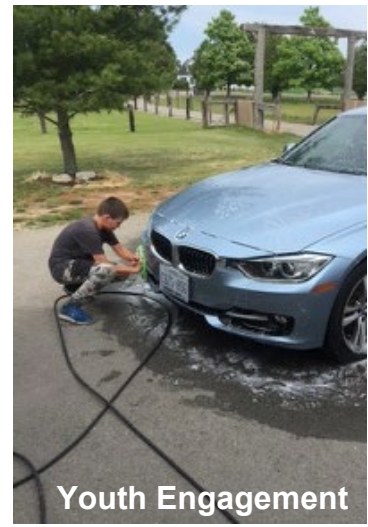




Advisory Boards



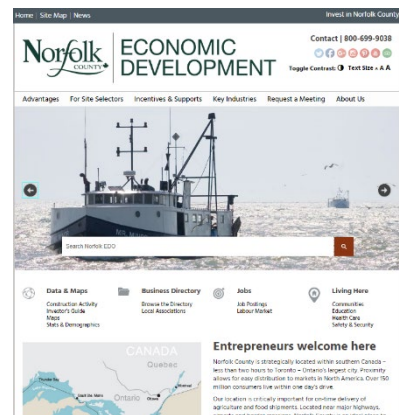
Youth Engagement



Media Relations



Business Visits



Tourism & Economic Development Annual Report 2018

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Executive Summary



Wayland Group cannabis production facility in Norfolk County

Staff increased emphasis on business visits in 2018, meeting on-site with more than 300 firms. Work continued with other departments to streamline regulatory burdens. Monthly meetings continued with chambers of commerce and other business associations to nurture relationships in local towns.

Community Improvement Plan business incentives continued to be popular in 2018, with 11 projects funded. Changes to the incentives were approved by Norfolk County Council to help trigger more private-sector investment in development.

Enquiries about industrial development continue to be received by Norfolk County staff. In December 2018, 6.4 acres of municipal land was sold to BHS Greenhouses Ltd. for the development of a federally licensed medical cannabis production facility employing 100 workers in Simcoe.

Planning for workshops aimed at helping businesses continued in 2018, with four events organized and plans for monthly workshops in the following year. The annual Economic Development Symposium was a success in 2018, where Scot Brockbank was named Entrepreneur of the Year. Amanda Dooney and Susan Judd were named Young Entrepreneurs of the Year.

The Student Start Up Program approved 39 student businesses for funding, with sponsorship from local businesses. Unfortunately, the Norfolk County employee who created the program in Norfolk County, Jerry Sucharyna, died in 2018 after a long illness.

The Economic Development Strategy Review commenced in 2018. By year end, more than 1,500 survey responses were received. Ten round table sessions were held for communities and industrial sectors. Draft recommendations will be brought to Council in early 2019.

Among regional collaborations in 2018, Norfolk County hosted the Terroir Rural Retreat in April. Norfolk County chefs impressed 150+ media, culinary influencers and bloggers from across Canada and around to world to an outdoor barbeque and picnic. Also, strategic planning work continued regionally with the Western Ontario Wardens Caucus and the Workforce Planning Board of Grand Erie. Locally, collaborations on downtown revitalization, sustainable tourism, wineries and small business continued.

Due to upswing in filming activity, Norfolk County's Film Production Policy was updated in 2018, providing for stronger notification procedures for affected stakeholders. Expectations for producers around County policies and procedures were also clarified.

Marketing and communications work was boosted with financial support from Norfolk County's Marketing Partners, which numbered 279 at the end of 2018. Tactics ranged from digital to print, with online ads reaching more than a million people. Email newsletters helped engaged clients. Development News experienced the fastest growing subscriber base, up 20% to 996 contacts compared to last year. Norfolk Flavours, the consumer tourism email newsletter, boasted 6,000 subscribers by year end. Website page views grew past 530,000 for norfolktourism.ca and 53,000 for norfolkbusiness.ca, the latter growing at a fast rate due to its upgrade to a mobile-friendly platform in 2018.

Social media channels operated by staff logged more than six million facebook impressions, and nearly one million twitter impressions. Videos attracted 100,000+ views with assistance from our Live Broadcast Ambassadors.

The annual Experience Guide and Map was so popular in 2018 that print runs were added to keep up with consumer demand. Newspaper inserts in regional markets continued to attract interest in Norfolk County from urban centres in shoulder seasons.

County-boundary gateway signage was updated in 2018. Work continued on planning community gateway signage improvements in Simcoe. Currently, 30 marketing partners also participate in the tourism-oriented directional signage program. Summer students operating the Visitor Services Program assisted about 1,500 tourists in summer 2018, prompting its review for possible cancellation.

