SWOT analysis informed by individual interviews, six focus group sessions, numerous open houses, and online surveys involving approximately 200 participants.

Underpinning this effort was the clear recognition that success can only be achieved through the confirmation and creation of strong partnerships and complete community ownership of the process, its outcomes, and new directions going forward. Unification of the County, its residents, businesses, and community stakeholders is critical, and a holistic approach must be adopted to ensure that all individual communities and residents are an active part of shaping the future.

Through the Community Consultation **five specific priority themes** were identified with associated key action areas to be established as pillars of Norfolk County's Economic Development Strategy.

These are as follows:

Unify the County with a strong vision and direction

- Undertake a holistic Community Strategy



- Develop a long range Financial Plan (to fund priority actions)
- Comprehensive Youth Engagement Initiative
 - Including youth specific place brand appeal, Youth Committee, entrepreneurship program, and youth retention and attraction strategy
- Support the Workforce Planning Board of Grand Erie in addressing education, skills, and labour issues

Make Economic Development a County priority

- Establishing community champions to support implementation and drive change
- Ensure balanced support of existing and emerging industries
- Training and development of staff to foster increased collaboration, open for business attitudes, appreciation of the importance and value of economic development for the community, and excellence in service
- Encourage collaboration of local and regional economic development partners

Strengthen the County's networking capacity, increase collaboration and grow partnerships

- Three targeted and focused annual industry events or conferences
- Implement an annual Business Retention & Expansion visitation program
- Annual Economic Development Symposium and Entrepreneurship Forum

Provide support to the County's traditional industries

- Ensure the continued support of the Agricultural Sector:
 - Supporting the Agricultural Advisory Board and conduct an annual Agricultural SummitIncludes partnering with industry associations (e.g., Ontario Fruit and Vegetable Growers Association), research and educational institutes to support growth and development of new products and markets
 - Ensuring key innovation and commercialization enablers and
 - research institutes remain intact and operational to support growth and diversification
 - Support existing post-secondary programming and pursue
 - new programs focused on utilizing local agricultural products
 - Develop marketing and outreach strategies to promote value-add/food processing opportunities, local foods, culinary and Agri-tourism
- Ensure the continued support of the Manufacturing Sector:
 - Ensure adequate shovel ready land supplies for development/expansion and an online inventory
 - Strengthen internal and external transportation infrastructure and linkages
 - Implement a structured, sector specific business visitation program
 - Develop a County-wide manufacturers database
 - Incorporate an investment inquiry response system to service prospects effectively

Nurture Norfolk County's emerging industries to strengthen and diversify the economy

- Facilitate increased activity in the Tourism Sector by supporting new developments, increasing tourism infrastructure and focusing greater effort on product development:
 - Develop and implement a long range, comprehensive Tourism Strategy, that incorporates agricultural initiatives
 - Target five industry events and take on a leadership role in the Southwestern Ontario Tour-



ism Corporation

- Grow and Strengthen the County's Entrepreneurial base:
 - Increase collaboration with key public and private sector partners to plan a Norfolk County Small Business Forum
 - Review and revise the County's by-laws on Home Based Businesses to support small business
 - Develop and promote a Youth Entrepreneurship Program
 - Partner with local/regional support agencies to develop promote and operate a walk-in Entrepreneurship Centre to
 - support existing efforts by the Norfolk District Business Development Centre (CFDC)
- Foster increased opportunities in the Arts, Heritage, and Culture Industry:
 - Create and Coordinate a Norfolk County Arts Council
 - Complete an Arts, Heritage & Cultural Strategy and Implementation Plan
 - Perform a Cultural Asset Mapping exercise to better understand Norfolk's strengths
 - Coordinate and align activities with Tourism and Agricultural initiatives
 - Update Norfolk's Community Improvement Plan (CIP) in the Official Plan Review to include opportunities and incentives
 - that encourage a Creative Economy
- Encourage Green Energy Industry opportunities:
 - Support opportunities that capitalize on existing County strengths, such as "non-food" agricultural feed stocks, agricultural waste and by-products
 - Support a regional focus on green energy partnerships with
 - SCOR and the Green Energy Hub
 - Implement recommendations from Ontario's Green Energy Hub: Green Economy Background Research and Grand Erie Competitiveness Study

8.1.3 Norfolk County Situational Analysis 2011

To evidence and supplement the Economic Development Strategy above, a comprehensive Situational Analysis of Norfolk County was also performed in 2011. In a comparative framework situating Norfolk County against Canada, Ontario and surrounding communities, the study covered four key areas of analysis, including demographic, labour force, economic base, employer structure, and also a broader macro level economic development trends analysis and an accompanying synopsis of the *Overview of Tourism in Norfolk County* report. Given the timing of the report, Census data ranged from 2001 to 2006, with estimation from Manifold Data Mining out to 2011; Canadian Business Patterns data from 2003 to 2008 and 2010; along with Labour Force data and analysis from OMFRA ranging from 2003 to 2007, and supplementary information from Norfolk County itself.

Key findings were as follows:

Demographics

- Minor net population increase from 2001 to 2011 with a an older population that the provincial average
- From 2000 to 2010 the largest income segment of population was \$60,000+, an increase, although lower than the provincial percentage
- Largest field of post-secondary education was architecture, engineering and related technologies



(28%)

- 24.6% of residents have college, CEGEP, or other non-university certificate or diploma, compared to 13.3% with University degrees/certificates
- 49.3% of residents have High School certificates or lower, compared to 38.2% of Ontario
- Over 90% of residents only speak English, and less than 4% speak French (compared to 11% in Ontario)
- In 2011 residents of Norfolk County were less likely to have moved than in the province
- The average value of housing rose by 54% to \$264,000; still significantly lower than the Ontario and GTA average

Labour Force

- Participation and employment rates are lower than provincial indicators
- By occupation, higher concentrations (vs. Ontario) work in Trades, transport, and equipment operators; occupations unique to primary industries; and unique to processing, manufacturing and utilities
- By Industry, higher concentrations (vs. Ontario) in Agriculture, forestry, fishing, and hunting; Utilities; Manufacturing; and Construction
- 39.4% of Norfolk residents commuted outside of the County daily for work (Stat Can 2006)
- 32% of the employed labour force (or 10,000 workers) worked outside of Norfolk, especially in manufacturing and construction

Economic Base

- The Agricultural Sector is the only highly concentrated sector
- Highest concentrations by sub-sector include: Beverage and tobacco product manufacturing, Electrical equipment, appliance, and component manufacturing, Food manufacturing, Truck transportation, and Nursing and residential care facilities
- Highest concentrations by industry include: Farms, and Dairy product manufacturing
- Agriculture, forestry, fishing, and hunting was the only sector higher in employment concentration than surrounding competitor areas
- Norfolk had no unique concentration in sub-sector employment
- Norfolk had 1,525 farms on 115,031 hectares of agricultural land with predominantly hay & field, and vegetable crops

Employer Structure

- Top three sectors with highest concentrations of businesses are: Agriculture, forestry, fishing, and hunting; Construction; and Retail trade
- Strongest growth in number of businesses were in: Real estate and rental and leasing; Transportation and warehousing; and Construction
- Two sectors had higher per capita number of businesses (vs. Ontario): Agriculture, forestry, fishing, and hunting; and Mining and oil and gas extraction
- Local specialization in Norfolk was identified in the following: Agriculture, forestry, fishing, and hunting; Mining and oil and gas extraction; Retail trade; Transportation and warehousing; and Other services
- In 2008 the largest number of employers by sub-sector and industry was found in crop production



- and other crop farming industries
- By sub-sector, from 2003 to 2008, the largest increase in business counts were found in financial and management services; Ambulatory services;
- Truck transportation; Real Estate; and Professional, scientific and technical services
- By industry, from 2003 to 2008, the largest increase in business counts
- were found in Management of companies and enterprises; other financial investment activities; Lessors of real estate; Building finishing contractors; and Foundation, structure and building exterior contractors
- By 2010, Crop production, by sub-sector had significantly higher
- percentages of employees in Norfolk (vs. Ontario)
- By 2010, Crop production had the highest percentage of employers across all size categories

8.1.4 Norfolk County Trails Master Plan 2009

The purpose of The Norfolk County Trails Master Plan was to establish a framework of guiding principles and strategic directions for linking the various natural community recreational assets in Norfolk, such as parks, outdoor destinations, and trails. This was established based on the recognition of a growing interest by the resident and neighbouring populations in the utilization of trails and outdoor space for recreational, health and lifestyle purposes, as well as the potential contained for increased tourism and economic development opportunities.

The plan was developed between 2008 and 2009, and is the product of three consultation processes, two public meetings and a survey available online and through various community centres. It contains a detailed contextualization of the trails system that has developed over time in Norfolk County, its history and benefits, as well as identifying the various points of interest and prescriptive comment on future trail considerations. It also outlines how trail development will be approached, including identifying barriers and etiquette, as well as maintenance and management.

Most importantly, the Plan establishes a Vision, Mission and an Implementation Strategy designed to achieve the guiding principles, strategic directions and their recommendations over a 2, 5, and 7 year time frame. These are associated with a specific timeline in the capital budget and given a priority status (high, medium, low) with resource requirements.



FIGURE 5: GUIDING PRINCIPLES

Guiding Principles	Meaning
Building Healthy Communities	The County and its trail partners will develop a trail network that promotes a healthy lifestyle, social interaction and four-season activities for all generations.
Natural Heritage Values	The County and its trail partners will recognize the range of biodiversity of oak savanna, tall-prairie grasses, woodlots and wetlands and practice stewardship and sustainability when planning for and implementing trails
Partnerships	The County will develop multiple partnerships with trail groups, service clubs, adjacent counties and others to plan for and implement trails.
Connectivity	The County and its trail partners will make connecting trails between towns and villages within the County and to adjoining counties a priority.
Accessibility and Affordability	The County and its trail partners will endeavor to make trails reasonably accessible and affordable to all residents and visitors while recognizing the divergent uses and expectations.
Delivery System	The County will be the catalyst to facilitate trail development throughout the County.
Infrastructure	The County and its trail partners will develop strategies to acquire lands, raise funds, plan for, develop and maintain trails.
Safety and Security	The County and its trail partners will make safety a priority for all trails.
Marketing and Promotion	The County and its partners will keep residents informed of trail opportunities and market and promote the County's trails to visitors.

8.1.5 Norfolk County Corporate Strategic Plan 2008

In 2007, under the direction of the Mayor and Council, Norfolk County developed its first Corporate Strategic Plan. This was achieved by undertaking a public workshop in January 2007 which involved the General Managers of the County pulling together teams of Councilors and staff to participate in and assist the planning process. Ultimately, this process resulted in the establishment of **six key strategic issues**. These issues are foundational, and form the basis of the plan itself. They are accompanied by specific objectives and respective actions in order to operationalize the plan, and facilitate achievement of community goals.



The plan is structured around a 2008, 2009 – 2010, and 2011 Forward timeframes, and includes a section on successes achieved in the 2007-2008 period. As an added measure of accountability and organizational functionality, an action item Lead was identified that corresponded with a County department or agency. In March 2008, the plan was reviewed and revised, in order to reflect the current needs of the day, and was identified to exist as a living document, and to be reexamined annually to ensure its relevance and continuity.

FIGURE 6: STRATEGIC ISSUES AND CORRESPONDING GOALS

Strategic Issue	Goals
Community Infrastructure	<ul style="list-style-type: none"> ■ Assure determinants of health are addressed ■ Develop strategies to attract/retain youth to the community ■ Enhance community access to services
Economic Development	<ul style="list-style-type: none"> ■ Retain existing business and industry ■ Recruit appropriate business and industry ■ Diversify agricultural base
Community Values and Identity	<ul style="list-style-type: none"> ■ Retention/recruitment of volunteers ■ Support uniqueness of communities ■ Foster support for boards and community based projects
Corporate Infrastructure	<ul style="list-style-type: none"> ■ Increased wastewater infrastructure capacity ■ Increased water infrastructure capacity ■ Establish an infrastructure sustainability plan
Financial Sustainability	<ul style="list-style-type: none"> ■ Establish a corporate financial sustainability plan ■ Provide a timely and accurate financial reporting system ■ Provide a timely and accurate service delivery reporting system
Human Resources	<ul style="list-style-type: none"> ■ Retention and recruitment of staff ■ Review of corporate organizational structure



8.1.6 Norfolk County Council Strategic Plan 2009 – 2010

This document is the 2009-2010 edition of Norfolk County's Corporate Strategic Plan. It reconfirms the policy's nature as a living document by indicating that revisions will be made, including the inclusion of additional performance measurements and targets. It identifies that the strategic directions and goals of the plan are established by County Council and chart the direction of the community based on its needs and aspirations.

The Plan also outlines the long range aims of the four year term of office. These are based on the expressed Vision and Mission of County Council and are articulated into **seven strategic directions** and corresponding goals. It is also stated clearly that the plan provides the corporation with a blueprint for the allocation resources and serves to align Council's strategic directions and goals with the work of staff through the use of departmental business plans. These, in turn, detail the annual activities and process by which execution will occur and are linked to the annual budget process.

FIGURE 7: STRATEGIC DIRECTIONS AND CORRESPONDING GOALS

Strategic Direction	Purpose	Goals
Ongoing Operations	To maintain current levels of service and continue to provide value to the residents of Norfolk County for the services being delivered	<ul style="list-style-type: none"> ■ Maintain current levels of service in operating departments ■ Continue to provide valued services to residents at an affordable cost ■ Consistently offer innovative, quality, and timely service that is valued by residents
Economic Prosperity	To deliver programs to retain, grow, and attract business and industry in all sectors of the economy	<ul style="list-style-type: none"> ■ Retain and grow existing business and industry ■ Support the diversification of the agri-business sector ■ Attract and facilitate new business and industry
Community Well-being	To ensure the County supports programs and services to meet the quality of life needs of the community	<ul style="list-style-type: none"> ■ Assure determinants of health are addressed ■ Enhance community access to services ■ Deliver strategies to retain and attract youth to the community ■ Promote a healthy and sustainable environment



Strategic Direction	Purpose	Goals
Community Values and Identity	To engage our diverse communities and volunteers	<ul style="list-style-type: none"> ■ Retain and recruit volunteers ■ Foster support for Boards and community based projects ■ Support the diversity of our community
Corporate Infrastructure	To meet the County's servicing needs to ensure long term sustainable growth	<ul style="list-style-type: none"> ■ Ensure sufficient infrastructure capacity for the community
Financial Sustainability	To ensure the County maintains a sound financial plan which can support a vibrant, growing community	<ul style="list-style-type: none"> ■ Establish a corporate financial sustainability plan ■ Ensure timely and accurate financial reporting ■ Ensure timely and accurate service delivery reporting
Corporate Governance	To foster an environment conducive to attracting and retaining County personnel and volunteers and ensuring that the governance model of Council, Boards and Committees is appropriate	<ul style="list-style-type: none"> ■ Foster a culture of continuous improvement ■ Ensure that corporate organizational structure aligns with strategic plan ■ Retain and recruit staff

8.1.7 Haldimand and Norfolk Healthy Communities Partnership; Draft Strategic Plan (2014)

The Healthy Communities Partnership Haldimand and Norfolk (HCP) was created in 2009 and operates under the guidance of the Haldimand Norfolk Health Unit. It is purposed on engaging a broad and diverse cross section of community stakeholders to identify the desired end results that create an improved quality of life in Norfolk and Haldimand. The intention is to accomplish this through cross-County partnership by the establishment of a Coordinating Committee which will reduce duplication, maximize resources, and focus efforts in a structured manner that is measurable.

The HCP Terms of Reference outline the strategic direction, goal, and corresponding community result areas, as well as the frame of reference for the operating guidelines, the roles and responsibilities of the Members and Committees, and outlines the Coordinating Committee(s) Structure.

The Draft Healthy Communities Strategic Plan is a work in progress and serves to articulate the Mission, Values, and the **five key results areas** embodied in the Terms of Reference, and provides a framework for how the results will be achieved and measured by identifying indicators, outcomes, and timeframes for accomplishment.



Strategic Direction:

To drive community desire and action to make Haldimand and Norfolk the best places to live

Mission:

To bring together, and mobilize, people and organizations in Haldimand and Norfolk working toward healthy, vibrant, safe, strong and connected communities.

Values:

Develop meaningful partnerships and linkages to other networks to collaborate and coordinate actions in order to reduce duplication and maximize resources

Key Result Areas:

- Children and Youth are Strong and Connected
- Our Community is Safe
- Our Residents are Healthy
- Our Community is Vibrant
- People are Connected

Ultimately, the outcomes of the efforts of the Healthy Communities Partnership above are published in a full colour Healthy Communities Report Card. This publication clearly identifies the 5 key result areas with their corresponding indicators. It also incorporates a community education perspective that identifies for the reader why the issues are important, how they are measured and what the “story behind the data” means for an individual and the community.

8.1.8 Haldimand – Norfolk 10 Year Housing and Homelessness Plan, September 2013

Norfolk County is the Consolidated Municipal Services Manager (Service Manager) for Health and Social Services in the two-County area of Haldimand and Norfolk. The province of Ontario requires that all Service Managers produce a 10 year Housing and Homelessness Plan to address the changing needs for affordable housing and social assistance supports brought on by the effects of deindustrialisation, globalisation and negative economic impacts due to market downturns on the area’s predominantly manufacturing, agricultural and service based workforce.

This plan provides:

- An assessment of current and future housing needs in Haldimand and Norfolk.
- 5 strategic directions and 32 priority actions based on quantitative and qualitative research, including extensive community consultation based on lived experience.
- Summary of gaps, needs, and priorities, and funding constraints.

With a Vision that will see the “*Residents of Haldimand and Norfolk will be able to live in safe, appropriate, accessible and affordable housing with support opportunities*”, the following five strategic directions were established:

- Ensure all residents of Haldimand and Norfolk Counties have access to suitable, safe and affordable housing opportunities.



- Keep people housed.
- Expand support opportunities to meet increasingly complex needs.
- Collaborate and coordinate responses to homelessness.
- Advocate to senior levels of government for adequate and sustained funding for services, supports and programming.

It is identified that careful thought was taken to recognize the unique needs and challenges that the two-County area represents. These include a variety of urban, rural, and suburban housing needs, and ever increasing economic disparity compounded by an aging populous, outmigration of youth, and increased demand for seniors and special needs services. Further, there is a significant geographic spread with several levels bureaucracy, both dependent and independent, facing increased budgetary and fiscal constraints which further exacerbate implementation.

Collaboration, consensus building and strong, balanced, community leadership will be required in order to marshal and motivate the necessary political, administrative, and community based resources in order to facilitate realization of the community building goals and objectives outlined in this report.

8.2 Existing Policy Framework Matrix

8.2.1 Identifying Common Threads

In reviewing these policies, it is evident that there are a significant number of similar directions, objectives, goals, guiding principles and key themes, identified and underpinning the various policies that echo the same issues.

Some of these have short and medium term timeframes set around them, and contain more operationalized frameworks, while others are more strategic in nature and outline overarching recommendations that are grounded in community issues.

In order to be able to pull the various plans together into a unified strategic plan, it is first important to identify the common threads between the existing policy frameworks and validate the Vision and Mission behind the corporate endeavour.



FIGURE 8: COMPARATIVE MATRIX OF NORFOLK COUNTY POLICIES

Common Themes	Norfolk Official Plan 2011	Economic Development Strategy 2011	County Trails Master Plan 2009	County Council Strategic Plan 2008	County Council Strategic Plan 2009-2010	Haldimand-Norfolk Healthy Communities Partnership Strategic Plan 2014	Haldimand-Norfolk 10 Year Housing and Homelessness Plan 2013
Economic Development and Prosperity a Priority	X	X		X	X		
Protect and Enhance the Natural Environment	X		X				
Increase Capital Infrastructure Capacity	X	X	X	X	X	X	X
Increase Social Infrastructure Capacity	X	X	X	X	X	X	X
Attract and retain Youth in Community		X		X	X	X	
Maintaining and Enhancing Quality of Life	X	X	X	X	X	X	X
Increase Partnership and Connectivity	X		X	X	X	X	X
Community Health and Safety a Priority	X		X	X	X	X	X
Encourage Fiscal Sustainability				X	X		
Support community Diversity	X	X	X	X	X	X	
Community Values and Cultural Identity	X	X	X	X	X	X	
Ensuring Services Are Accessible			X		X	X	X
Building and Maintaining Healthy Communities	X		X	X	X	X	X



9 Community Profile

9.1 Our Current State

This section examines the following Norfolk County characteristics in comparison to the Province of Ontario

- Population growth
- Age structure
- Family Income
- Educational Attainment.

