

# Norfolk County Economic Development Strategy Review 2018-19

## Terms of Reference

### **Background**

An economic development strategy is an important document for every municipality to develop and implement. Norfolk County approved its first economic development strategy in 2003 and updated it in 2010-2011. The following terms of reference for the Norfolk County Economic Development Strategy Review for 2018-19 was approved by Norfolk County Council on April 10, 2018.

### **Scope of Review**

The scope of the Economic Development Strategy Review will look forward to 2024, in terms of visioning outcomes. The review will focus primarily upon goals and recommendations that the municipal government and administration of Norfolk County can directly implement, support or collaborate with other organizations to achieve. Aspirations that are reliant upon other levels of government or other organizations to achieve may be noted in the final document.

Since the majority of recommendations in the 2011 strategy have been completed, this review will incorporate a holistic review of the themes identified in the past document and incorporate new priorities.

### **Key Activities**

Key activities of the Economic Development Strategy Review will include:

1. Review of current economic data and trends
2. Review of assets
3. Analysis of strengths, weaknesses, opportunities and threats
4. Review of values and guiding principles
5. Review of vision and mission
6. Stakeholder and community consultations
7. Develop preferred outcomes and strategic directions for 2019 to 2024
8. Propose recommendations and related performance measures
9. Additional stakeholder and community consultations
10. Endorsement by advisory boards
11. Endorsement by Norfolk County Council
12. Communication of plan

## **Facilitation and Oversight**

The 2018-19 review of the Norfolk County Economic Development Strategy will be facilitated by the Director of Tourism and Economic Development, with assistance from his staff.

A Project Oversight Team will be established to advise the Director of Tourism and Economic Development. The team will meet every other month during the process. Membership will include the following:

- Chair, Tourism and Economic Development Advisory Board (TEDAB)
- Chair, Agriculture Advisory Board (AAB)
- One other Member, TEDAB
- One other Member, AAB
- One volunteer representing the general public, appointed by Council
- One volunteer aged 15 to 29 representing youth, appointed by Council
- Chief Administrative Officer
- General Manager, Development and Cultural Services
- Director, Tourism and Economic Development

A Technical Advisory Team will be established including municipal staff and representatives of other senior government agencies, such as appropriate Provincial Ministries, regional associations, etc. All Norfolk County Departments will have the opportunity to assign one staff member to serve on the Technical Advisory Team. This team will meet two or three times throughout the process.

Both the Tourism and Economic Development Advisory Board and the Agriculture Advisory Board have been made aware of the plan to undertake an Economic Development Strategy Review in 2018-19.

## **Community Consultation and Communications**

Community and stakeholder consultations will include face-to-face meetings, surveys and open houses aimed at businesses, business associations, community groups, other stakeholders, and the general public. Round tables (of businesses and community stakeholders) and technical advisory teams (of appropriate municipal and senior government staff, and other organizations) for specific elements of the review process may also be set up to focus on particular industry sectors, current issues, or trends. For example, the local Poverty Reduction Committee, Ontario Works representatives and the Community Career and Employment Services could be consulted to provide information on the capabilities of the current labour market. Every effort will be made to balance sectors and issues, and to gather feedback from all wards of the municipality.

Communications will include newspaper advertising, social media, email newsletters, and other forms of promotion. Progress will be tracked on the website, where feedback may also be received.

### **Timeline**

Key delivery dates for Council's purposes are as follows:

April 10, 2018	Approval of Terms of Reference
October 2018	Project update: review of data and trends; values and guiding principles; vision and mission statement; Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis
February 2019	Project update: review of community consultations, preferred outcomes, draft strategic directions, potential performance measures
May 2019	Presentation of final Economic Development Strategy Review document with recommendations for review and approval

### **Cost**

The cost to prepare the Economic Development Strategy Review will be controlled within the existing budget of the Tourism and Economic Development Department. If a request from the public is received by Council to expand upon the scope, facilitation, consultation or timeline of the project, staff will advise on additional funding required.

### **Format of Review**

The Economic Development Strategy Review final document will include the following:

- Executive Summary
- Mission Statement
- Review of SWOT Analysis and Guiding Principles
- Summary of Community and Stakeholder Feedback
- Goals and Recommendations
- Key Performance Indicators
- Acknowledgement of Participants

### **Implementation of Final Report**

The final approved Economic Development Strategy Review report will be referenced when budgets are prepared for future years. Depending on resources available, recommendations will be activated by staff and others in subsequent years.

### **Monitoring of Strategy Progress**

After approval of the report, annual monitoring reports will be generated by staff and circulated to TEDAB, AAB and Council for review until the next Economic Development Strategy review is undertaken, likely in 2024.

### **More Information**

For more information about the Norfolk County Economic Development Strategy Review, visit [www.norfolkcounty.ca/business/strategy/](http://www.norfolkcounty.ca/business/strategy/).