Media relations continued with staff hosting 18 travel writers / bloggers. Collective social media of these influencers was high. Representatives of Destination Ontario, the province's tourism marketing authority, also sent a delegation to Norfolk County in 2018, the first such visit in several years.

The Agriculture Advisory Board and Tourism and Economic Development Advisory Board continued to meet in 2018, providing solid advice to Norfolk County Council.



Townsend Butchers Business Visit

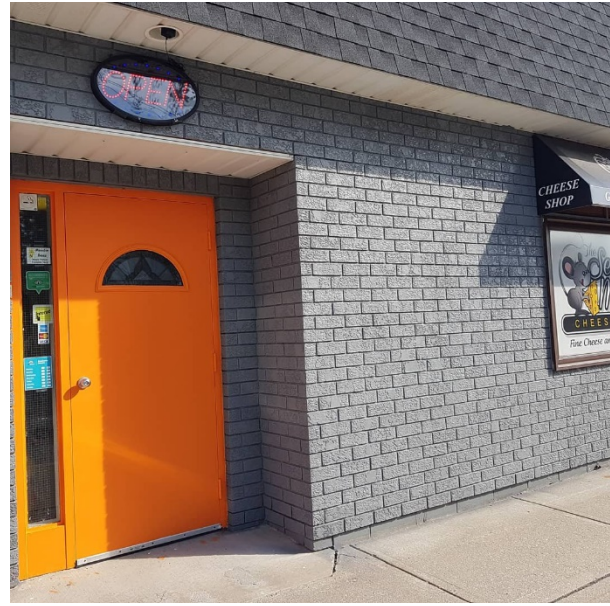
Business Incentives & Supports

Business Retention & Expansion

Business Visits

For 2018 staff visited approximately 300 businesses averaging about five visits a week (up from 200+ visits in 2017). The visits were evenly split between tourism and industry. The department's business visitation program is integral to business retention and expansion. The main objectives of business visits are twofold: to identify and assist those businesses that are ready to capitalize on existing opportunities (business expansion, market expansion, product expansion, job creation); and to identify those businesses that are facing challenges

and point them towards possible incentives and reliefs for solutions. Staff took both a proactive and a reactive approach in conducting the businesses visits. Proactively, we targeted those businesses that met the eligibility for announced government incentive programs and encouraged them to capitalize on the programs where possible. Reactively, we visited those companies that reached out to us seeking our assistance with challenges that they were facing. This "push-pull" strategy of engaging with our businesses will continue in 2019.



Second Mouse Cheesetique, Delhi (Before and After)

Community Improvement Plan Incentives

In 2018, Council reviewed and approved adjustments to the Community Improvement Plan (CIP) Program to make it more efficient and transparent. All forgivable loans were discontinued by increasing the grant amounts. This eliminated the administrative cost of such loans which were sometimes higher than the loan itself. It further removed the burden of encumbering people's property with a lien on title. The environmental assistance grant program was changed to assist applicants with remediating their property rather than merely testing for contamination. The property tax increment grant was transferred under Council's control and budget. There was a request for an increase in the overall budget of the program. A total of 17 projects were approved in 2018. Six of the projects will be funded in 2019 when work is

complete. The other 11 projects were funded in 2018 are broken down as follows:

Architectural and Design Grant

Gathering Food Centre, \$1,500

Building Façade Improvement Grant

676766 Ontario Ltd. (KWIC), \$3,136.00

Simcoe Fine Jewellery, \$2,687.00

Environmental Assessment Grant

Dr. K. Jumaily, \$8,998

Port Dover Developments Inc.,

\$38,972.50

Landscaping, Signage, Property Improvement Grant

Second Mouse Cheesetique, \$1,275.00

Les Anderson, \$453.75

Canmartco Holding Ltd. (Knights of Columbus), \$1,068.00

Larry Hemeryck, \$2,000

Property Tax Increment Grant

2364112 Ontario Ltd., \$14,294.13

2364112 Ontario Ltd., \$10,720.60

Van Amerongen & Son, \$34,273.60

Van Amerongen & Son, \$34,273.60

No funds were granted for Agricultural Buildings and Facilities Improvement, Structural Improvement, Planning Application Fees, Building Permit Fees or Residential Conversion.

Business Relationships

Client Relationship Management

The department implemented a Customer Relationship Management (CRM) program called Executive Pulse in 2018. This program enhances the department's ability to track inquiries and record business interactions.

Development Process

Development Information Sessions: Tourism & Economic Development staff attend quarterly public Development Information Sessions (DIS) organized for the development industry by the Planning Department.