This profile includes Statistics Canada data from 2006 and 2011. It also includes demographic data and projections from the Norfolk County Official Plan 2011.

9.1.1 Population Growth

In 2011, Norfolk County had a total population of 63,175, which represents a minor increase of 1% from the last Census period of 2006 where the population was 62,563. This slower rate of growth is in contrast to the provincial average, which increased by 5.7% over the same period.

The majority of the provincial population growth, however, is concentrated in larger urban centres, which attract a disproportionate number of new immigrants. In fact, regardless of immigrant category (i.e. permanent resident, temporary foreign worker or foreign study), these people are strongly attracted to the Greater Toronto and Hamilton Areas to settle, including other larger urban areas such as London or St. Catharines.

In comparison, to its immediate neighbours, Norfolk's population is growing at a slightly faster rate than that of Haldimand County, which experienced a 0.7% decline in population between 2006 and 2011. That said, Norfolk is not keeping pace with other neighbouring census subdivisions such as Brant, Norwich and Bayham, all which experienced growth of 3.6, 2.3, and 3.9 percent respectively. Additionally, Tillsonburg also experienced a 3.2% growth in the last census period.

Moving forward, Norfolk County's Official Plan estimates that the population in Norfolk will increase to 74,300 by 2026. This would constitute an increase of 17.6% over the 12-year time period at an average annual rate of increase at 1.4%. Given that Norfolk has only experienced a 1% increase over the last 5 years, which is relative to a 0.2% annual growth, it is not clear if this is a reasonable expectation for future growth given the current state.

FIGURE 9: COMPARATIVE POPULATION GROWTH, 2006-2011

Geography	2006	2011	2006 – 2011 % Change
Norfolk County	62,563	63,175	1.0
Haldimand County	45,212	44,876	- 0.7
Brant	34,415	35,638	3.6
Norwich	10,481	10,721	2.3
Bayham	6,727	6,989	3.9
Tillsonburg	14,822	15,301	3.2
Ontario	12, 851,821	12,160,282	5.7

Source: Statistics Canada; 2006 and 2011 Census and National Household Survey, Community Profiles. Adapted by Millier Dickinson Blais Inc.



FIGURE 10: 2011 CENSUS MAP OF NORFOLK COUNTY



Source: Statistics Canada; 2006 and 2011 Census and National Household Survey.

9.1.2 Population by Age Structure

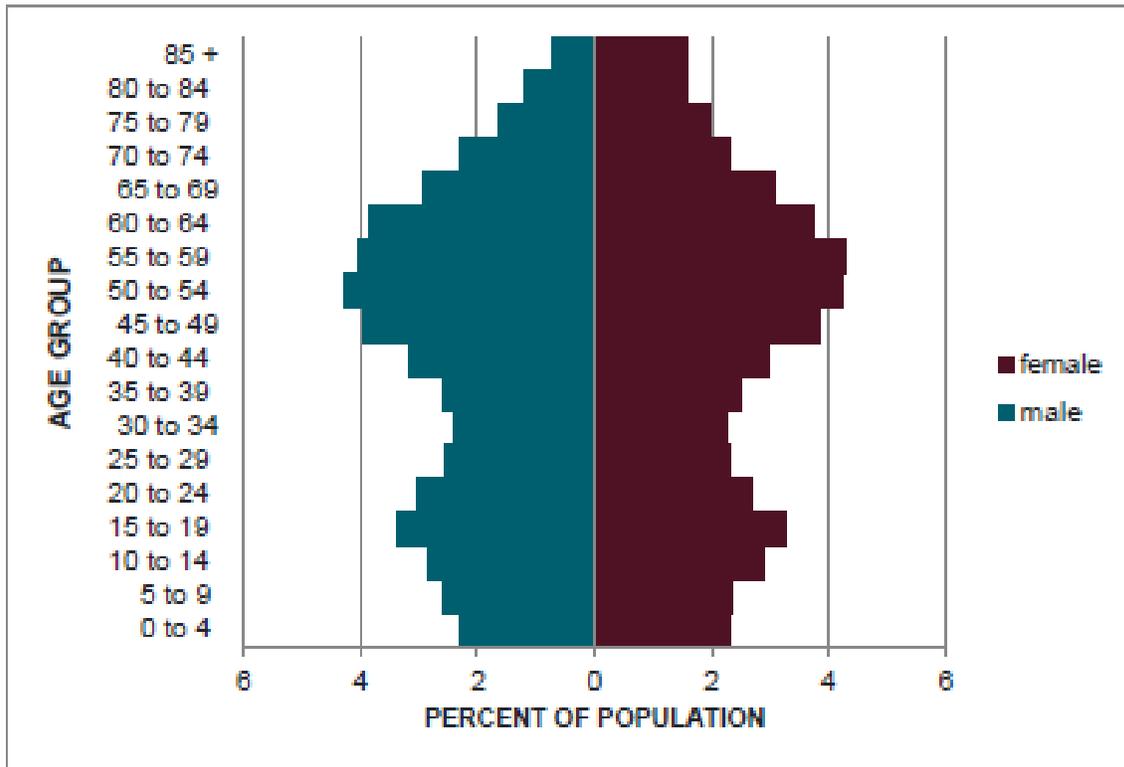
As of 2011, the median age of the population in Norfolk County was 46.1 years of age, in contrast to that of Canada and Ontario which were 40.6 and 40.4 years respectively. Between 2006 and 2011, the median age in Norfolk also rose by just under 3 years, a fairly stark comparison to that of 1.1 years in Canada and 1.4 years of age in Ontario.³

Additionally, the age structure for Norfolk County has shifted slightly from 2006 as well. The largest segment of the population is found in the ranges of 50 – 54 years of age (5,370 or 8.5%), compared to that of 45 – 49 years of age (5,225 or 8.35%) in 2006.

Overall, the largest grouping by age is found in the range of 45 – 65 years of age, totalling 20,365 people, or 32% of the local population. The percentage of the population aged 65 and over in 2011 was 19.3%, in contrast to the National average of 14.8% and the Provincial average of 14.6%.



FIGURE 11: NORFOLK COUNTY POPULATION, 2011



Source: Statistics Canada. 2011. National Household Survey. Community Profiles. Adapted by Millier Dickinson Blais Inc.

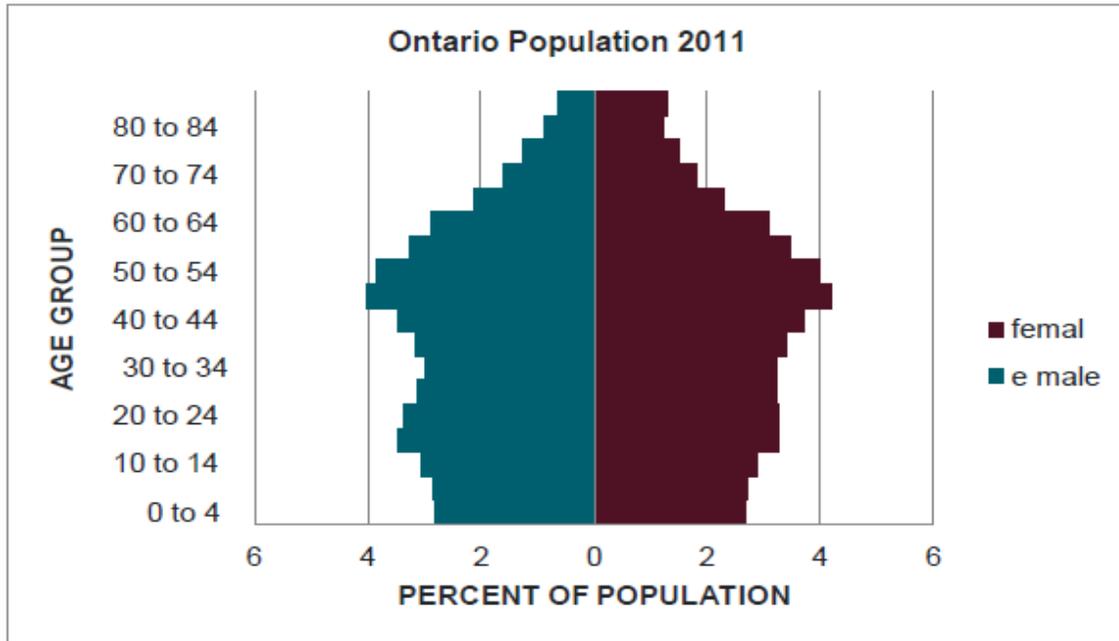
It is encouraging that this is followed by the second largest individual range of 15 – 19 years of age at 6.6% of the population. Combined with the range of 20 – 24 year olds, this grouping represents 7,795 people, or 12% of the population. However, as shown in the population pyramid in Figure 11, the most significant gap is found within the prime working years of 25 to 50 years of age. As people in Norfolk continue to age, it will be essential to increase and retain younger cohorts in the County in order to maintain a suitable working age population in order to support the local business base.

³ Statistics Canada. 2012. Focus on Geography Series, 2011 Census. Statistics Canada Catalogue no. 98-310-XWE2011004. Ottawa, Ontario. Analytical products, 2011 Census. Last updated October 24, 2012



When cross referenced with the population of Ontario seen in Figure 12, although clear signs of aging exist, they are not as steep in the prime working years, and illustrate that Norfolk is aging at a more rapid rate. As the working age population continues to age, the growth in seniors will place continued pressures on the County, in terms of service delivery and access in allowing seniors to 'age in place'.

FIGURE 12: ONTARIO POPULATION, 2011



Source: Statistics Canada. 2011. National Household Survey. Community Profiles. Adapted by Millier Dickinson Blais Inc.

9.1.3 Household Income

Average income rates provide important information about the wealth generated or retained by the local population. High income rates suggest a high level of disposable income, which in turn reflect on the level of relative affluence in a population.

Figure 13 below provides information on median and average household income for Norfolk County, its neighbouring areas and the province of Ontario.

In 2010, Norfolk County's total household income was \$70,312, with a total average after-tax income of \$60,840. This is in contrast to the provincial average total household income before taxes of \$85,772, a difference of roughly 20%.

What is notable is that average household incomes in neighbouring Brant and South-west Oxford are significantly higher. When compared to the province in median after-tax income, the differences in Norfolk County are not as stark.



FIGURE 13: Norfolk County and Surrounding Areas Household Income, 2010

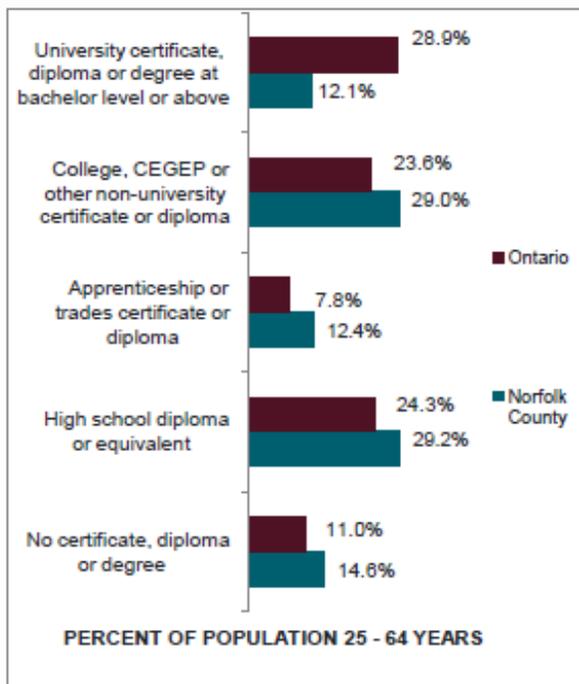
Household income in 2010 of private households NHS	Norfolk County	Brant	Haldimand County	Norwich	Bayham	South-west Oxford	Ontario
Total Households	25,045	12,930	16,825	3,600	2,290	2,590	4,886,655
Median household total income (\$)	57,659	74,955	68,510	68,178	58,543	73,996	66,358
Average household total income (\$)	70,312	94,540	79,352	76,885	66,666	92,489	85,772
Median after-tax household income (\$)	52,357	65,569	60,182	60,195	54,635	64,998	58,717
Average after-tax household income (\$)	60,840	78,659	68,083	66,915	59,292	76,203	71,523

Source: Statistics Canada, National Household Survey 2011. Various tables

9.1.4 Education

Educational attainment is one of the most important socio-economic indicators to consider when evaluating a community’s economic growth potential, as it speaks directly to its ability to staff new and existing businesses. Further, educational attainment is often seen as a contributing factor to the quality of the ‘human capital’ in an area and reflects the accumulation of skills and talents which contribute directly into the development and capacity of a skilled workforce.

FIGURE 14: Educational Attainment, Norfolk County, 2011



Source: Statistics Canada - 2011 National Household Survey. Catalogue

Source: Statistics Canada - 2011 National Household Survey. Catalogue



As of 2011, the Norfolk County had a dramatically smaller proportion of its population with a university certificate; diploma or degree at or above a bachelor level (21.1%) when compared to the province (28.9%). However, the county had a higher or degree level of the working population with a college, CEGEP or other non- university certificate or diploma (29%) than Ontario (23.6%). It also had a greater proportion of population with no certificate, diploma or degree. Yet, Norfolk did rank higher than the provincial average, with 29% of its population having achieved a high school diploma or equivalent.

One note of particular importance is the significant difference that Norfolk has in its level of apprenticeship or trades certificate or diploma. The table above reflects a 12.4% level within the working population, which is 4.6% higher than the provincial average of 7.8% as a level of educational achievement.

9.1.5 Summary of Demographic Profile

The County has experienced a slow population increase over the previous five years. Slow population growth is expected to continue based on the rate of growth indicated in the Census. Although Norfolk's Official Plan is estimating a population increase of just over 17% by 2026, it is not clear if this is likely to occur.

The proportion of Norfolk County's population that is expected to grow is among those 65 years and older, as well as another shift in the demographic increase in the 55 – 64 years of age cohort as those in the cohort before age in tandem. Residents in neighbouring municipalities tend to be more affluent on average than Norfolk, with the exception of Bayham, which suggest a higher level of disposable income among residents outside of Norfolk.

Finally, the Norfolk County working age population is more inclined to have a college diploma or an apprenticeship or trade certificate.

9.2 Competitive Analysis

This section of the report examines the resident labour force and employment by industry, occupational classifications and commuting flows for the County.

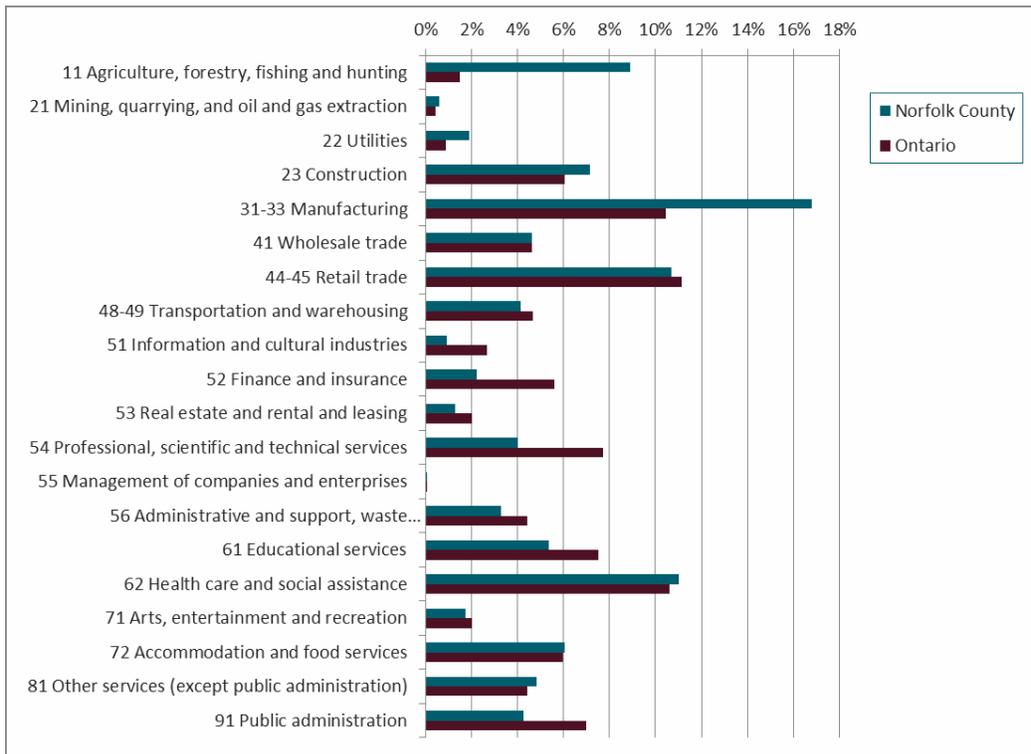
9.2.1 Labour Force by Sector Category

With respect to labour force by sector, Norfolk County's labour force is in many ways reflective of Ontario. For example, Norfolk County has a proportionate share of its labour force involved with wholesale and retail trade, transportation and warehousing, health care and social assistance, accommodation and food services and other services which includes businesses like automotive repair and personal services.

On the other hand, as an agricultural based community, Norfolk County has a disproportionate share of its labour force in agriculture (8.9%), manufacturing (16.8%), and utilities (1.9%), and a slight elevation in construction (7.1%). Norfolk County also lags the province in finance and insurance (2.2%), and professional and scientific services (4.0%), educational services (5.4%), and public administration (4.3%).



Class of Worker by Sector, Norfolk County and Ontario by Percentage, 2011



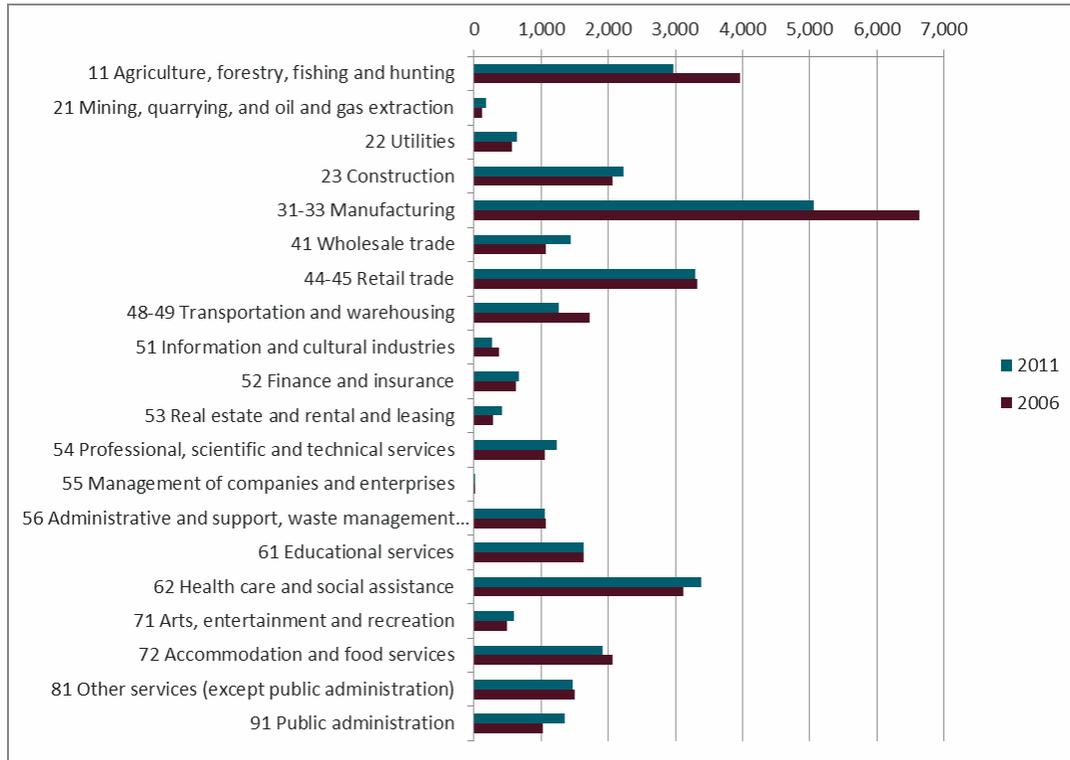
Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011052.

As shown below, Norfolk County's labour force composition, as categorized by industry, has shifted in a number of areas from 2006 to 2011. The manufacturing sector has lost the greatest number of workers from 2006 (1,575), followed by agriculture, forestry, fishing and hunting (995). Over the same period, the transportation and warehousing industry has also shed workers.

In terms of sector employment growth, wholesale trade (370), health care (265) and public administration (320) has added the most labour since 2006. Of note is the level of moderate increases in the construction, real estate and professional, scientific and technical services industries, which rose by 150, 130, and 185 workers respectively over the same period. As these are often self-employed activities, this may be indicative of an emerging trend worth more investigation.



Figure 15: Class of Worker by Industry, Norfolk County Total Labour Force Age 15 and Over 2006, 2011

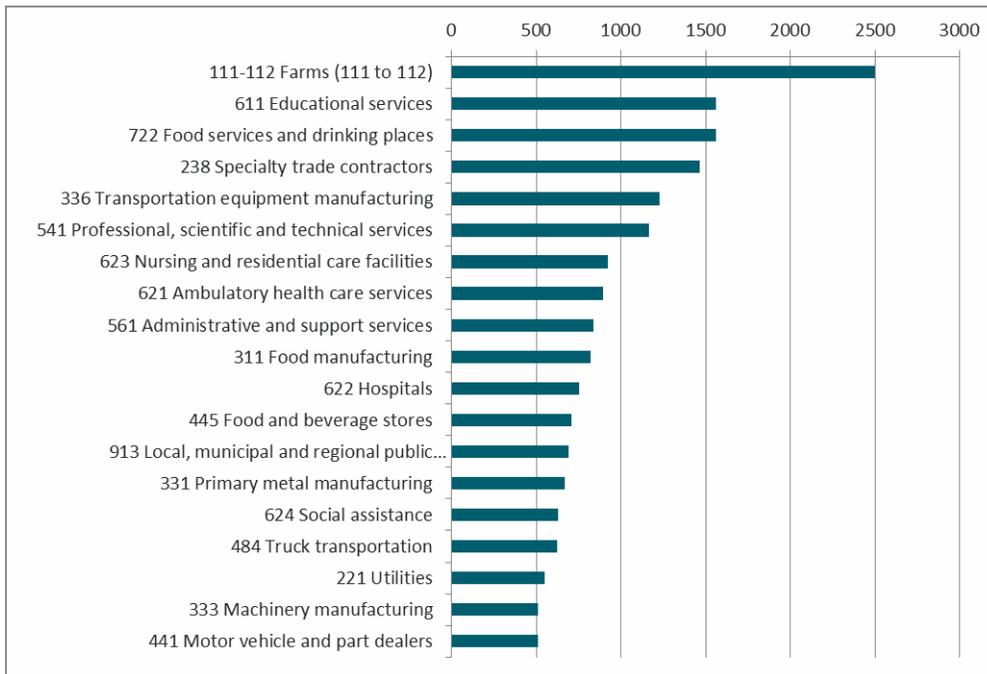


Source: Statistics Canada - 2011 National Household Survey, 2006 Census. Adapted by Millier Dickinson Blais

The table below shows the top 20 specific industrial sub-sectors in terms of total employment. As of 2011, farms, educational services, and food services and drinking places represented the top three subsectors in terms of employment. It is noteworthy that professional, scientific and technical services and specialty trade contractors are represented within the top 6 largest employment areas by subsector. This provides additional insight into a potential trend in micro businesses and self-employment. It is also worth noting that there is a relatively even distribution of subsector employment concerned with exporting goods and services, and that which is primarily focused on servicing the needs of local residents, businesses or visitors.



Top 20 Class of Worker by Industrial Subsector in Norfolk County Total Employed Labour Force 2011



Source: Statistics Canada - 2011 National Household Survey. Adapted by Millier Dickinson Blais

9.2.2 Labour Force by Occupational Classification

Understanding a community's labour force by its occupational category is far more instructive than by industrial category. In the table below, as of 2011, the largest occupational category, as measured by employed workers over the age of 15, were trades, transport and equipment operators and related occupations, and was matched in equal measure by sales and service occupations with only a 0.3% difference between them.

These categories capture many of the occupations that are involved with agriculture, manufacturing and construction. The high concentration of sales and service occupations can also be seen as a logical correlation with the high level of employment in food service and drinking places identified above.

The second highest areas of occupation concentrations are in business, finance and administration, as well as management occupations. Worthy of noting is the concentration in occupations in social science, education, government service and religion at 9.7%, and processing, manufacturing and utilities (9%).

From 2006 to 2011, Norfolk County's employed labour force in management occupations have grown by over 56%, along with steep increases in occupations in social science, education, government service and religion of 48% and art, culture, recreation and sport by just over 35%. Such dramatic increases in these categories could be linked to and reflective of the growth in public administration as well as professional, scientific and technical services by industry charted above. The increase in health occupations by 14% would also align with the growth in the health sector noted above.

Of those categories with the largest decline, occupations related to occupations unique to primary industry where the most stark at a loss of 55.6% in terms of both proportional decline and absolute numbers.

Whereas, the declines in sales and service occupations, and trades, transport and equipment operators. That said, with the exception of sales and service, the combination of the other two categories could be attributed to the decline in the tobacco industry and its impact on Norfolk's agricultural sector.



Norfolk County Employed Labour Force by Occupational Classification 2011, 2006

Occupational Category by Major Unit	2011	Percentage of 2011 Total	2006	Percentage of 2006 Total	Percentage Change from 2006 to 2011
A – Management occupations	3,540	11.4%	2,260	6.9%	56.5%
B – business, finance and administration occupations	3,890	12.5%	3,900	11.9%	-0.3%
C – Natural and applied sciences and related occupations	1,130	3.6%	1,155	3.5%	-2.2%
D – Health occupations	2,070	6.7%	1,815	5.5%	14.0%
E – Occupations in social science, education, government service and religion	3,020	9.7%	2,040	6.2%	48.0%
F – Occupations in art, culture, recreation and sport	655	2.1%	485	1.5%	35.1%
G – Sales and service occupations	6,010	19.3%	6,650	20.3%	-9.6%
H – Trades, transport and equipment operators and related occupations	6,100	19.6%	6,595	20.2%	-7.5%
I – Occupations unique to primary industry	1,840	5.9%	4,140	12.7%	-55.6%
J – Occupations unique to processing, manufacturing and utilities	2,800	9.0%	3,680	11.2%	-23.9%
Total	31055	100.0%	32720	100.0%	54.8%

Source: Statistics Canada - 2011 National Household Survey, 2006 Census. Adapted by Millier Dickinson Blais

Norfolk County's Top 15 Occupations, 2011

Occupational class by minor unit	2011
Industrial, electrical and construction trades	2230
Middle management occupations in trades, transportation, production and utilities	1705
Service support and other service occupations, n.e.c.	1515
Transport and heavy equipment operation and related maintenance occupations	1370
Maintenance and equipment operation trades	1170
Administrative and financial supervisors and administrative occupations	1090
Sales representatives and salespersons - wholesale and retail trade	1075
Workers in natural resources, agriculture and related production	1025
Professional occupations in education services	990
Service representatives and other customer and personal services occupations	990
Office support occupations	930
Middle management occupations in retail and wholesale trade and customer services	900
Sales support occupations	855
Service supervisors and specialized service occupations	785
Assemblers in manufacturing	750

Source: Statistics Canada - 2011 National Household Survey, 2006 Census. Adapted by Millier Dickinson Blais

The table above provides a snapshot of Norfolk County's largest occupational categories, in absolute terms. This snapshot reflects the County's strong agricultural and manufacturing sectors, with top occupations also related to educational services and wholesale trade.



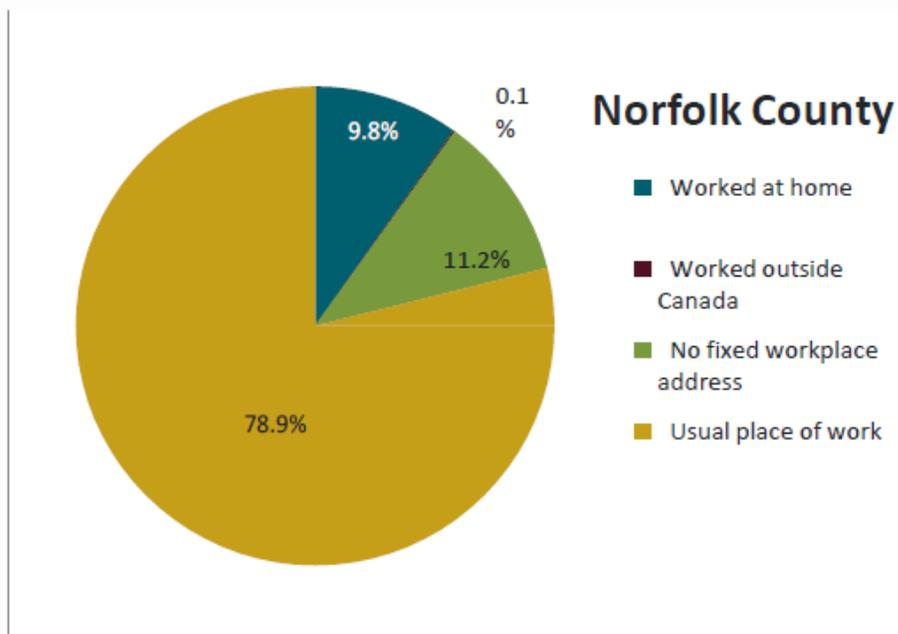
9.2.3 Labour Flow Characteristics

While the size and growth of the local labour force is an asset to the community, consideration must be given to the degree to which a community sees an outflow or inflow of its labour force. The degree of outflow may represent an opportunity to capture or retain employment in the community. It is also an indication of the strength of the community in generating local employment opportunities.

9.2.3.1 Place of Work Status

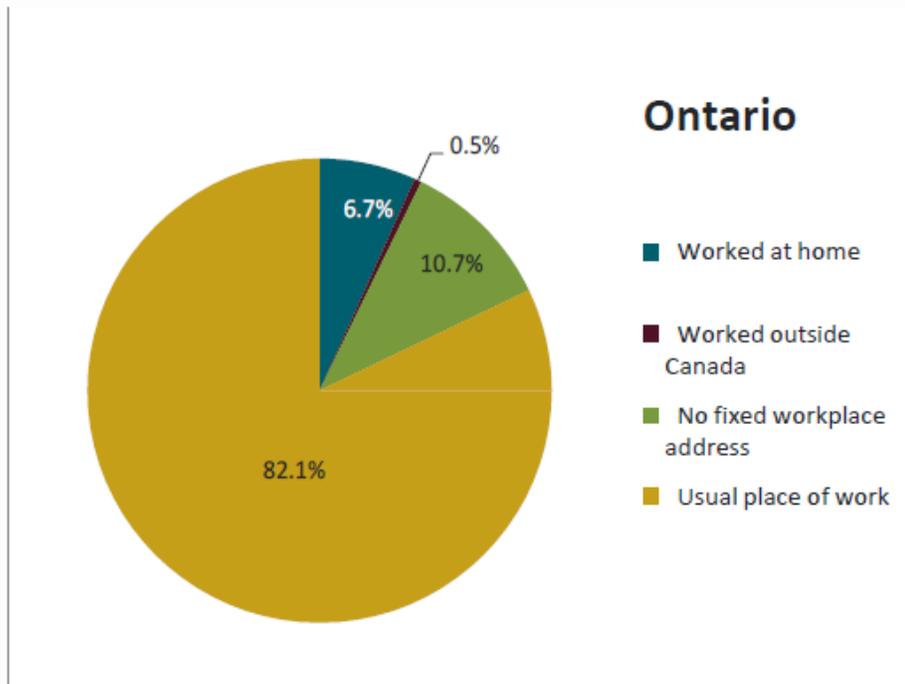
The tables below illustrate the proportion of workers within Norfolk County and Ontario, in 2011, by their place of work. The place of work of Norfolk County's labour force is generally reflective of Ontario, while there are some notable differences. The county has a larger proportion of its labour force that works at home when compared to Ontario. This may be a result of the county's high rates of self-employed farmers along with home based businesses involved in professional, scientific, and technical services. Furthermore, the county has a slightly larger proportion of its labour force that has no fixed place of work. This may be attributed to the county's large share of construction workers and specialty trades contractors.

PLACE OF WORK STATUS IN NORFOLK COUNTY, 2011





PLACE OF WORK STATUS IN ONTARIO, 2011



Source: Statistics Canada - 2011 National Household Survey. Adapted by Millier Dickinson Blais

9.2.3.2 Commuting Patterns

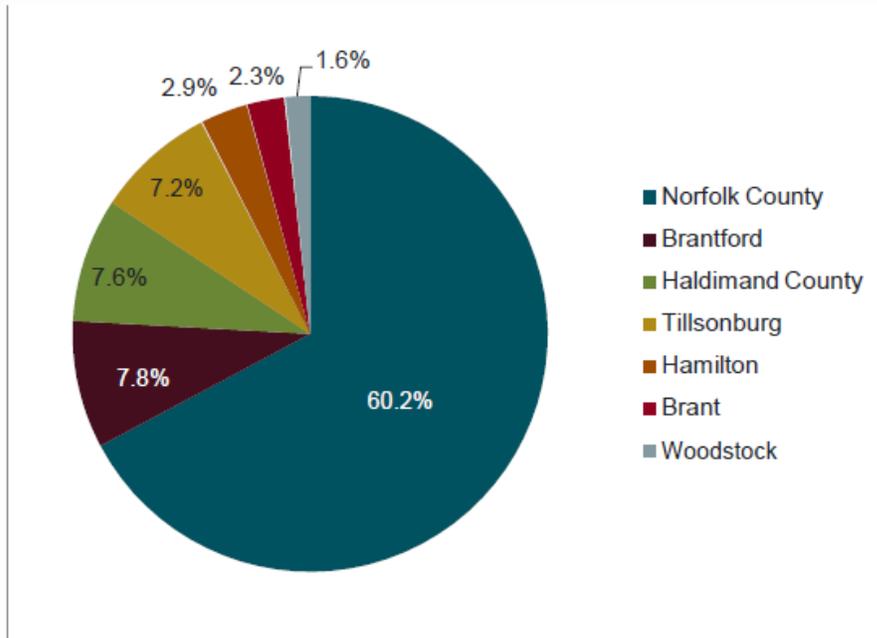
The following two figures provide insight into the commuting patterns of those workers that live in Norfolk County and for those workers that live outside of Norfolk County but work within the county. The first table shows the top seven locations where county residents commute for work. The gross majority of residents, just over 60%, commute to somewhere within the county for work; whereas nearly 40% of commuters travel outside of Norfolk to work. Roughly 22% of residents travel to Haldimand, Brantford, or Tillsonburg to work, while just fewer than 3% travel to Hamilton and 2 percent travel to Brant.

The second table illustrates where the county's commuting labour force is coming from. Just over 80% of the county's labour force emanates from within the county, which means that approximately 20% of the county's labour force is drawn from other municipalities. Tillsonburg contributes 4.6% of the labour force while Haldimand County contributes nearly 4%.



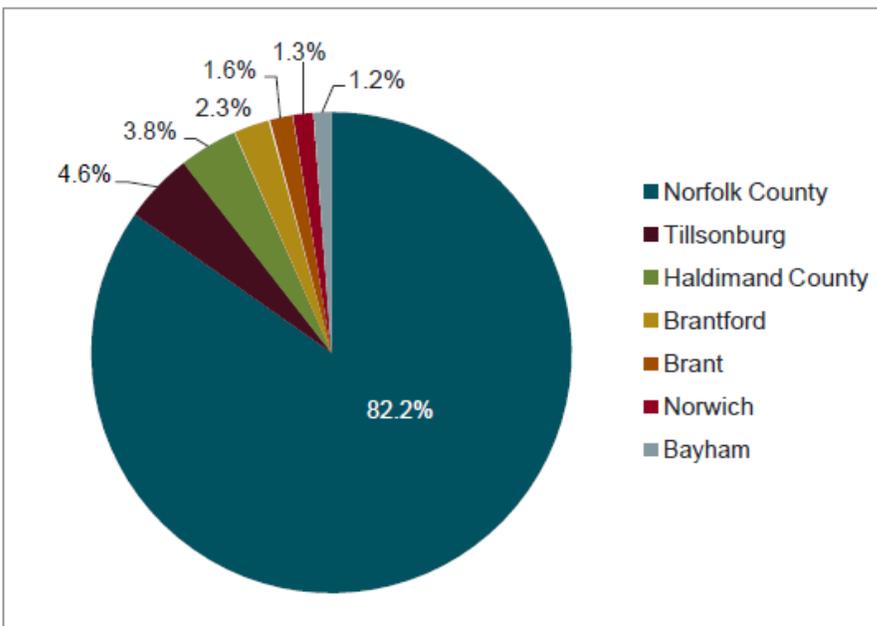
Top 7 Locations Residents of Norfolk County Commute to for their Usual Place of Work, 2011

TOP 7 LOCATIONS RESIDENTS OF NORFOLK COUNTY COMMUTE TO FOR THEIR USUAL PLACE OF WORK, 2011



Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011032.

Top 7 Locations Workers from Norfolk County Commute from for their Usual Place of Work, 2011



Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011032.



9.2.4 Business Patterns Assessment

Statistics Canada's Canadian Business Patterns Data provides a record of business establishments by industry and size. This data is collected from the Canada Revenue Agency (CRA). The business data collected for Norfolk County includes all local businesses that meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of \$30,000 in annual sales revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

The Canadian Business Patterns Data records business counts by "Total", "Indeterminate" and "Subtotal" categories. The establishments in the "Indeterminate" category include the self-employed (i.e. those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners).

It should be noted that the Canadian Business Patterns Data uses the CRA as a primary resource in establishment counts; therefore, businesses without a business number or indicating annual sales less than \$30,000 are not included. The population of these small, unincorporated businesses is thought to be in the range of 600,000 in all of Canada.

9.2.4.1 Key Business Characteristics

A detailed review of the business patterns data for the period between 2008 and 2013 for Norfolk County provides an understanding of the growth or decline of businesses over the five-year period and the key characteristics that define the county's business community. When combined with the broader labour force analysis, the business patterns information assists in understanding the key industry opportunities for Norfolk County.

Understanding the trends in business growth in the community provides valuable insight into the shape that future growth and investment in the county might take. It also provides an indication of where the priorities of the county should lie, especially with regards to program development and delivery, and strategic planning.

In terms of concentration, the following sectors identified in the table below exhibit the highest proportion of business establishments in Norfolk County as of December 2013:

- Agriculture, Forestry, Fishing and Hunting (1268 businesses, 27.5% of total)
- Construction (485 businesses, 10.5% of total)
- Retail Trade (421 businesses, 9.1% of total)
- Real Estate Rental and Leasing (392 businesses, 8.5% of total)

Notably, when the indeterminate category (self-employed) is removed, the four sectors with the highest business establishment proportions remain consistent with only Real Estate Rental and Leasing falling off the list, replaced by Other Services (except Public Administration) businesses:

- Agriculture, Forestry, Fishing and Hunting (509 businesses, 24.3% of total)
- Retail Trade (254 businesses, 12.1 % of total)
- Construction (251 businesses, 12% of total)
- Other Services (except Public Administration) (195 businesses, 9.3% of total)



Norfolk County Businesses by Location and Size, December 2013

Industry (NAICS) as of December 2013	Total	In-determinate	Subtotal	1- 4	5- 9	10-19	20-49	50-99	100+
Total Economic Snapshot	4617	2525	2092	1058	440	332	193	39	20
11 Agriculture, Forestry, Fishing and Hunting	1268	759	509	209	112	111	59	9	8
21 Mining, Quarrying, and Oil and Gas Extraction	13	9	4	3	0	1	0	0	0
22 Utilities	9	5	4	2	0	1	1	0	0
23 Construction	485	234	251	172	55	17	6	0	1
31-33 Manufacturing	165	78	87	24	28	10	13	6	3
41 Wholesale Trade	157	67	90	39	27	13	8	2	1
44-45 Retail Trade	421	167	254	116	56	45	26	7	2
48-49 Transportation and Warehousing	263	176	87	59	14	7	4	1	1
51 Information and Cultural Industries	32	16	16	6	0	7	3	0	0
52 Finance and Insurance	171	99	72	36	8	8	19	1	0
53 Real Estate and Rental and Leasing	392	318	74	50	14	8	2	0	0
54 Professional, Scientific and Technical Services	251	162	89	59	12	12	6	0	0
55 Management of Companies and Enterprises	91	78	13	11	0	1	0	0	1
56 Administrative and Support, Waste Management and Remedial	120	60	60	36	9	12	2	1	0
61 Educational Services	18	9	9	5	2	2	0	0	0
62 Health Care and Social Assistance	188	62	126	58	29	20	8	6	3
71 Arts, Entertainment and Recreation	75	34	41	15	8	9	8	1	0
72 Accommodation and Food Services	142	32	110	28	25	26	26	5	0
81 Other Services (except Public Administration)	355	160	195	130	41	22	2	0	0
91 Public Administration	1	0	1	0	0	0	0	0	0
Total Economy	4617	2525	2092	1058	440	332	193	39	20

Source: Canadian Business Patterns December 2013

Overall, business establishments in Norfolk County are overwhelmingly characterized by small companies and enterprises that employ less than 10 people.