Official Plan Review and Zoning By-Law Updates: Tourism & Economic Development staff worked with Advisory Boards to submit feedback and provide opinion on policies during this process. In 2018, the revised Official Plan was adopted, as were a number of Zoning By-Law amendments. Tourism & Economic Development staff also worked with the Planning Department and our Advisory Boards to add flexibility in the Zoning By-Law for on-farm wineries, breweries and distilleries.

Pre-Consultation Meetings: Tourism & Economic Development staff attend pre-consultations meetings with new developers and provide comments on planning application reports.

Film Production Policy Update

In May 2018, staff brought policy updates related to film production opportunities in Norfolk County. The updates involved procedures related to other departments, including Fire, Police, Paramedic Services, etc. Drone use was added to the policy, as well as stronger notification procedures. The "Film Liaison Office" was created to help clarify intake for film producers.

Meetings of Business Groups

Staff regularly attend monthly meetings of the Delhi BIA, Delhi Chamber of Commerce, Long Point Country Chamber of Commerce, Port Dover Board of Trade, Simcoe BIA, Simcoe Chamber of Commerce, and Waterford Chamber of Commerce. Staff also attend Business After 5 events, AGMs, and awards banquets for these organizations, and have face-to-face meetings with volunteers and staff.

Workshops & Networking Events

Business Workshops

In 2018 the Department hosted or collaborated on a total of four workshops, two open houses and nine community round tables. The topics of the workshops were:

- Bill 148 (January 16, in cooperation with the Simcoe & District Chamber of Commerce)
- Grant Writing for Businesses (January 10, in cooperation with Ministry of Agriculture Food and Rural Affairs)
- Bunkhouse Approvals (May 1, in cooperation with Planning, Building, Ministry of the Environment and Climate Changes, and F.A.R.M.S.)
- Organizing and Planning of Special Events (June 6, in cooperation with Corporate Support Services, Fire, Building, Licensing, Planning and Health).

Simcoe Chamber of Commerce Awards Night

The Department was once again a sponsor of the annual Simcoe Chamber of Commerce Awards Night and nominated a student of the Student Start-up Program (SSUP) for the Youth Entrepreneur Award. We are proud that Nathan Longstreet was the winner of the award.



Economic Development Symposium

Staff organized the annual Economic Development Symposium (#NCSym18) on January 31, 2018 with the theme “We Grow Our Own”, a nod to the innovative entrepreneurs, technology and ideas that had their start in Norfolk County. Keynote Speaker EJ Carrion was well received by over 200 business owners, community leaders and others who attended. Sincere thanks to our Masters of Ceremonies: Payden Shrub and Adam VanPaassen, and our local speakers: Dusty Zamecnik and Tommy Devos, Carrie Woolley, Phil Poss and Joy Allgood.

- Entrepreneur of the Year: Scot Brockbank

- Young Entrepreneurs of Year:
Amanda Dooney and Susan Judd

Positive feedback from the event included:

- “Wonderful way to celebrate success in Norfolk!”
- “EJ was inspiring. Local entrepreneurs rocked!”
- “Wonderful Day! 5++ Value for cost to register”



Youth Engagement



Student Start Up (SSUP Norfolk) Recipients 2018

Student Start Up Program (SSUP Norfolk)

This year 2018 represented the third annual staging of the Student Start-up Program (SSUP). Out of a total of 97 applications, 39 student businesses were funded \$200 each. Ten student businesses submitted a final report to receive an additional \$100. One major enhancement in 2018 was the staging of the SSUP Marketplace, in cooperation with Venture Norfolk, which afforded students the opportunity to promote their wares. In terms of sponsor recruitment, \$4,800 was donated, short of projected budget of \$19,500. This award-winning program was introduced to Norfolk County from British Columbia by the late Jerry Sucharyna, our Economic Development Analyst, who tragically died in September 2018 after a courageous battle with illness. His

boundless energy for supporting young entrepreneurs will be celebrated at the Economic Development Symposium in 2019. Jerry was always adamant that young entrepreneurs deliver on expectations and learn how the real world works. When SSUP was established, the objective was to encourage Norfolk County students to start a business as an alternate to applying for a job. The initial goal of the program was to entice the students to step out of their comfort zone and into what could be considered a challenging endeavor. Over the years staff has reviewed the program, consulted with our sponsors and student businesses, and evaluated the process and logistics with a view to streamline and enhance the program and its delivery.

Lead Sponsor: Norfolk County

5-Star Sponsors (\$1,500): Libro Credit Union, Venture Norfolk

3-Star Sponsors (\$900): Gregg Brown, Rassaun Services, Inc., Titan Trailers Inc.

1-Star Sponsors (\$300): EZ Grow Farms, Owl Ops, Picard's, South Coast BBQ Fire Pits, G. Douglas Vallee Ltd.