In 2013, excluding the businesses consisting of the self-employed – which themselves are small enterprises – there were 1,058 businesses, or 50.6% of the subtotal, that employ 1-4 people. An additional 440 businesses, or 21% of the subtotal, employ 5-9 people.

Taken in combination, these represent 71.6% of all employers in Norfolk County.

The five industries with the highest number of establishments employing fewer than 10 people were:



- Agriculture, Forestry, Fishing and Hunting (321 businesses)
- Construction (227 businesses)
- Retail Trade (172 businesses)
- Other Services (except Public Administration) (171 businesses)
- Health Care and Social Assistance (87 businesses)

It is also important to note the relatively lower numbers of medium and large firms in the county's economy. This is of interest because small, medium and large firms are generally believed to provide different economic functions within an economic region. Small firms are generally seen as the major source of new products and ideas, while large firms typically develop as products become more homogenous and firms begin to exploit economies of scale. The lack of mid-size and large business in Norfolk County is somewhat concerning as these firms are typically more export oriented and generate higher operating surpluses.

Further, the majority of firms with 20-49 employees are those which typically provide goods and services to meet the needs of the local community. That said, there are still 59 businesses in the agricultural sector which fall within this category and could be understood to be export oriented.

It is also valuable to examine the growth in businesses by industry, so as to better understand areas of emerging opportunity and importance within Norfolk County's economy. The following figure provides an indication of the growth in business establishments by two digit NAICS codes from 2008 to 2013.

The sectors that have experienced the highest rate of growth (exclusive of the self-employed, and those industries with 25 or fewer establishments) include:

- Real Estate Rental and Leasing (80.5%)
- Construction (14.1%)
- Arts, Entertainment and Recreation (7.9%)
- Health Care and Social Assistance (7.7%)

What is also important to note, is that Agriculture, Forestry, Finishing and Hunting experienced a 2.6% growth in number of employers and a 20.4% growth of business counts overall (which include the self-employed).

As identified in the *2011 Norfolk County Economic Development Strategy*, in order to rebound from the negative impact to its agricultural economy caused by the decrease in demand for tobacco products, the local industry responded by diversifying into alternate crops such as ginseng, and asparagus and rebranded itself as Ontario's Garden.⁴

This slight growth could be a positive sign that the industry is in fact stabilizing, if not rebounding. A deeper analysis of the composition of this category could reveal greater detail in to what specific industries and subsectors are driving this change.

⁴ Norfolk County Economic Development Strategy, 2011; McSweeney & Associates Economic Development, November 10, 2011



Number Of Business Establishments by Sector, Norfolk County 2008 and 2013

Industry (NAICS)	Dec. 2013 Total	Dec. 2013 Indeterminate	Dec. 2013 Subtotal	Dec. 2008 Total	Dec. 2008 Indeterminate	Dec. 2008 Subtotal	2008-2013 % Change Total	2008-2013 % Change Subtotal
11 Agriculture, Forestry, Fishing and Hunting	1268	759	509	1053	557	496	20.4%	2.6%
21 Mining, Quarrying, and Oil and Gas Extraction	13	9	4	16	10	6	-18.8%	-33.3%
22 Utilities	9	5	4	8	3	5	12.5%	-20.0%
23 Construction	485	234	251	449	229	220	8.0%	14.1%
31-33 Manufacturing	165	78	87	157	56	101	5.1%	-13.9%
41 Wholesale Trade	157	67	90	160	72	88	-1.9%	2.3%
44-45 Retail Trade	421	167	254	442	175	267	-4.8%	-4.9%
48-49 Transportation and Warehousing	263	176	87	270	177	93	-2.6%	-6.5%
51 Information and Cultural Industries	32	16	16	20	7	13	60.0%	23.1%
52 Finance and Insurance	171	99	72	158	90	68	8.2%	5.9%
53 Real Estate and Rental and Leasing	392	318	74	246	205	41	59.3%	80.5%
54 Professional, Scientific and Technical Services	251	162	89	233	147	86	7.7%	3.5%
55 Management of Companies and Enterprises	91	78	13	129	114	15	-29.5%	-13.3%
56 Administrative and Support, Waste Management and Remediation Services	120	60	60	122	63	59	-1.6%	1.7%
61 Educational Services	18	9	9	30	18	12	-40.0%	-25.0%
62 Health Care and Social Assistance	188	62	126	147	30	117	27.9%	7.7%
71 Arts, Entertainment and Recreation	75	34	41	60	22	38	25.0%	7.9%
72 Accommodation and Food Services	142	32	110	155	46	109	-8.4%	0.9%
81 Other Services (except Public Administration)	355	160	195	323	127	196	9.9%	-0.5%
91 Public Administration	1	0	1	2	0	2	-50.0%	-50.0%
Total Economy	4617	2525	2092	4180	2148	2032	10.5%	3.0%

Source: Canadian Business Patterns December 2013, December 2008

10 Community Engagement

10.1 Community Conversations

10.1.1 The Community's Vision and Priorities

The community was engaged in a number of ways in order to garner the most representative perspectives and reflections possible. These included an online survey (336 responses), 15 resident/stakeholder interviews by phone, and two locally facilitated group conversations:

- 2 Community Sessions (Simcoe and Langton)

The community was asked to provide input to a series of questions, such as:

- What makes Norfolk County a unique place to live, work or invest?
- What are Norfolk County's greatest strengths?
- What is your vision for Norfolk County?
- In order to achieve this vision, what are the top three priorities Norfolk County needs to focus on?
- What are the greatest challenges standing in the way of achieving these priorities?
- What do you think the County's role is in advancing this vision?

Based on the results gathered and analysed, residents envisioned a community that provides up to date infrastructure for education, entertainment, employment, and recreation.



They envision a safe community to raise and support children, with access to jobs, cultural resources, and community services in a beautiful and natural setting.

When asked to give their top three ideas as to how Norfolk County can make this vision a reality, **five key community priorities** emerged that were highlighted as critical to success:

- Economic Competitiveness
- Improved Access and Business Supports
- Improved Community Services
- Youth Retention
- Championing Culture

10.1.2 The Voice of Youth in Norfolk

In order to understand the needs and values of the younger people in the community, and gain valuable insight into what programs, services, amenities and opportunities they value, 3 Youth Consultations were held on April 3, May 8, and May 15, 2014, at various locations across Norfolk County to ensure adequate accessibility.

Well over 30 youth participated in various forms, with ages ranging from 12 to 18 years, as well as young professionals under 30.

The following are the most valued elements and commonly cited strengths Norfolk County has to offer:

- Beautiful Natural Environment and Biosphere
- Trail Systems, Parks and Outdoor Recreation
- Arts, Culture and Heritage
- Festivals and Community Events
- Growing Multiculturalism
- Local Food, Farms, Market, and Wineries
- Variety of Sports Teams
- Volunteer Opportunities
- Improving Retail and Good Restaurants
- Friendly, Small Town, and Rural but Close to Urban Centres

More detailed analysis of these findings is provided in The Community's Voice section in Part 1 of this report. The actual findings and thematic analytics are contained below in Section 10.5 Youth Consultations.



10.2 Online Survey Results

10.2.1 Introduction

The following section of the report summarizes the results of a community survey that was distributed online and throughout the municipality. The purpose of the survey was to get extensive input on a wide range of community issues from the public. Local and digital media was used to inform the community of the survey. Notice of the survey was also posted in public places such as libraries and community centres.

10.2.2 Data Analysis and Methodology

The survey had the participation of 336 community members in Norfolk County. Participants to the survey were able to answer questions online or fill out a physical copy of the survey from February 2014 to March 2014.

The survey was structured to identify issues in key areas such as:

- Quality of Local Community
- Direction of Norfolk County
- Great Place to Live Factors
- Future Service Delivery
- Resident Profile

The below section summarizes the responses to 17 detailed question within these key areas that participants were asked to answer. The survey tool was designed in conjunction with the Staff Working Group. Combinations of qualitative and quantitative questions were included in the survey in order to capture a wide range of responses. Microsoft Excel and Survey Monkey were used to collect and analyze the survey data.

10.2.3 Survey Findings

10.2.3.1 Quality of Place

This section sheds light on participants' perceptions of Norfolk County as a place to live or work. This discussion presents an assortment of qualitative information. The information provided is not intended to be statistically representative, yet the depth and quality of these responses are instructive for the continued improvement of Norfolk County.

10.2.3.2 Quality of Norfolk County

Participants were asked what characteristics make Norfolk County a unique place to work and live. Below are the most frequently mentioned characteristics.

- Small town charm
- Local cultural sector
- Locally grown foods
- Community atmosphere
- Friendliness
- Beautiful natural resources
- Access to larger communities

Overall, respondents mentioned that the County is a large enough community to provide community services, and yet small enough to maintain a "hometown" rural atmosphere. Respondents also noted its natural beauty and rich cultural character.



- **Improved Access.** Improved infrastructure, better access from industrial parks to highways, as well as lower hydro rates, business taxes, and gas rates were suggested to further attract investment and development. Improved internet access in rural areas was of primary concern.
- **Championing Culture.** Respondents suggested developing a cultural plan that would capitalize on Norfolk County's current cultural assets and further strengthen the County's cultural resources.
- **Improved Community Services.** Many respondents voiced concerns regarding health care. A significant number of people feel as if there was a lack of doctors, psychiatrists, psychologists, and nurse practitioners. Respondents suggested an initiative to attract and retain these medical practitioners. Additionally, more social programs supported by fundraising and volunteering initiatives were suggested, as well as better educational services, and promotion of post-secondary education.
- **Youth retention.** A primary concern for participants was the lack of retention strategies to keep youth in Norfolk County, many stressed investment in youth training, and youth retention strategies. One respondent suggested creating a database to stay in touch with the youth during post-secondary years.

10.2.3.4 Barriers to Achieving the Vision

As a follow-up, respondents were asked what could stop the vision from happening. The most commonly cited barriers were as follows:

- **Economy.** The lack of industry in Norfolk County was of primary concern to participants. Respondents noted that a weak economic strategy makes it difficult to entice investment and to retain youths and highly-education professionals.
- **Development.** Many believe that there is too much red tape surrounding future development. The development process can appear to be restrictive and there are a number of perceived building and by-law issues by the community. A myriad of unattractive spaces and a lack of incentive for growth in the area seem to be of primary concern. Additionally, respondents voiced a lack of coordinated vision between existing organizations and county departments. The community felt as if they were not involved in the planning process or the implementation of initiatives.
- **Short Term Thinking and Lack of Vision.** Participants voiced concerns regarding the proliferation of short term thinking and lack of municipal and county leadership. Respondents felt there was a lack of inclusivity around decision making, and there was a tendency for reactive decision making rather than proactive and strategic decision making.
- **Funding.** As with most municipalities, funding is of primary concern. Participants found taxes were high and there were no incentives for potential investors. Respondents voiced that there was a misallocation of tax dollars and restrictive policies leading to misplaced resources.
- **Inadequate Services.** A lack of investment in post-secondary education, lack of youth engagement strategies and programs, inadequate medical services, and the lack of public transit were noted by participants.

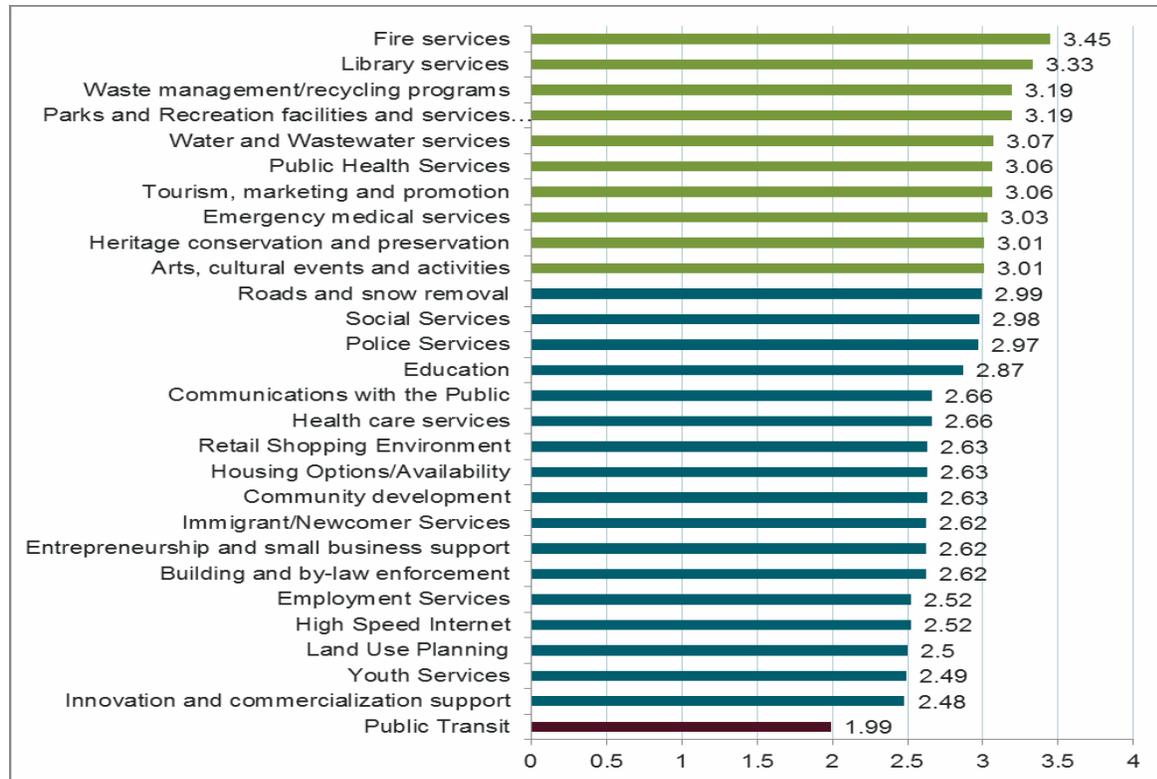
10.2.3.5 Quality of Service in Norfolk County

Survey participants were asked to rank the quality of services provided by the County on a scale of 1 to 4. Of the 28 services respondents could choose from, 10 services received a score greater than three. Among these services, the highest scoring were "fire services" (3.45) and "library services" (3.33). The next highest ranking services were "waste management/recycling programs" (3.19) and "parks and recreation facilities and services"



(3.19). Participants were least satisfied with “public transit” (1.99) as it was the only service to receive a score lower than 2.

Figure 17: Quality of Service In Norfolk County



As a follow-up, respondents that had given ratings of 1 “not at all satisfied” or 2 were asked for the reasons for their score.

The overriding themes dealt with **competitiveness, community services, and development.**

The lack of economic competitiveness, as mentioned above, seemed to be a significant barrier for progress in Norfolk County. Participants believed that issues surrounding competitiveness were a result of inadequate servicing, infrastructure, and support for entrepreneurs and small businesses. Respondents were unhappy with public transit; however, some participants understood that there was not a large enough demand to warrant increased servicing.

Participants who provided additional feedback were unsatisfied with youth and social services. Also noted was a deficiency in newcomer services. Participants voiced that there were not enough employment agencies in place and law enforcement was viewed as unnecessarily costly.

Participants were unsatisfied with the viability of downtown and its main streets. Respondents voiced concern regarding road blocks to land use planning, a number of building issues and by-law restrictions.

Additionally, the lack of professional vision, and inequalities that lead to a lack of cohesion among members of the community were expressed by participants.

Participants that had given ratings of 4 “very satisfied” or 3 were asked for the reasons they had given their rating. The common themes were focused on **arts and culture, and community services**, where the majority of



respondents had described the following attributes as excellent.

- Arts, cultural events and activities
- Heritage and parks
- Upgrading of infrastructure (given budget constraints)
- Services (snow removal, waste management)
- Library services
- Expansion of Delhi Community Health Centre
- Professionalism and competence of staff
- Local high schools

Many respondents note that for the majority of the aforementioned attributes there was significant room for improvement, but the town was making good progress given the amount of resources at their disposal.

10.2.3.6 Direction of Norfolk County

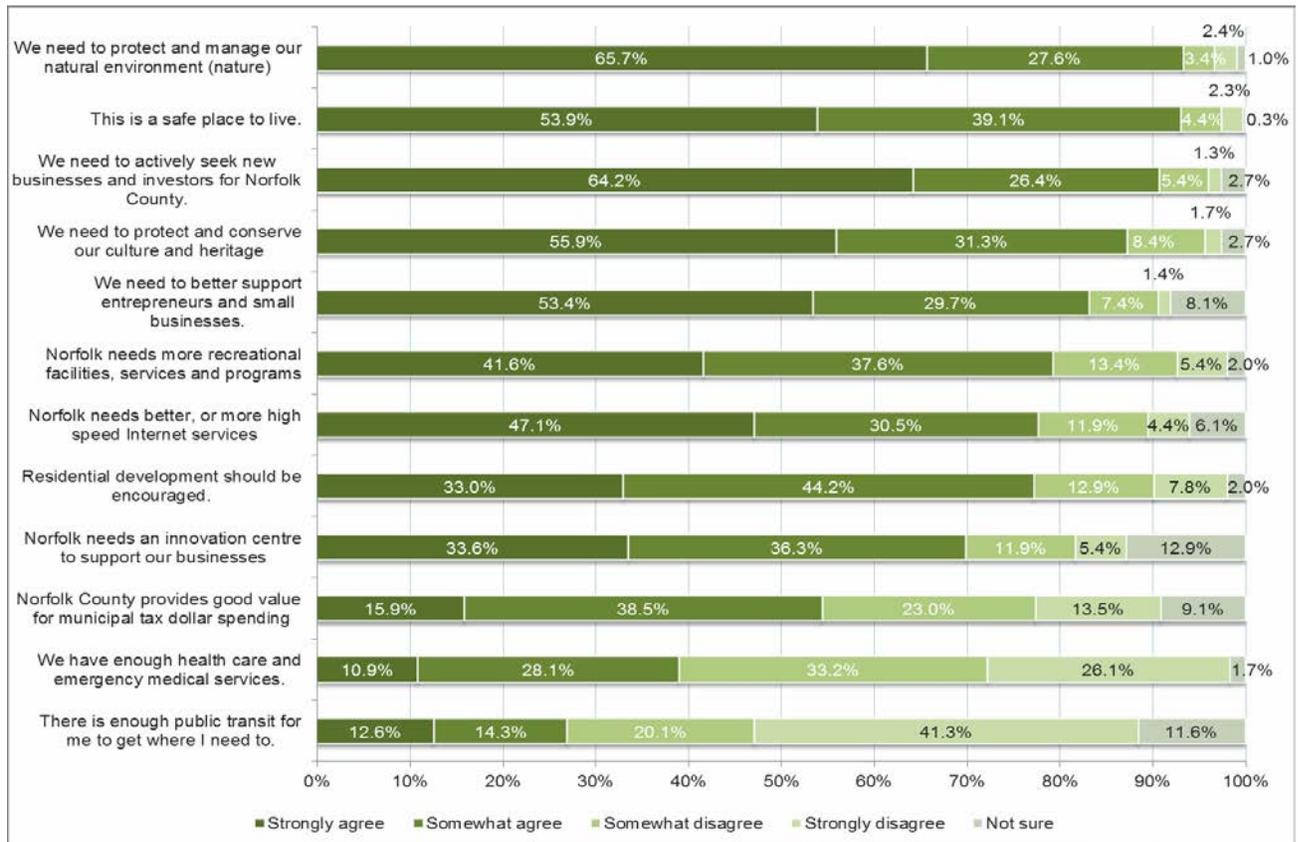
The following subsection presents responses to questions regarding the direction participants would like to see Norfolk County grow. Respondents were asked questions pertaining to community services, business services, and future infrastructure needs.

Participants were asked if they agreed or disagreed with various statements about Norfolk County. For the statements that received a strongly and somewhat agreed response, 10 out of the 12 statements obtains a response rate greater than 50%. This suggests that local residents are satisfied with most of the services that the County offers. The highest ranking statements were "we need to protect and manage our natural environment" (93.3%), "this is a safe place to live" (93.0%) and "we need to actively seek new businesses and investors for Norfolk County" (90.6%).

Among the statements that participants strongly and somewhat disagreed with the most, "there is enough public transit for me to get where I need to" (61.4%) and "we have enough health care and emergency medical services" (59.3%) were the only statements to receive a response rate greater than 50%.

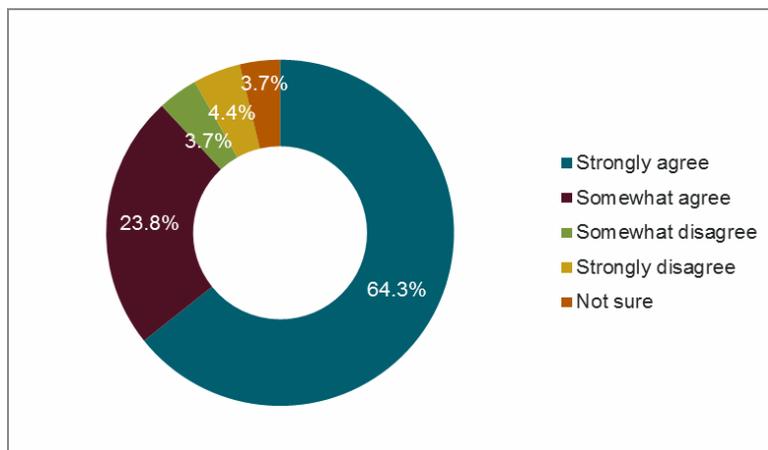


Figure 18: Do You Agree/Disagree With The Following Statements About Norfolk County?



Participants were also asked if they agreed/disagreed that they needed government services that could be accessed and used by all residents. Out of the 294 responses, the large majority of respondents (88.1%) strongly and somewhat agreed.

Figure 19: Do You Agree That We Need Government Services That Can Be Accessed And Used By All Residents?

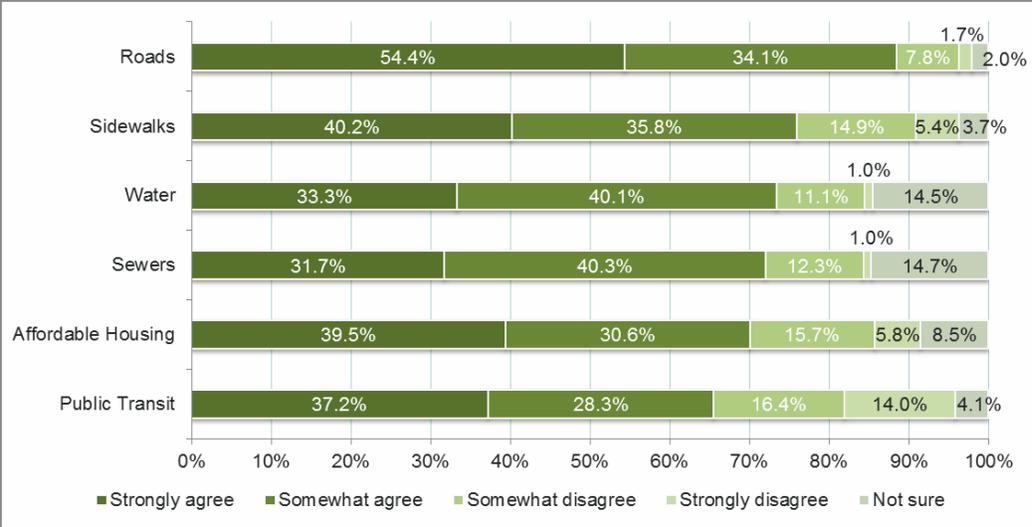


Finally participants were asked if they agreed/disagreed with the need for investment in various physical infrastructures projects. When looking at projects that received a strongly and somewhat agreed response, all the



projects obtained response rate greater than 50%. These results suggest that there is support for investment in each of the listed infrastructure project. The highest ranking projects to receive a strongly and somewhat agreed response were “roads” (88.5%) and “sidewalks” (76.0%). However, the highest ranking projects to receive a strongly and somewhat disagreed response were “public transit” (30.4%) and “affordable housing” (21.4%). It should be noted that in the “Quality of Place” subsection, “there is enough public transit for me to get where I need to” was one of the two statements receive a strongly and somewhat disagreed response rate greater than 50%.

Figure 20: Investment In Physical Infrastructure In Norfolk County



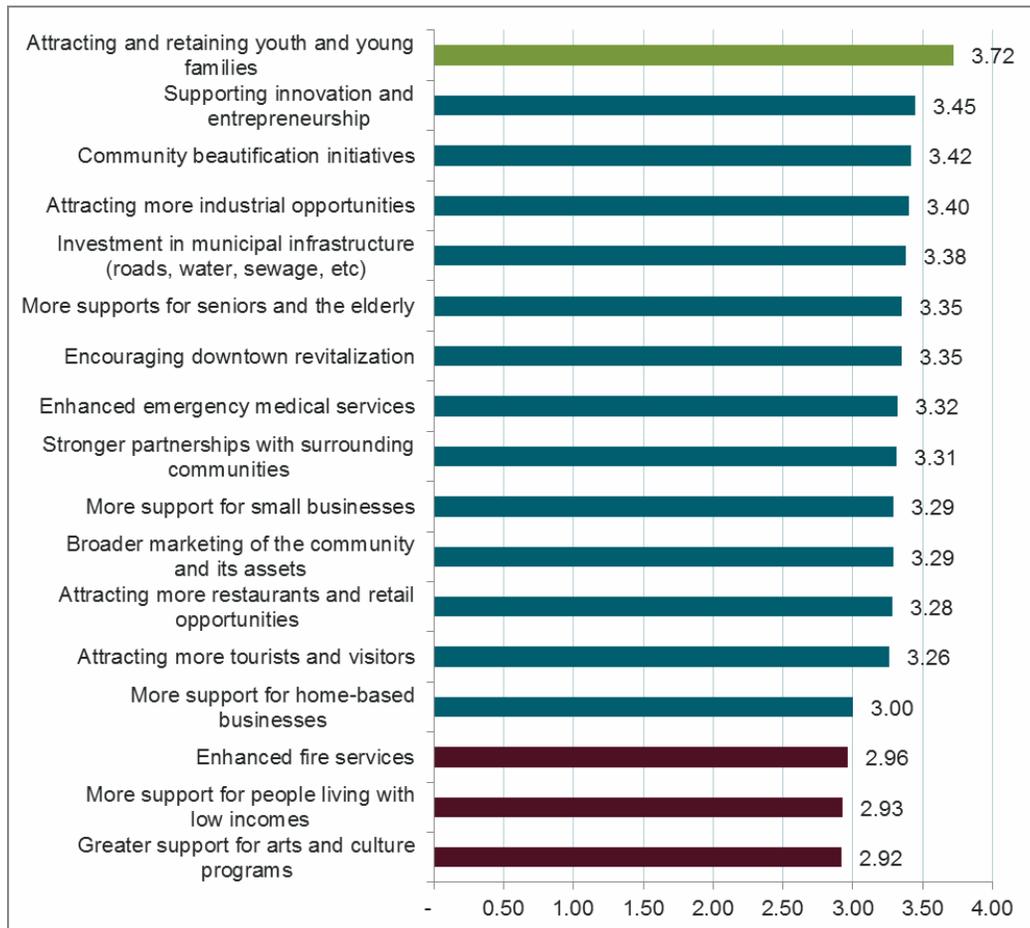


10.2.4 Making Norfolk a Great Place to Live

Respondents were asked to rank the importance of 17 factors that would impact the quality of life in Norfolk County from a scale of 1-4. The responses to this question indicate that the most important factor was “attracting and retaining youth and young families” (3.72), as this was the only factor to obtain a score greater than 3.5. The next highest ranking factors were “supporting innovation and entrepreneurship” (3.45) and “community beautification initiatives” (3.42). Participants indicated that the least important factors were “enhanced fire services” (2.96), “more support for people living with low income” (2.93) and “greater support for arts and culture programs” (2.92), as they were the only factors to receive a score lower than three.

It should be noted that in the “Quality of Place” subsection, “youth services” was one of the lowest ranking services based on quality. This result suggest that there would be strong support in improving “youth services” due to the perceived low quality of this service and the high importance residents placed in “attracting and retaining youth and young families”.

Figure 21: Factors That Make Norfolk County A Great Place To Live





10.2.5 Future Service Delivery

To ensure that that public finances were being invested in an efficient manner, participants were asked to identify the most appropriate service delivery method for 19 services. According to the below figure, participants supported the idea of seven services being delivered by the County as they received a response greater than 50%. The seven services and their respective response rates were as follows:

- Building, property standards, planning and by-law enforcements (58.8%)
- Community land use planning/zoning (58.4%)
- Clerk – marriage licenses, birth registrations, lottery licensing (57.6%)
- Cemeteries (55.8%)
- Parks and recreation (53.5%)
- Library services (52.6%)
- Fire services (51.8%)

Looking at services that should be delivered in partnership between Norfolk County and other municipalities, only “police services” (50.6%) received a response greater than 50%. However, when compared with other service delivery sources, the following services received the highest proportion of responses:

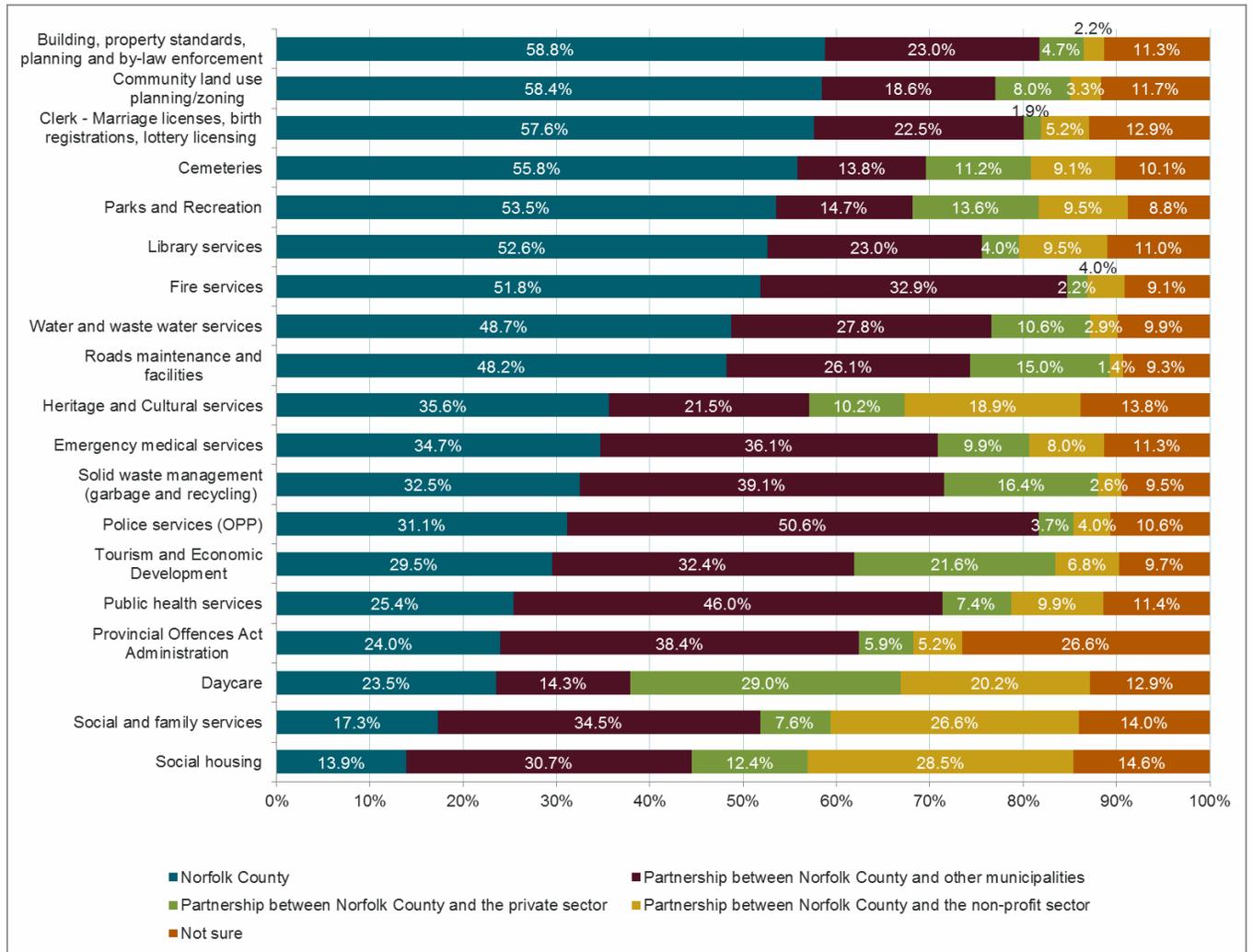
- Emergency medical services (36.1%)
- Solid waste management (39.1%)
- Tourism and economic development (32.4%)
- Public health services (46.0%)
- Provincial Offences Act administration (38.4%)
- Social and family services (34.5%)
- Social housing (30.7%)

Among service that could be delivered in partnership between Norfolk County and the private sector “daycare” (29.0%) received the highest proportion of responses. However, there was significant support for this service to be delivered by the County (23.5%) and in partnership between Norfolk County and the non-profit sector (20.2%).

These results suggest that there is a mix of support on how this service should be delivered. It should be noted for services that could be delivered in partnership between Norfolk County and the non-profit sector, none of the services received the highest portion of responses.



Figure 22: Appropriate Source for Service Delivery

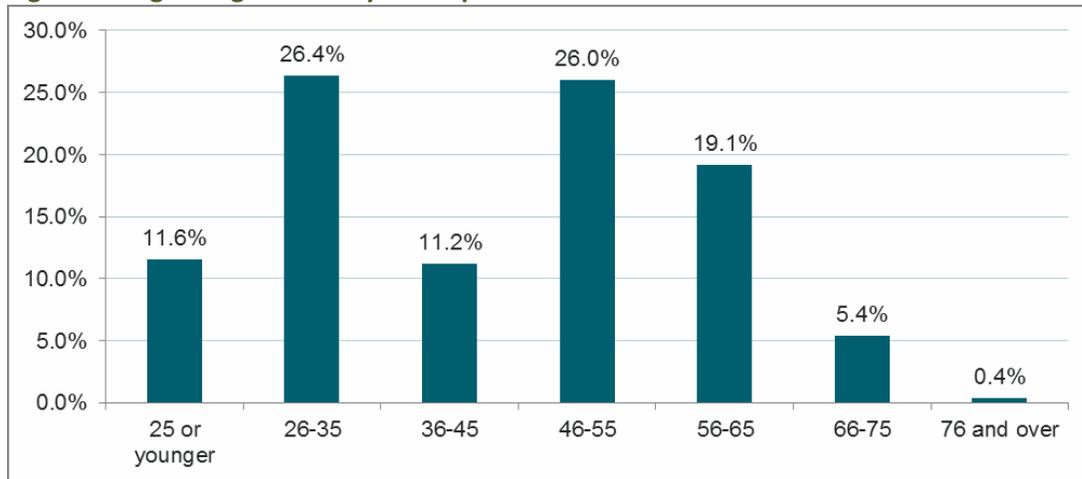


10.2.6 Resident Profile

This subsection presents answers to questions asked in the “Resident Profile” portion of the survey. The survey results captured a broad cross section of age groups in Norfolk County. Of the 277 responses, the highest ranking age group was 26-35 at 26.4% while the next highest age group was 46-55 at 26.0%.



Figure 23: Age Range of Survey Participants



Participants were asked to identify where they live and work. The majority of respondents (63.2%) indicated that they live and work in Norfolk County. The next highest response was that 23.5% of participants live in the County. It should be noted that only 1.1% of respondents indicated that they work outside the County.

Figure 24: Work and Residence Status

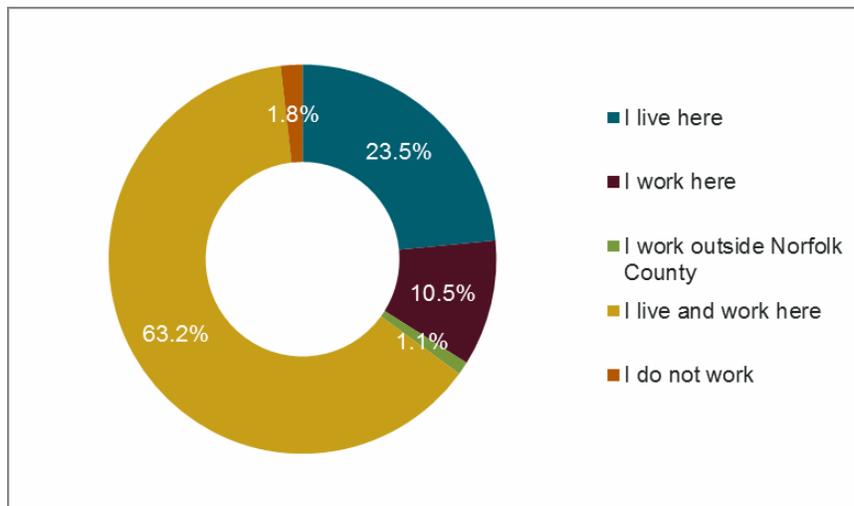
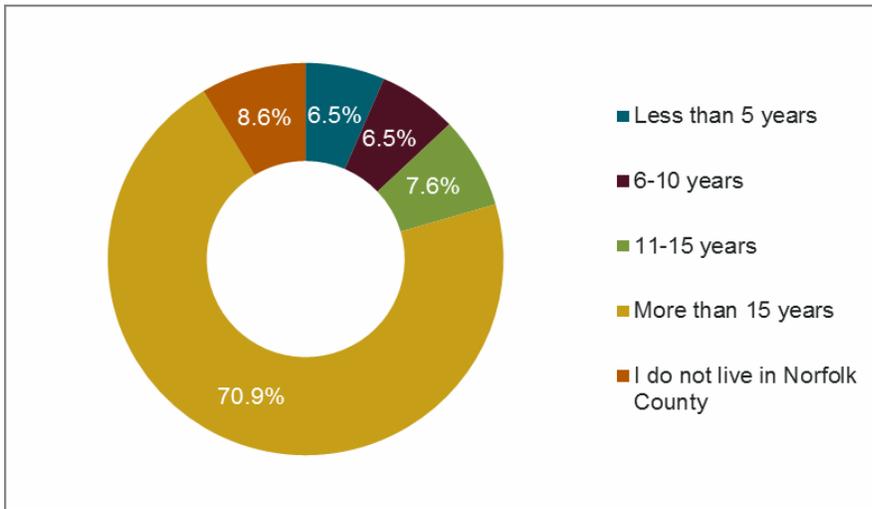


Figure 25 illustrates how long participants have lived in Norfolk County. Out of the 278 participants that answered this question, 197 or 70.9% reported that they lived in the municipality for more than 15 years. The second highest response was “I do not live in Norfolk County” at 24 or 8.6%.

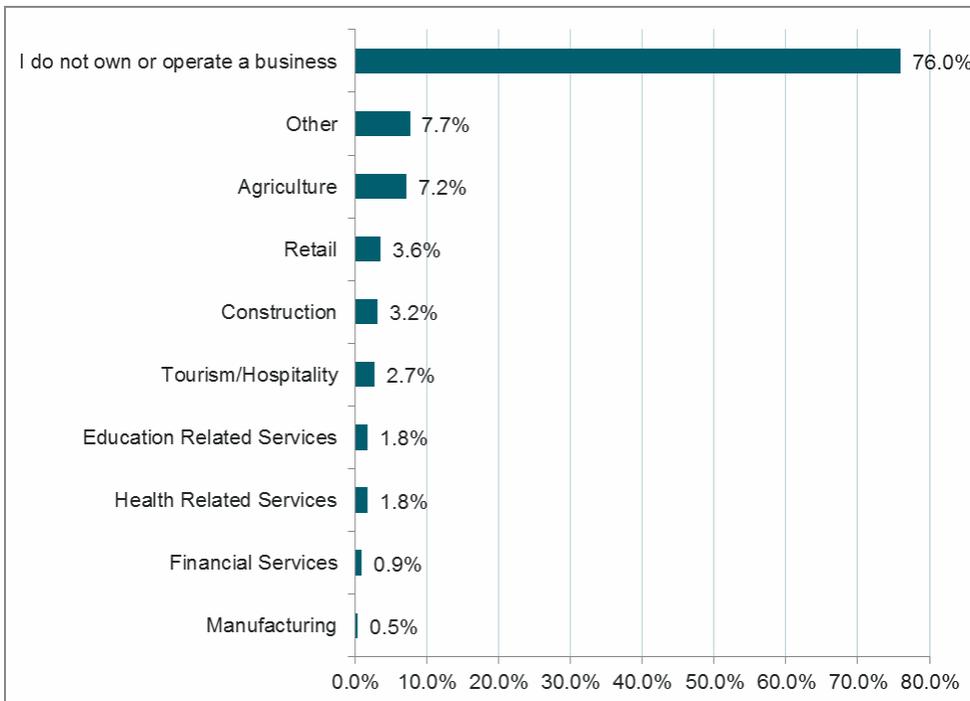


Figure 25: How Long Have You Lived In Norfolk County



Participants were asked to identify if they were a business owner and the type of business they own and operate. For this question respondents were able to select multiple answers, which led to a response rate greater than 100%. Of the 211 responses, the majority of respondents (76.0%) indicated that they did not own or operate a business. The next highest ranking responses were “other” at 7.7 % and agriculture at 7.2%. Among those that answered “other”, respondents gave a variety of answers such as wholesale, marketing and construction.

FIGURE 26: TYPE OF BUSINESS





10.2.7 Summary of Key Findings

The following bulleted points serve to highlight the most central of the resident survey findings:

- The most frequently mentioned characteristics that make Norfolk County unique were: **small town charm, local cultural sector, locally grown foods and community atmosphere**
- When participants were asked to identify the three words that best described Norfolk County, the most common themes were: friendly small town atmosphere, beautiful rural setting, agricultural diversity and cultural activities
- When asked, for their vision for Norfolk County, participants were mainly concerned with the economy and community services. Participants envision a community that provides up to date infrastructure for education, health, entertainment, employment, and recreation.
- Participants indicated that their top idea in achieving their vision for Norfolk County were economic competitiveness, improving access, championing culture and improved community services.
- Respondents were asked what could stop the vision from happening. The most commonly cited barriers were the economy, restrictive development policies, short term thinking and a lack of vision
- When asked to rank the quality of numerous services in Norfolk County, participants were most satisfied with “fire services” (3.45) and “library services” (3.33) and least satisfied with “public transit” (1.99)
- Participants were asked if they agreed or disagreed with various statements about Norfolk County. The highest ranking statements to receive a strongly and somewhat agreed response were “we need to protect and manage our natural environment” (93.3%), “this is a safe place to live” (93.0%) and “we need to actively seek new businesses and investors for Norfolk County” (90.6%). Among statements to receive a strongly and somewhat disagreed response, the highest ranking statements were “there is enough public transit for me to get where I need to” (61.4%) and “we have enough health care and emergency medical services” (59.3%)
- The large majority of respondents (88.1%) strongly and somewhat agreed that they needed government services that could be accessed and used by all residents
- Participants were asked if they agreed/disagreed with the need for investment in various physical infrastructures projects. When looking at projects that received a strongly and somewhat agreed response, all the projects obtained response rate greater than 50%.
- Respondents were asked to rank the importance of 17 factors that would impact the quality of life in Norfolk County. The most important factors were “attracting and retaining youth and young families” (3.72), “supporting innovation and entrepreneurship” (3.45) and “community beautification initiatives” (3.42). Participants indicated that the least important factors were “enhanced fire services” (2.96), “more support for people living with low income” (2.93) and “greater support for arts and culture programs” (2.92)
- Participants were asked to identify the most appropriate service delivery method for 19 services. Among the services that could be delivered Norfolk County, the majority of participants identified seven services. The majority of respondents also indicated that they favoured “police services” being delivered in partnership between Norfolk County and other municipalities.
- The age group participants belong to varied. The highest ranking age group was 26-35 at 26.4% while the next highest age group was 46-55 at 26.0%.
- When asked if they live and work in Norfolk County, the majority of respondents (63.2%) indicated that they live and work in the County. The next highest response was that 23.5% of participants live in the County
- 70.9% reported that they lived in the municipality for more than 15 years.



The second highest response was “I do not live in Norfolk County” at 8.6%.

- Participants were asked to identify if they were a business owner and the type of business they own and operate. The majority of respondents (76.0%) indicated that they did not own or operate a business. The next highest ranking responses were “other” at 7.7 % and agriculture at 7.2%. Among those that answered “other”, respondents gave a variety of answers such as wholesale, marketing and construction

10.3 Interview Summary

What do you think are the county’s greatest assets (strengths)?

Quality of Life is Exceptional – Norfolk is a small community with a diverse experience. There are activities and programs available for all ages along with a safe and quiet living experience. Norfolk is also strategically located where its residents and businesses can access urban markets quickly and improve Norfolk’s capability to cater to several rural/urban living crowds.

Community Involvement is Norfolk – Norfolk residents are known to be willing to come together and work for a common cause. With a diverse population - businesses, rural community members, farmers, etc. - Norfolk is able to overcome several community based issues. They have been known to band and deliver recreational activities and programs across the county, supporting initiatives across all disciplines. Examples include the County Fair which captures local achievements and celebrates them throughout the county.

Strong Administrative Leadership – Even with limited resources and at times limited providers of services the County has always illustrated a healthy sense of pride to portray a positive demonstration at implementing changes quickly and effectively. They engage well with community members and businesses and are open to assisting community initiatives.

Agricultural Diversity – Norfolk is one of the bigger producers of fruit and vegetables in Ontario. The county’s agricultural community has become innovative stewards in transforming their agricultural products into a diverse crop of goods and services – such as Agri-tourism promotion. Many see Norfolk’s agricultural sector as a key economic driver in promoting and improving the county’s economic outlook.

A Wealth of Experiences – Norfolk has several options for tourism-based options. Ranging from Agri-tourism, bird watching (sanctuaries), to eco-adventures, Norfolk is an attractive region that has been growing its tourism products and attracting artists of all sorts.

In your opinion, what are Norfolk County’s greatest challenges?

Employment – Employment challenges noted by the stakeholders include large employers downsizing and/or moving operations making it harder to attract young families as employment options for the younger generation become limited. In addition to lack of employment opportunities, education has also been a large factor for businesses. Skilled workforce is hard to come by in Norfolk and industries across the board have begun to request increased training opportunities and programs.

Poverty – As a result of decreased employment opportunities, several people across the county have reached critical poverty rates. Wait lists for people looking for low- income housing have doubled and with a limited supply of affordable housing, Norfolk does not bode well for a quick turnaround.

Senior Challenges – Seniors have a difficult time accessing the services they need. It was noted that there is a desire for increased senior services particularly those around adult mental health, psychiatry, geriatric health, and day to day family doctors. Many seniors also require specialized treatments which are not al-



ways available in Norfolk. This has led to a transportation issue and having the right accommodations in place for the safe transportation of seniors and those with disabilities.

Industry Diversity – It was noted that the industry base in Norfolk is depressing. The diversity of sectors available across the county does not attract the appropriate workforce that many want to attract. There is a need to continue seeking to re-develop the key economic drivers in the county and showcase the assets we have to attract new industry opportunities.

Understanding our Unique Factor – Many noted that they do not believe the County has a firm grasp at a community vision for improved economic growth. People noted that there seems to be no keen understanding of what experiences people would like Norfolk to have and what type of industries we should be attracting. The agricultural community's recent successes came in light of a key understanding of how the geography, workforce and available networks between organizations and businesses – this format needs to be replicated across the board to other industries. It is the uniqueness of the community that will create the draw – those unique factors need to be understood.

Finding the Right Pace – Stakeholders noted that Norfolk needs to find the right pace of change, and the right pace of growth, and right pace of respecting the realities of mid-size and smaller communities, while still be able to ensure the community is vibrant and keeping pace with the world around it. They noted that finding that balance is a big of a struggle, individually and organizational level, but also at a municipal level.

What three words would you use to describe Norfolk County?

The following words have been used to describe Norfolk County:

- Agriculture
- Beautiful
- Cautiously Progressive
- Collaboration
- Community presence
- Conservative
- Creativity
- Diversity
- Home
- Innovative
- Quality
- Rural
- Tourism
- Welcoming

What makes the County a unique place to: Live

Four distinct themes can be observed from the stakeholder responses:

Agricultural Diversity

- Agricultural diversity. Fruits, vegetables, vineyards.
- Diversity. There is a huge natural, agricultural, industry bases. A lot of draws for very diverse interests.
- Enormous amounts of biodiversity, leads to enormous amount of field crops that can be grown on the land.



Everything we need is found in the county. Really amazing food; attractions that are fun; best quality wine; I like the transition from tobacco, the variety and choices

- Know that seasonal agricultural workers add to the uniqueness of Norfolk County.

Nature's Playground / Rural Life

- Being close to the lake.
- Environment and natural habitat, and openness of it all, water quality and air quality. It's very friendly.
- Great pace of life
- Has a lot of history in terms of long standing citizens.
- Slower pace of life than the bigger cities. Valuable in that regard.
- Style of life. Close to Great Lakes, great beaches, nature's playground.
- The natural scenery and resources; country living without being too remote, but still with beautiful scenery and lots of things to do

Tourist Haven

- Great number of assets that can be integrated, right from the climate in the area through to being accessible between communities, having things like trail networks, and again the strength is to have diversity of economic and cultural diversity; need to avoid making this place for mainly cottage development
- Have a lot of destinations that have tourism potential and draw.
- how could you go wrong, the air, the nature, the trails, the conservation area, wineries
- Lots to do, especially outdoors and explore
- Water-Front, The Sand Beaches, A Variety of Things To Do

Sense of Community

- Friendly and welcoming people
- Good family place
- Strong sense of community.

Work

Six distinct themes can be observed from the stakeholder responses:

Work in my Backyard

- It is very easy to get around and get where you need to.
- Nearness. If working in County, nearby to go to work. Nearby to recreate in lakes or forest, or recreational resources. Everything you want to make a high quality life is nearby.
- Very good road network to get around quickly

Opportunities Available

- Fair amount of opportunity to find work or start work. Lots of different populations in the county (age groups, types of people).
- No limits on where to put your passions.
- There are some really interesting opportunities here; not everything is laid out and is the way it is, there is room for growth, it is a blank slate waiting to be written on.
- There is a lot of opportunity that has not been explored yet; lots of room for growth in the small business sector.



Rural Challenges

- Not that many jobs in industry dominant sectors.
- Rural, so sometimes difficult to get the services people need to them.

Agricultural Dominance and Dependence

- As far as agriculture goes, lots of jobs available.
- Great wine industry which is essential to community and cultural growth. Fosters a great link between agriculture tourism, cultural events, life-style and art, and we are uniquely positioned for that. It is much more attractive for people that live here and visit.
- Influx of seasonal agricultural workers during planting, growing, harvesting season. Makes providing services and supporting community prosperity very unique. From perspective of people that live in the county on a regular basis, as well as those that come in and work temporarily. Adds to the uniqueness of working in the county.
- It's a diverse agricultural community, wineries springing up, and moving away from tobacco.

Collaboration

- People know each other in the community. When you are a business or service provider, people know you. Working in a collaborative way, that is good for the community as a whole. The smaller the community, the more significant collaboration is.
- Strong work ethic in community. Sense of community; big heart's and work hard. Take pride in community work. People are willing to work together. Shared initiatives to respond to social needs.
- Support and loyalty received from customers is very high. More rewarding in a service industry.

Supportive Government

- County is very receptive to input from practitioners. Become a big part of the collaboration.
- Lot of support from local municipal government for business.

Invest

Six distinct themes can be observed from the stakeholder responses:

Marketing and Branding

- Being a rural area that attracts people to the area, as well as lakeside communities, would attract people to bring a business.
- Marketing material for County is exceptional. But it doesn't represent the diversity of the community. Doesn't represent the contribution that seasonal workers have made to the prosperity of the county.
- Opportunity to establish your own brand in the County. There are communities to the north that are very much branch communities. Norfolk is not a branch to someone else.

Our Strength Lies in Agriculture

- Area is being identified as a possible wine producing area (new winery opened up, Burning Kiln)
- Certain types of farming would attract people too.
- Industrially, maybe from the agricultural sector, and the agricultural sector directly
- Potential to grow, the food industry wine etc., lots of factories associated with agriculture; lots of room for volunteering. I'm retired now and could be out every day doing different things if I wanted to.
- The innovative nature of the area, the spin-off from agriculture industry is great.



Volunteerism

- A worthwhile community to invest time in. Diverse group of people can choose to participate with, and each gives back something significant in her life. Very open that way.
- All kinds of volunteer opportunities in any field you would care to get into.
- Could be financial; volunteer (time), etc.; as related to growing tourism, there's wineries popping up all over the place; our county has been really good at getting the 'right' word out. Everyone is working together to make it more of a tourist destination area, so those are all kinds of things I would invest in
- Volunteer investment and community engagement. People will only do so if they feel welcomed by the community. If they feel there is a place for them. If people feel they are not recognized or welcomed, then their level of participation will be impacted.
- Volunteerism is critical in Norfolk because the county is small. Groups have fun, are dynamic, and are well rounded. Comprised of a diverse group of people. No shortage of volunteers in county.

Intentional and Thoughtful Investments

- Financial investments need to be a very easily defined ROI.
- From that "undiscovered gem" idea, there is room there for growth. Good investment into places to stay and things to do.
- Investment in business is great because of loyalty and openness of county to embrace new services.
- There needs to be intentional efforts made between sectors, and investing in communities. Collaboration between businesses, educational institutions, across other sectors. Clear collaboration must be there before people would want to invest.
- We have people that are thinking forward and are positive. Our community recognizes that our growth and prosperity requires investment and efforts and a positive attitude; I see investment because we already have the basic infrastructure and assets in place, some will require conversions and adaptation, but a number of our towns being more culturally valuable both locally and for tourists. These great crossovers that can happen among the communities. A phenomenal road network which is left-over from the tobacco days, but from a cycling or touring standpoint, it's really rich virtually paved everywhere. The water is a real strength and we haven't developed that as much as we could. Even residential construction has room for investment. Commercial development.

Entrepreneurial Spirit

- Savvy people around. Good local entrepreneurs. Winery, different agricultural technologies.
- If you are a long term visionary, if we do it pragmatically, everything will pay off. Now, it's the perfect place to invest. It's all about entrepreneurship. Creative minds need to come to the area and invest in a bigger future. All that secondary income will flow in.

What is the most significant way you have noticed the County change over the past 10 years (or less if they have not been there that long)?

Respondents provided the following key themes:

The Rise of Creativity

- County is starting to look outward a bit more than ever did before and try to develop some new creative avenues of economic development.
- Creativity will drive us. There is nothing to hold us back anymore. Opportunity to not be invested in any one way of thinking. We can allow ourselves to do things completely differently than everyone else.
- The decline of the tobacco business has fundamentally changed who they are, and changed the tax



base for municipality. The change was seen as a fundamental opportunity that set the county free and allowed for the free flow of creativity. Creative enterprises and industries such as Brewery growing own hops, wineries springing up, eco-tourism, agri tourism, bicycling tours all becoming widely available as activities to do. These are exciting options that aren't necessarily happening in other places.

Retail Expansion

- Retail expansion has been the most noticeable change (especially in Simcoe). Wal-Mart, LCBO, Canadian Tire all opening in new spots across the county.
- These big box stores opened up, where there were none before. Gutting the downtown core.

Tourism turning Visitors into Residents

- Port Dover, sees a huge influx of people from larger centres. They first came to vacation there, and now are there to live. That population is critical to sustain Port Dover's economic viability and tourism industry.
- Encouragement from the community for the County to take charge of the discussion to get more tourists here and to educate locals into customer service and development, and ultimately convince people to stay. The County has been a huge and positive part of this movement. They worked well to market the county's tourism market.

Shift from Tobacco to Agricultural Diversity

- Tobacco production has changed. Way more agricultural diversity.
- Used to be heavily influenced by the tobacco industry, but tourism has popped up more and also the other agro-tourism, eco-tourism, wineries etc.
- We've seen it change from a region to not a region, then to a county, but over the last 10 years Norfolk has shown more interest in promoting the outside appearance of what it has to offer. We now pride ourselves on agricultural diversity and promote our vegetables, fruits, wines; no more tobacco. Organic stuff is very popular. We are a bread-basket community.

What key programs, services, and infrastructure should the county add, or change to meet the needs of the County?

Improve Active Transportation Infrastructure

- Much more infrastructure for active transportation. Really big problem with accessibility (old buildings not friendly to people that have disabilities). Lots of older people or ones with mobility issues have problems getting in and out of buildings.
- More public transit. We have a little bus that no one really knows about and they don't really get the word out, adding stops and additional routes will help it get more use. We need better transit into and out-of-town for people that don't have cars in the area.
- Long range plan needed on upgrading the roads.

Who would partner?

- Local Businesses
- Social Services
- Economic Development



Modern Recreational and Cultural Enhancements

- Infrastructure-wise, we need a new modernized recreational and cultural enhancement. Many of our operations are scattered and as a result are inefficient, and not meeting the growing needs of community citizens. Example, lots of families driving kids to Branford because they have facilities there that we don't have here. Because we don't have the facilities we don't have the programs. And now we have families constantly driving all over the place to bring kids everywhere. So as a consequence, lots of younger families are disconnected from community spirit that otherwise could exist.
- Lack of recreational activities. Aren't being offered at a convenient time. Need a new recreation facility, and improve access to recreational activities would be good.
- Lack of recreation programs for kids (other than in Simcoe). Not a lot for them to do in smaller communities.

Who would partner?

- Neighbouring Municipalities
- Social Clubs
- Local Businesses

Low Income Services

- Affordable housing, homeless shelter, food security (ensuring people have access to healthy food). Gleaning operation being talked about (using food from farmer's that would otherwise go to waste).
- Places that provide free food programs to low-income people are difficult to access for those with disabilities.
- Housing wait lists are 2-3 years for low-income – needs to change.
- Need more counseling and support groups for people that are grieving.

Who would partner?

- Different health care agencies (Adult Mental Health, Alzheimer's Society), hospitals and doctors.
- Housing Corporations

Senior Services

- Transportation is an issue for the disabled and for seniors. Ride Norfolk is great but doesn't help those that can't get to the bus stops.
- Need some kind of hospice program or place people can go for end of life care. Currently have to go to a place in Brantford.
- Having to go out of town for medical procedures.

Who would partner?

- An agency like Senior Support Services.
- Different health care agencies (Adult Mental Health, Alzheimer's Society), hospitals and doctors.

Employment Programs

- Push employment. Create employment opportunities, especially for young people.
- Need to look more at developing the industrial base. Need the jobs to keep the young people there.

Who would partner?



- Economic Development
- Neighbouring Municipalities
- Local Businesses

Seasonal Worker Programs

- Has to be effort to bring learning and respect, and an understanding of cultural awareness forward from perspective of seasonal agric. Workers and local residents. That division is not enhancing productivity, the workforce, or anything.
- 4,500 seasonal agricultural workers are in the county's backyard, need a better way to bring the needs of that workforce, and needs of community residents together in a positive way.
- Need a better understanding on both sides. How to use diversity to the advantage of the community these workers are in.

Who would partner?

- The Immigration Partnership
- The Agricultural Workers Alliance

With many communities facing declining population or slow growth, which in turn may affect the tax base, how might the County ensure services, programs, and infrastructure needs continue to be met?

Respondents say:

- They need to attract more people to live here. There are not enough jobs for younger people. So they need to attract younger people to the community, but there aren't enough jobs, so we need more entrepreneurs to the County.
- I believe that NFC hasn't raised taxes in several years, but I do believe that if the County shared a beautiful vision with the people for "this is what we want to do" and being clear and sticking to it, I do believe the people would support it. We're often told how much something costs, but not enough looking at the return. Tell us what the return on investment.
- It's really important to have systems to determine and evaluate what the needs are; make sure there's not a lot of tax money going into places that are not the county's role. Get a better scope on what it should or not be involved in.
- Cultural and recreational infrastructure needs to be improved to encourage broader participation but also in a way that meets operational efficiencies. Room for consolidation in facilities management, such as in ice arenas. Need a greater ability to attract people to programs and also enjoy operational efficiency.
- More retirees moving into the region, especially in Port Dover. Promoting the community as a great place to retire.
- Encourage young people to move here.
- Having more jobs and creating a younger base of citizens.
- Need to look at the attraction, retention, and settlement of new folks to the community. Unless have more babies, one way to grow population base is through immigration. Even articulating that publicly would be an important step for the County.
- Immigrants need to feel welcomed. Feel like they belong. Recognize diversity and engage residents of the county in as many ways as possible.
- Continually to develop tourism is very important to keep people coming back to the county.



Understanding that a Community Vision is about what you want your community to be in the future, what is it that you see for Norfolk County looking ahead 20 years?

Norfolk in 20 years will look like:

- Smartest thing they've done is come up with moniker, "Ontario's Garden". Think through all the meanings and permutations of that statement. It will lead county to the Promised Land. Tourist's eat food; commiserate with wildlife in the garden. That is the future... "Come look, come taste, and come buy".
- Like to see it develop a bit more industry.
- More programs geared towards seniors and disabled adults
 - Increasing medical type services.
 - Medical services have to be improved. Improved access. Critical. Population in county is older than other places in Ontario.
- Attracting young people is important.
- Business expansion ease. Tax reprieve for new business coming into Norfolk. Need to draw in more and larger businesses for the county.
- Highway improvements.
- Vibrant, dynamic, prosperous, and welcoming communities to everyone.
- To be the kind of place that people want to raise their children. Strong natural and agricultural base. Connect with the earth and nature. Gardening, walking through the crown forest.
- I still want it to be safe, with good health and recreation facilities. There needs to be senior-directed recreation activities. Look toward building wellness centres that house services and activities. Another thing is that the facilities that exist and will exist can work on more extended hours, with broader range of uses for different parts of society. I would go to the community centre if it was open earlier in the day, but it's only open later and on weekends. I would hope that some of the produce that can't all be used by farmers is given to people who are struggling financially. We need to be mindful of the cost of everything. Tax payers are stretched to the limit.
- Focused on an active, healthy community lifestyle.
- My hope would be that we would be a strong vibrant community and lots of opportunities for tourism through the agriculture sector and be engaged in that, and find all those value adds; we need to bring fresh dollars from outside to spend. They need to streamline and listen to folks that want to invest and grow their business.
- Being a very prosperous place. A larger demographic in retirement, so it will affect residential stuff and services. I see agriculture continuing to thrive that we make a lot of perishable products. A very vibrant sector. Port Dover will still be a big area for elderly to go and retire.
- Small-town life with big-town experience.
- It would have a stronger tourism industry. Our natural resources are great. I wouldn't want it to be seen as an over-developed area, but somewhere that has grown in tourism and agriculture, and with the baby-boomers and such. I think this could be a real tourist destination.
- Vibrant downtown, easier for people to get around, open to entertainment, so we attract people to the area

How might you/your organization support achieving this vision?

Organizations would support these visions by:

- Participating in local initiatives.
- Working with community leaders and elected officials at looking at ways that diversity can be promoted,



and in really tangible ways with limited resources, can encourage communities to be respectful and welcoming.

- Open conversation and pooling resources.

How do you see the County advancing this vision?

The County would support these visions through:

- Understanding who we are and put the pieces in place to work from a position of strength. Would involve taking resources from something that's not helping them much today to doing practical things, like putting up washrooms. Understand there is more than Simcoe to the county.
- Putting more dollars into economic development efforts.
- Keep an open mind and make Norfolk a different place to live and invest and retire.
- Has to be a willingness to listen to residents, to evaluate the ability of the county and its residents to move towards a vision that is more inclusive. Has to be the will of community leaders and elected officials to take some calculated risks sometimes to create change that may not always feel comfortable for everybody.
- Prioritizing needs over wants. Need to be clearly differentiated and defined. County could be clearer on saying that. Dollars can come from stakeholders more, versus tax dollars.
- Well, long-range planning. Can't do it over-night; need to include volunteer groups in the planning process, and the execution process.
- County needs to play a leadership role, and listen carefully, but strategically look at where the best investments are and strengthen them.

What do you want your community to be known for?

- Resilience
- Diversity
- Closeness and tightness
- A lot of good festivals
- The jewel of southwestern Ontario
- Being the place to bring your family for the weekend
- A quality place to live and visit.
- A place where groups can come and run their programs on their own.
- Open door County:
 - Invite groups to come in and not have the control of how groups are using facilities, etc. As long as it meets the needs of people in the smaller community.
- Diverse and relevant services.
- proud of its abundance and diversity
- A clean, caring, vibrant community and a really cool place to hang out
- Balance: it's got it all, arts culture, service, mother, and nature.
- An interesting place to come and visit and stay.



10.4 Staff Sessions

Mission Statement and Vision

Mission Statement

- Ensure that statement reflects continuous, evolving needs and services of community
- Maximize the use of taxpayers' funds to provide quality services to community
- Ensure that the idea of delivering services is not narrowly defined, and that services actually meets the needs of the community
- Create a culture that supports a quality of life
- Plan for the future
- Provide superior customer service and find cost efficient delivery methods
- Provide service that meets the needs of everyone by working collaboratively within county
- Sustainability
- Protection/management of resources

Vision

- High quality of life, responsive to current community needs, proactive plan for challenges in the future
- Norfolk is a vibrant, accessible, dynamic, inclusive, thriving, sustainable, and welcoming

What are people saying about how things are going in your community?

The following four themes could be observed from stakeholder's responses:

Municipal Service - Participants felt that the County provided a good amount of services although some respondents felt that the municipality was not always responsive enough. The county had good roads compared to other nearby communities, however, there were complaints regarding public transit and affordable housing. There were also complaints on costs; taxes were high compared to nearby areas, there was an unequal distribution of services, and water price were high. There was a lot of red tape and bureaucracy especially in the licensing, building and planning departments. There was also a lack of accessibility for some services in certain areas of the county. It was stated that the individual community identities contributed to disputes over different service levels.

Economic Environment – Participants stressed that there was a lack of jobs that paid an adequate wage. Youth are leaving the area to look for jobs as there is a lack of jobs and services in the area. The tourism sector is doing well in the summer but there is a need for winter amenities and activities. Businesses also faced challenges due to technology limitations such as limited cellular and high speed internet coverage

Community - Participants enjoyed the quality of life, the friendly people, and low cost of living in the County. However there is a lack of affordable housing for residents from all economic backgrounds. There were mixed opinions regarding the attraction of retirees from the GTA as some people did not want the community to change.

Natural resources - Participants enjoyed the nature, local foods and access to the lake. The development of the trail system has also been a positive change.

Are there new goals to establish?

The following five themes could be observed from stakeholder's responses:

Population Growth and Retention



- Attracting and retaining youth through increased job opportunities, and developing youth engagement strategies to address their issues
- Meeting the needs of the aging population by providing the services that they require
- Attracting and retaining 30-40 year old age group by improving the quality of place, affordability and environment

Municipal Service

- Increase collaboration between departments, and figure out a way to streamline customer service and reduce red tape
- Increase the visibility of services that are provided by educating the public on municipal services, and informing them of the costs associated with each service

Planning and Development

- Succession planning and infrastructure planning
- Less sprawl, become a more intensified community
- Develop strategies to increase affordable housing

Community

- Work together as a County as a whole instead of having each ward fighting another for services and resources

Promote and Educate

- Promote and educate people on the quality of life that exists in the County

What is the wish list to Council? Identify 3 top priorities?

The following four themes could be observed from stakeholder's responses:

Infrastructure and services

- Address infrastructure deficit with proper funding
- Improve infrastructure related to technology such as high speed internet. Keep up with technology advancements in order to stay competitive.
- Create a broader definition of what the word infrastructure means
- Better integration of services across departments
- Stop doing the minimum and become a leader
- Improve availability of affordable housing
- Work together as a county as whole and stop being so ward focused
- Revitalize the downtown and create an urban, walkable and livable community

Human Resources

- Increase the number of full time employees, and increase salary levels and incentives to retain staff, especially in middle management. More staff and resources will improve service and increase access.
- Create succession plan and coordinated customer service strategy
- Conduct external review of staffing from third party



Population

- Improve availability of senior housing in order to meet needs of ageing population
- Educate youth to the careers that are available in Norfolk in effort to retain youth

Business

- Increase the amount of business incentives and improve the awareness of incentives available for redevelopment

10.5 Youth Consultations

Three youth consultations were held on April 3, May 8, and May 15, 2014, at various locations across Norfolk County to ensure adequate accessibility.

Maximizing the opportunity that the strategic planning process has provided, Norfolk County staff and volunteers actively coordinated and facilitated two additional youth consultations to supplement the consultations performed by Millier Dickinson Blais.

Well over 30 youth participated in various forms, with ages ranging from 12 to 18 years, as well as young professionals under 30.

10.5.1 May 8, 2014: Consultation Facilitated by MDB Inc.

It should be noted that this section contains feedback from youth directly during the community session, and email feedback from one young professional/entrepreneur participant unable to attend the public engagement.

Make a list of all the good things that your community has to offer. Think about the types of things you believe are important and help make Norfolk County a great place to live and work.

- Affordable living
- Green space
- Welcoming
- Growing retail sector
- Accessible, easy commuting
- Landscape/recreation (lake, nature, trails, ponds)
- Hopes of positive things
- The Market
- Career opportunities for new graduates – local specializations
- Room for development
- Increasing broadband network
- Multicultural and heritage
- Summer jobs are available
- A community love of arts and culture
- A vision for youth that is currently being developed
- UNESCO Biosphere
- Localization – communities not as segregated as when growing up



- Agriculture
- Landscape
- Food and Wine
- Arts – especially the theatre
- Small business

- Beaches
- Tourism
- Community Events
- Annaleise Carr
- Close knit – you know everyone
- Slower pace – no rush hour!
- Beaches
- Boating
- Everything about the lake fishing, swimming etc.
- Biking
- Great restaurants
- Beautiful nature flora and fauna.
- Cottages
- Friendly professionals
- Affordable housing
- Leaders in business and mentors
- Short drive for everything
- Close to the city
- Wineries and beer outlets
- Local food

In your opinion, what must Norfolk County do to keep/attract youth and young professionals to the County? (What kinds of services, supports, facilities, jobs, etc. need to be here?)

- Post-Secondary resources/course/programs
 - Downtown revitalization/new direction
 - Skilled work
 - Make it easier to build
 - Less red tape
 - Youth in government/interaction
 - Improve Wi-Fi and broadband networks
 - Work spaces/infrastructure
 - Studies
 - Offices
 - Creative spaces
 - Utilizing existing money and resources to support these
 - Old money supporting young ideas
 - Entertainment options aimed at youth
-



- Youth/elder collaboration (Bedroom vs innovation)
- Use NOTL as an example of best practice to build on
- Invest in businesses that can become cultural focal points
- Succession planning for farm businesses
- Expand Fanshawe College
- Supports for young entrepreneurs
- Business attraction and growth strategy
- Accommodations
- Affordable housing
- Invest in business infrastructure (specifically in the downtown cores)
- Focus on year round opportunities
- Have a better understanding of the academic fields that young people are in/studying (career aspirations)
- Need to focus on other industries besides professional services, teaching, and agriculture
- Educating the younger 'youth' on career pathways available in Norfolk (coops, internships, etc.)
- Cell coverage is a basic and major problem. We need consistent service badly; it is a mandatory requirement for youth when making decisions on where to live. Young people won't move to a house without cell signal, I wouldn't. Half our county has no signal at all so you can rule out half of our area as a spot for young professionals to live.
- An organized young professional group that meets regularly. Should be sponsored by county or business leaders.
- A subsidized business and young professional incubator; office space that's in a cool facility and affordable for young entrepreneurs.
- A group of mentors in a variety of industries who work together and provide advice to youth.
- I think we focus on agriculture, arts, tourism, entrepreneurs/business start-ups, specialized independent professionals and tech. More jobs/professions in the future will be self-directed and worked on from home based businesses or community style offices. Contractors, independent owners, specialized professionals and tech professionals who can work from anywhere should be attracted to our area for the reasons listed in question 1.

What do you want Norfolk County to look like 10 years from now? (Has it grown? Why kinds of businesses are here? Are there lots of youth or have most left the area? Are the facilities – arenas, etc.? Are people able to get jobs?)

- Tourist Destination for Arts and Culture (music, theatre, food/drink, venues, arts)
- Maintained connection to local history and heritage
- Vibrant downtowns, pedestrian friendly – park and walk/shop
- Farmer's Markets in smaller areas (better hours (weekends) and more locations)
- Growing school enrollment
- Active – recreation – healthy
- Cohesion between the towns
- More industry – jobs and factories
- Live/work artists spaces (will attract more artists and creative industry/entrepreneurs)
- Discover our unique identity
- High skilled (degree) jobs and IT Jobs



- Build and revitalize the area = increased employment and population
- Create a recognizable place brand
- Busy downtown (revitalize in to a cultural area)
 - Visually appealing storefronts (expand façade improvement program)
 - Create cool spaces to spend time in (coffee shops, internet café etc.)
 - Open past 6 PM!
 - Unlimited parking
- Municipality that feeds leads to local businesses
- More trails and outdoor opportunities
- By-law on storefronts
- Infrastructure improvements for old buildings
 - YTP
 - Partner with artists (Jeremy Friburger)
- Job creation and increasing the Arts
- Marketing/Public Relations
- Food Industry
- More wine industry jobs
- Sustain agricultural industry
- How can we attract Doctors
- Schools in communities (Dover)
 - High Schools (really good ones)
- Improved recreational facilities
- Young people want to live here. When I say young I mean over 25 and under 35. Most young people under 25 want to go to the action in the city or elsewhere, then they grow up a bit and appreciate our area more and either want to come home (if they're from here) or they move here because of work or a partner.
- People settle on work to live here. I'd say 80% of the people I know settle on their job just so they can live here. That means 4/5 people are working in something just so they can be here or are commuting far; 45 minutes plus per day to find better work. There are local jobs but mostly underpaid or under-stimulating. 1/5 are the exception and love what they do, live and work here.
- We have an incredible opportunity because of lifestyle; our culture/cool community and affordable cost of living in a rural area. I really think in 20 years most of the youth workforce will have the choice to live and work wherever they want because their profession will not be location dependent. I see downtowns needing to find a balance between cool community style working facilities and retail. Retail will only be driven by our ability to create a cool and affordable place for people to work, which they choose over working from home due to a vibe and inspiration from others. I think retail will also cater to this community and will add to the culture ie local vendors/entrepreneurs serving local fare. If we keep going after traditional opportunities we will slowly decline. There will always be people wanting to and finding success in traditional opportunities i.e. factory work, skilled trades, but these opportunities have a symbiotic life with the success of the community as a whole and will fade due to youth going to other places that have captured the culture of the future workforce.
- I also think the culture will be created or directed by young people creating opportunities in agriculture and tourism. I think the culture will thus also be driven by lifestyle and this will be improved by youth



creating professions that service to lifestyle whether that's food, fare or activity based.

- An idea that would be a home run to engage youth would be to purchase property in Dover that looks at the lake. The closer to the waterfront the better, subsidize this facility and make it an exclusive incubator for opportunities specific to youth. This could include all youth opportunities. More so than ever we need to give youth what they want to get what we want. Youth want to be inspired. They want to be impactful in life and business, they want to be successful but they must be engaged and the opportunity must cater to their passions. Lifestyle is paramount. This facility would cover the most important prerequisite of youth engagement; lifestyle.

How might youth contribute to the growth and success of Norfolk County?

- Young professionals have kids
- Volunteer on Boards and at events
- Networking sessions for Youth , or Young Professionals
- Entrepreneurship
 - Hire younger people
 - Offer internships
- Buying local property
- Support local businesses and events
- Revitalizing infrastructure
- Bring energy and new ideas/suggestions to the community
- Attend Council meetings (show interest)
- Patronize other local businesses
- We are the next generation of the County
- Entrepreneurs
- Skilled work
- Money, taxes, leadership
- Global perspective/awareness/experience
- Enthusiasm for progress
- Youth attracting youth – creating a culture
- New ideas for old money
- Engage in government
- Create a use for skills/start a job
- Be eager to support local/ buy local
- Be vocal. Be loud. Be heard.
- By giving youth what they want (a cool starting place to create opportunity) our community will get what we want population growth, more job opportunities, literacy and education improvements and a healthy happy community.

10.5.2 May 15, 2014: Consultation Facilitated by Staff

Make a list of all the good things that your community has to offer. Think about the types of things you believe are important and help make Norfolk County a great place to live and work.



- Tim Horton's
- Good theatre programs
- Pumpkin Fest
- Nice beaches
- Good restaurants
- Town Hall concerts
- Ritzy Cakes
- Lots of parks
- Nice Shops
- Clean ponds
- Lots of wild life
- Events that include the whole community (pumpkin fest, fair)
- Outdoor development (rail trail, Turkey point trails)
- Lots of schools
- Growing multiculturalism
- Clubs/teams
- Retirement communities
- Fresh produce
- Arts and culture (galleries, etc.)
- Good variety of sports
- Agricultural success
- Museums
- Under a good school board
- Lots of summer camps
- Appeals to many cultures and religions
- Supportive of local talent and events

In your opinion, what must Norfolk County do to keep/attract youth and young professionals to the County? (What kinds of services, supports, facilities, jobs, etc. need to be here?)

- Better community centres
- Better, lower real estate prices
- Better, cheaper bussing
- Better security (put solar lights along the trail so people don't vandalize as much)
- More outdoor artwork
- Closer, bigger businesses
- Automotive store
- Starbucks
- Paved trails
- More police patrol
- Create bike lanes (they encourage activity, proven to increase business to shops by up to 50%, increase in activity leads to overall better health and less strain on the hospitals, better for the environment, trips less than 5km by bike rather than car can save 15% fuel consumption and \$600/year, keeps e-bikes and scooters off the roads so therefore safer for them)



- Create a high quality business centre
- More job opportunities for youth
- Hotels
- Sports Centre
- More community events
- Improve the trails
- School improvements
- Better bus transportation
- Varied full time job opportunities (specifically in arts)
- More health coverage
- Adult/young adult leagues
- More support/activities for elderly

What do you want Norfolk County to look like 20 years from now? (Has it grown? Why kinds of businesses are here? Are there lots of youth or *have most left the area?* Are the facilities – arenas, etc.? Are people able to get jobs?)

- More businesses
- Skate park
- Bigger farming operations
- Promotions to donate to charities
- Information centres
- Rebuild schools
- Costco
- More attractions (festivals, parades)
- Better roads
- More and better health care centres
- Sewage plant
- Better technology (interactive signs)
- More well-known to other communities
- 400 series highway nearby
- As progressive as Vancouver
- At least 2 hospitals
- Well connected to Brantford
- Good mall
- Keep small nature of the communities in the county
- More things for youth to do in the summer
- More support for farmers
- Job opportunities with arts

How might youth contribute to the growth and success of Norfolk County?

- Volunteering
- Helping with community cleanups
- Performing in shows



- Increase drug awareness
- Babysit so adults attend events in the community
- Promote healthy activity
- Create groups to voice opinions
- Take action rather than talking about what you want done
- Youth sports
- After school programs
- Community events
- Leadership groups
- More school involvement with the community
- Norfolk youth business ambassador
- More interest we show the better and stronger our communities will be
- Participate in more fundraisers
- Keeping our community clean (parks, trails, beaches, etc.)
- Be welcoming to other people (different religions, cultures, etc.), act as ambassadors
- Respecting our community

10.5.3 April 3, 2014: Consultation Facilitated by Staff

Activity #1

Youth participants were given 18 strips of paper, each containing one factor or component of a community (attached at end of document).

Participants were asked to think about what they value most in a community, and what things they would consider most important when considering moving to, or staying in, a certain community. They individually arranged the strips in order from most important to least important.

Each person's list was recorded and a score was assigned to their answers, with 18 points given for their top priority, 17 points for their second highest priority, etc.

Combining the scores from all participants' lists resulted in the following list of the group's collective priorities:

Community Component	Rank	Score
Safety	1	141
Education	2	134
Services	3	123
Jobs	4	117
Housing	5	99
Government	6	97
Infrastructure	7	90
Healthy Living	8	87



Recreation	9	82
Built Environment	10	79
Nature	11	73
Technology	12	70
Sense of Community	13	69
Community Design	14	66
Entertainment	15	54
Transportation	16	53
Arts & Culture	17	46
Shopping	18	39

Activity #2

Youth participants were divided into groups of three and cycled through three different stations. At each station the participants were asked a question and given four minutes to share as much as they wanted in response to the questions. Facilitators recorded their responses (see below).

When you think about your town and other parts of Norfolk County, what are some of the good things that your community has to offer?

- Country roads are well maintained
- Sports and recreation and their facilities
 - E.g. junior football in Dover – could be better if there was football for all ages
 - Minor sports opportunities
 - A lot of sports team*
- Trails*
- Nice to have places to walk, wooded areas, trails within town (feel removed):
 - E.g. Lynn Valley Trail
- Good access to public parks
- Museum and dam in Delhi
- Different types of entertainment
- Lots of opportunities for arts and music
 - E.g. Norfolk has talent, art show going house to house
- Small town festivals:
 - E.g. Friendship Festival, Pumpkin Fest
- Ride Norfolk
- There is a lot of parking and the spaces are a generous size in Simcoe
- Sidewalks are nice – like that they are located around the schools



- Like the retail development in the last five years
 - Thrift stores
- Lots of volunteer opportunities in Simcoe

Are there any things you don't like about your town and other parts of Norfolk County? What are they?

- A lot of garbage/litter around – need more effort to clean up*
- Accessibility for rural areas is not good*
 - E.g. Gap between Waterford and Simcoe (where everything is located)
 - No way to get to Simcoe
- All of the money for Norfolk is put into Simcoe only:
 - Felt smaller areas were neglected
 - E.g. scenery in Delhi is not nice
 - Should make things more equal across urban centres
- Not a lot of activities for teens (grades 7 and up) – there are a lot of activities for younger children:
 - Dances are sometimes offered but they are “lame” and “weird”
- Not a huge variety of competitive sports
- There is no place where kids can hang out and talk, enjoy music or other interests
- Side roads are not maintained – problem for driving and getting around
- Leaving construction for long periods of time unattended and incomplete
- Schools need updates:
 - E.g. the exterior building and parking at Simcoe Composite School – there is a lot of parking for teachers and staff but not for students; side road parking is too far away from the school if you are running late
- Quance Dam in Delhi needs to be better maintained
- No employment opportunities for youth**
 - Have to go to Brantford for employment
 - Takes a long time to get any type of job
 - Need to expand the job market – in general for youth and adults
- Don't feel safe on Friday nights
 - Need stricter rules
 - There are people all over the streets

If you were elected the Mayor of Norfolk County for one day, what are some of the first things you would do to make Norfolk County a better place to grow up as a child or teenagers?

- Have open jobs for youth*
- Update the skate park
- More activities*
 - Open a sports centre e.g. Sky Zone
- More resources for athletics
 - E.g. tracks
- More access to tennis and basketball courts – make sure they are maintained and repaired
- Physical activities to keep kids active and healthy



- Affordable food and sport options for the underprivileged
- Make children's programs affordable
- Focus on small towns
 - E.g. parks and children's areas
- Bike lanes
- Make sure all schools are treated equally with respect to tracks, after school activities, art and math clubs etc.
- Parks at high schools
- Change school times
- Free after school tutors
- Assist students financially
- Public transit
- More healthy restaurant options
- World Wi-Fi – more options
- Preserve history sites
- Make the Waterford museum more interactive

* indicates that the topic was brought up at two out of three of the sessions

** indicates that the topic/theme was raised at all three sessions

Activity #3

As a group, participants discussed the following scenarios/questions, and facilitators recorded their responses:

Fast forward a few years from right now, when you're all finished schooling and you are trying to decide what you want to do next and where you want to live. What would have to change about Norfolk County to make it a place where you would be excited to work and live?

- More job opportunities
 - Specific fields mentioned: science, research stations, more trades opportunities and internships
- Job opportunities and commitment to "streetscaping" – considering landscape design in public spaces
 - E.g. improvements to sidewalks, community gardens, improving trails
- Public transportation available
- More activities and entertainment:
 - Only one movie theatre right now – and it isn't that great
 - Groups and social clubs to come together
 - One public space that youth could rent out
 - Public space to hang out – right now there aren't many spaces to gather
- With no jobs available* it doesn't make sense that we keep building expensive housing
 - Need affordable housing
 - Affordable housing is not in town which makes it even more difficult for the person because they are distanced from important services



By a show of hands how many of you plan to stay or return to Norfolk County to live?

- 2-3 out of 9 participants responded that they plan to stay for the following reasons:
 - This is their hometown
 - They like the small town feel
 - Don't like big cities
- E.g. don't like box stores and high buildings
- The remaining participants responded that they would leave Norfolk County for the following reasons:
 - Experiencing something new
 - Finding jobs*
 - Especially trades
 - Rural internet is not good
 - Not enough shopping and retail
 - Norfolk County does not host a variety of diverse or cultural events

If you were given the opportunity to be involved in the community or decision-making would you want to be? Do you feel like your suggestions are taken seriously?

- Don't feel like we have a say
- Many people have the perception that we are little children
- If there was a community clean-up for example, one participant felt that they would want to get involved but predicted that 8/10 people his/her age would not
- "We are the future of Norfolk" – they should be listening to us

Any final thoughts/suggestions?

- Believe that we need to concentrate on decreasing tobacco use; "1/5 people I know smoke or chew tobacco and I'm only in grade 9"
- Improve healthy lifestyles in general
- When you finish school there is a gap for being healthy and active; when you are in school you can use the school facilities and participate in school activities, when you are out of school or a young adult you need low-cost or no-cost options to engage in physical activity and be healthy

* indicates that the topic/theme was raised more than once during discussion

10.6 Council and Senior Staff Sessions

10.6.1 Facilitated Strategic Planning Session

Attached are meeting proceedings from the strategic planning session held in Norfolk County on April 22, 2014.

The purpose of these sessions was to share the highlights of stakeholder consultations, preliminary research and other input and then develop the key items in the strategic plans.

These insights are the opinions and perceptions of the participants and have not been verified for their factuality.

Editor's Notes:



3. The symbol // or ... indicates that two similar ideas have been merged together.
4. This document contains the meeting proceedings and is not intended as a “Final Report”

10.6.2 Vision

In order to establish a Vision for the County and the Corporate Strategic Plan, Council was asked to identify what success would look like to them in Norfolk County in the year 2020.

The group brainstormed ideas and then each person selected his or her top three ideas. The group then reviewed the top 20 ideas (those that received greater than 4 votes).

These ideas were discussed by the group, similar concepts were merged and then the group selected the items that were identified as “make or break” aspects of the Vision, and the most critical to address in the next 2-3 years.

The product of this activity was a vision for Norfolk County and the key elements that would indicate success in the desired future state.

Number of Votes	Ideas (Ballot Items)
4	1. Norfolk County has a high quality of life within a sustainable environment that is vibrant, fiscally responsive, adaptable and welcoming
4	2. Our collaborative efforts will enhance the pride and quality of life for all of those who live, work and play in Norfolk County. Through progressive leadership and dedication, we will meet the needs of our community while planning for the future.
4	3. The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity and confidence and collaboration to achieve results and adapt to changes we encounter.
2	4. Our efforts will enhance the quality of life for all of those who live, work and play in our community. Through the cooperation and dedication of staff and council (leadership) we will respond to the needs of our community and plan for challenges of the future
2	5. Our efforts will enhance the quality of life for all of those who live, work and play in our community. Through cooperation and dedication, we will respond to the needs of our community and plan for challenges of the future
2	6. Our efforts will enhance the quality of life for all of those who live, work and play in our community. Through cooperation and dedication, we will respond to the needs of our community and plan for challenges of the future
2	7. Norfolk County will enhance the quality of life for those who live, work and play here. This will be accomplished within a sustainable environment that is vibrant, fiscally responsive, adaptable and welcoming.
2	8. Our efforts will enhance the quality of life for those that live, work and play in our diverse, progressive community. Through co-operation and dedication, we will respond to needs and plan for challenges of the future.
1	9. Our efforts will enhance the quality of life for all of those who live, work and play in our community. Through cooperation and dedication, we will respond to the needs of our community and plan for challenges of the future



Number of Votes	Ideas (Ballot Items)
4	1. Norfolk County has a high quality of life within a sustainable environment that is vibrant, fiscally responsive, adaptable and welcoming
4	2. Our collaborative efforts will enhance the pride and quality of life for all of those who live, work and play in Norfolk County. Through progressive leadership and dedication, we will meet the needs of our community while planning for the future.
4	3. The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity and confidence and collaboration to achieve results and adapt to changes we encounter.
2	4. Our efforts will enhance the quality of life for all of those who live, work and play in our community. Through the cooperation and dedication of staff and council (leadership) we will respond to the needs of our community and plan for challenges of the future
1	10. NC reflects a high quality of life within a welcoming environment that is vibrant , fiscally responsible and adaptable to meet the future challenges

Vision Options (Created by Staff):

- (1) Norfolk County has a high quality of life within a sustainable environment that is vibrant, fiscally responsive, adaptable and welcoming.
- (2) Our collaborative efforts enhance the pride and quality of life for all of those who live, work and play in Norfolk County. Through progressive leadership and dedication, we meet the needs of our community while planning for the future.
- (3) The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity and confidence and collaboration to achieve results and adapt to changes we encounter.

STAFF VOTE:

- 1. 5
- 2. 10
- 3. 12

Facilitated Community Consultations Norfolk County April 22, 2014

During the various Community Consultations residents were asked to vote on their preferred Vision for Norfolk as identified by staff above.

VISION OPTIONS PROVIDED TO COMMUNITY

- (1) Norfolk County has a high quality of life within a sustainable environment that is vibrant, fiscally responsive, adaptable and welcoming.
- (2) Our collaborative efforts enhance the pride and quality of life for all of those who live, work and play in Norfolk County. Through progressive leadership and dedication, we meet the needs of our community while planning for the future.



- (3) The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity and confidence and collaboration to achieve results and adapt to changes we encounter.

RESIDENT VOTE

Below is an aggregation of the votes across all sessions (including youth), followed by additional comments and considerations.

1. 5
2. 1
3. 1

13 Remaining Responses:

1 = none of them

2 = split between 1 and/or 3 10 had new ideas/concepts

Common Themes:

The visions were seen as too vague and non-committal

Many felt Agriculture should be featured prominently in the vision

Many thought attracting industry and supporting business growth should be in the vision

The vision statements were seen as generic and not reflecting unique aspects of Norfolk

Increased employment/job creation

10.6.3 Mission

A Mission describes the overall core purpose of the organization. It captures the reason why Norfolk County exists, and guides the actions of the Corporation.

To arrive at a consensus for the mission statement for this session, the group voted on the most appropriate statements which accurately depicted the most important issues for the municipality.

Mission (Discussion and Refinement)

Existing: Working together with our community to provide quality services

Staff Developed Options:

(2/1) *** Working together with our community to provide quality services

(2/2) People and local government working together to build a vibrant community

(2/3) Working together to provide quality public services for a vibrant community

10.6.4 Guiding Principles

Guiding principles are fundamental laws that will direct behaviour in everything that an organization does. By definition, they are important and enduring beliefs or ideals shared by the members of a culture about what is good or desirable and what is not.

Through this process, Council was asked to answer the following question:



- What are the most important principles and values we need to adhere to in everything we do?

Rank Principle (with merged comments)

- Accountability and taking ownership: good governance matters... We are responsible for our tasks, our decisions ... We are willing to stand up for what we decide .. We report back ..follow up
- Dedication & commitment: people go the extra mile, engaged, willingness to be helpful ..helpful and responsiveness ...value public service and the people we serve
- Value for \$... Triple "E" - Efficient, Effective and Economical. Continuous improvement. Apply best practices to all services. Resourcefulness of tax dollar
- Mutual respect: Be fair and treat all opinions with respect. Live by the Golden Rule ..willingness to work with clients and treat diplomatically
- Collaboration: team approach to resolving issues ... No silos.. Partnerships, linkages.. Work seamlessly within and outside the organization
- Strong communications: listening fully and carefully ..Good communication between individuals, staff, departments
- Flexibility and adaptability: we anticipate and adjust to the needs .. Open minded in team environment... Open minded with our clients. Consider all residents "situation" when making decisions. No hammer mentality.
- Informed decision-making
- Express leadership: we demonstrate leadership and are a leader in Ontario

Vote Distribution

Rank	1	2	3	4	5	6	7	8	9
1	6	0	2	1	3	2	0	0	0
2	1	7	1	2	1	1	0	1	0
3	2	4	1	3	2	2	0	0	0
4	5	2	0	0	1	5	0	1	0
5	0	0	3	4	3	1	2	1	0
6	0	0	5	3	2	0	1	1	2
7	0	1	2	0	0	0	4	3	4
8	0	0	0	1	2	2	4	2	3
9	0	0	0	0	0	1	3	5	5



10.6.5 Priorities

Based on the discussion there was a process of determining actionable priorities that the group felt were necessary to discuss. Considering the community input to date, the group members were asked what they saw as the key priorities that Council must address over the next four years.

The group brainstormed ideas in small teams. Then each team selected its top 3 ideas to share with the plenary. Finally, individuals were asked to identify "if we could only address three of the priorities in the next two years, what would they be"?

Number of Votes	Priorities
13	1. Financial sustainability. Fiscal responsibility.
8	2. Hard services i.e. roads and infrastructure
7	3. Recruitment, Succession management. Monitoring staff compliment. Corporate realignment.
6	4. Communications for corporation, community engagement, -> need a common message, brand and feedback
3	5. Support creation of jobs with a "livable" wage
3	6. Quality of life/health improvement
2	7. Streamlined regulatory processes and an enabling regulatory framework



Ideas that did not make the first screening:

Team 1	Team 2	Team 3	Team 4	Team 5	Team 6	Team 7
(2/1) increase affordable, clean, quality housing	(3/1) increase assessment base	(4/1) develop policies to support eco-tourism, agricultural and business opportunities	(5/1) infrastructure investments - public infrastructure (not just sewer and roads but recreation, corporation, etc.)	(6/1) Corporate right-sized and increase in doing things right the first time	(7/1) provide leadership and direction considering priorities, market needs and money	(8/1) communication at all levels
(2/2) secure source of potable water for the entire County	(3/2) increase infrastructure/ improve to facilitate growth	(4/2) provide opportunities for active, healthy, quality lifestyles	(5/2) customer service improvement s/ enhancements	(6/2) Growth that translates into incremental revenue and containing costs	(7/2) Net gain economic development considering negative impacts and accommodating them	(8/2) care for the vulnerable residents
(2/3) reduce level of poverty	(3/3) retention on youth		(5/3) invest in more efficient and effective processes	(6/3) Programs and services that meet public needs and respond or shift in response to change		(8/3) business development
(2/4) keep tax levels affordable	(3/4) increase the agricultural/industrial diversity of the County				(7/3) addressing declining areas of community	(8/4) fair taxation

10.6.6 Objectives

Based on the outcomes of the prioritizing activity above, the group was asked to develop objectives that would be required in order to move towards achieving the Top Four priorities identified. This also allows for quantification of actions and the ability to measure progress.

Objectives required to achieve Top Four Priorities

Priority	Objectives
Financial sustainability. Fiscal responsibility.	<ol style="list-style-type: none"> 1. Tax arrears situation is under control 2. We are meeting the aims of our investment strategy 3. Reserve funds strategy in place and we are meeting objectives 4. Legacy funds investment policy and strategy 5. Province's cost of development model has been adapted Improved audit and financial reporting 6. Credit rating has been maintained or improved



Essential infrastructure i.e. hard services, roads	<ol style="list-style-type: none"> 1. Asset management plan completed 2. Master plans completed and Council approved 3. Ten year capital plan annually updated and improved (prioritized, defensible, affordable)
Recruitment, succession management	<ol style="list-style-type: none"> 1. Succession plan in place for all leadership positions 2. Total compensation packages are competitive with comparable communities 3. Knowledge transfer strategy for all leadership functions (including phased-in retirement etc.) 4. Realignment process in place as a result of BPR (includes redeployment, etc.)
Communications for corporate, community engagement, -> need a common message, brand and feedback	<ol style="list-style-type: none"> 1. Communications strategy in place 2. Structure and resources are allocated to do this 3. Regular, consistent message coming out from the County

10.6.7 Online Survey for County Council

During the strategic planning session held in Norfolk County on April 22, 2014, County Council had to leave the session prematurely due to a significant community event. As such, the Vision, Mission, Guiding Principles, and Priorities (which formed the basis for the Corporate Goals) that were developed in cooperation with, and completed by staff, were shared a final time with Council through an online survey in order to gather their feedback and complete their participation.

The following are the results from this exercise:

Vision for the community:

What will the County look like when its vision is achieved?

EXISTING VISION: Our efforts enhance the quality of life for all of those who live, work and play in our community. Through the cooperation and dedication of staff and council we respond to the current needs of our community and plan for challenges of the future

Answer Options	Response Percent	Response Count
The Norfolk County way of life is rooted in our natural environment, unique sense of place and community, business diversity and confidence and collaboration to achieve results and adapt to changes we encounter	60.0%	3
Our collaborative efforts enhance the pride and quality of life for all of those who live, work and play in Norfolk County. Through progressive leadership and dedication, we meet the needs of our community while planning for the future	20.0%	1
Norfolk County has a high quality of life within a sustainable environment that is vibrant, fiscally responsive, adaptable and welcoming	80.0%	4
Answered Question		5
Skipped Question		2



Mission Statement:

County Mission: captures the reason that the Municipality exists, and guides the actions of the Municipality. Please select the one statement that best articulates why the municipality exists.

EXISTING MISSION: Working together with our community to provide quality services

Answer Options	Response Percent	Response Count
People and local government working together to build a vibrant community	20.0%	1
Working together to provide quality public services for a vibrant community	0.0%	0
I prefer the existing mission as stated above	80.0%	4
Answered Question		5
Skipped Question		2

Guiding Principles:

Norfolk County's Corporate Strategic Plan is premised on conducting municipal business based on the following Guiding Principles that reflect our values and guide our decisions:

1. Be Accountable: Council and staff will conduct themselves with integrity and accountability, being responsible to commitments made and responsive to community concerns. and taking ownership
2. Dedication & Commitment: Every effort will be made to ensure that the needs of our residents and businesses will be at the centre driving us actions to ensure we are helpful and responsive
3. Value for Money: reflected through decisions that are effective, efficient and economical, ensuring the resource fullness of the tax dollar
4. Mutual Respect: Council and Staff will operate in an environment that is fair and respectful of all.
5. Collaboration: Council and Staff will utilize a collaborative approach that maximizes knowledge and resources, and demonstrates a seamless approach to act within and outside the organization



Answer Options	Response Percent	Response Count
I agree with these statements as guiding principles	100.0%	4
I wish to offer the following statement(s) for Council consideration	0.0%	0
Other (please specify)		0
<i>answered question</i>		4
<i>skipped question</i>		3

Priorities:

The following are identified as priorities for action over the next 4 years. Please confirm agreement.

1. Financial Sustainability/Responsibility
2. Improve Essential Infrastructure
3. Recruitment, Succession Management
4. Corporate Communications Strategy

Answer Options	Response Percent	Response Count
I agree with these priorities.	75.0%	3
I wish to add the following priorities for council consideration (a maximum of 5 priorities can be stated)	25.0%	1
Other (please specify)		1
Answered Question		4
Skipped Question		3

Other =

“Number 2 should include: Improve essential infrastructure while respecting the environment”.