SSUP Partners (Other funding / In-kind): Attaboy Window Washing, Long Point Eco-Adventures, Whistling Gardens

Youth Entrepreneurship Programs (Norfolk businesses in Provincial Program)	2016	2017	2018
Summer Company	3	2	1
Starter Company (Plus)	2	1	5
Student Start Up Program (Norfolk County only)			
Staff Presentations to Classes	28	34	26
Schools participating	24	27	20
Student Applications	86	188	97
Student Businesses Funded	40	94	39
Student Entrepreneurs Helped	50	107	39
SSUP Sponsors Participating	12	27	27

Magnet Job-Matching Platform

Magnet was founded by Ryerson University, in partnership with the Ontario Chamber of Commerce, to address unemployment and under-employment of Canadians. Norfolk County continued as a community partner in 2018. Magnet is a collaborative network that connects employers to the right talent based on skills and qualifications. Magnet uses an advanced recruitment model that effectively promotes diverse recruitment

strategies. Employers can create targeted job postings and instantly view the number of candidates who qualify. Targeted communications can be sent. Employers can share programs and events with segmented groups of job seekers. Job seekers can register via the same portal. It is a collaborative hub of post-secondary institutions, not-for-profits, governments, labour, and industry partners working together on one common platform.

Investment Attraction

Industrial Park Land

Norfolk County owns approximately 30 acres of land in the Judd Industrial Park which is actively promoted for sale. Tourism & Economic Development staff continue to field enquiries for development here. The profile of potential developers is very restrictive due to the source-water protection regulations that apply to these parcels of land. Engineering of an additional industrial road in Judd Park is under consideration.

BHS Greenhouses to bring 100 new jobs to Norfolk County

SIMCOE, Ont. – December 18, 2018 – Norfolk County has finalized the sale of 6.4 acres of municipal land in the Judd Industrial Park (Simcoe) to BHS Greenhouses Ltd. for the development of a federally licensed medical cannabis production facility.

Earlier this year BHS Greenhouses acquired the lands and greenhouse facility of The Local Vegetable Company located at 92 Luscombe Drive in Simcoe. At that time BHS outlined their short and medium term development plans to Norfolk County and expressed the desire to acquire the municipally-owned lands that were bordering and abutting the property. The purchase of the land will allow the company to build a 250,000 square-foot production facility and facilitate the company's expansion

plans. BHS is a locally owned business with principal shareholder Anthony (Joel) Capin at the helm. The company is actively working through its permits to have the first phase of the facility up and running before the end of 2019. The location of the facility has met the minimum 300-meter setback required in the new Norfolk County cannabis by-law. Additionally BHS has entered into a site plan agreement which outlines stringent conditions that must be met by the development to guard against challenges with neighbors.

"I am very excited about this project," said purchaser Joel Capin. "Very early in the new year we will be looking for construction workers, and then very shortly thereafter we will be hiring for production workers."

EDCO Investor's Guide

Norfolk County is listed in the Investor's Guide for the Economic Developers Council of Ontario (EDCO) website (edcoinvestorsguide.com), which site selectors and developers refer to when searching for possible locations in the Province of Ontario.

Collaborative Projects



Norfolk County Ambassadors at the Terroir Symposium in Toronto

Regional Collaborations

Culinary Tourism Alliance: Terroir Symposium and Rural Retreat

Terroir is how a region's climate, soils and waters, terrain, and farming traditions affect the taste of food and drink. The Terroir Rural Retreat allows guests of the Symposium to connect with the people and places that make Ontario terroir worth celebrating. Norfolk County carries a membership with the Culinary Tourism Alliance (CTA), a

provincial association funded by the Ontario government, restaurants and food purveyors. Four restaurants and a number of food purveyors in Norfolk County are also members. The CTA promotes local food and drink served in restaurants and organizes an annual Terroir Symposium in Toronto, followed by a Terroir Rural Retreat. Norfolk

County was the successful bidder for the 2018 retreat event. On April 23, 2018, twelve ambassadors joined staff to promote Norfolk County at an exhibit at the Terroir Symposium at the Art Gallery of Ontario in Toronto, which hosted 400+ attendees from around the world. The next morning, the Fairly Fat Guys – Norfolk County's official local food ambassadors for several years – escorted two motor coaches full of attendees to the Rural Retreat in Norfolk County on April 24. Others arrived by personal vehicle.

Norfolk County chefs impressed the 150+ media, culinary influencers, bloggers and chefs from Canada and other nations who attended Terroir Rural Retreat on Tuesday, April 24. Over a dozen chefs and their crews, including

those from the Blue Elephant, The Combine, David's and Erie Beach Hotel, gathered at the Burning Kiln Winery to create a unique experience for the media influencers. Local food and drink from Norfolk County were featured in the dishes served, including products from Feast On certified purveyors such as VG Meats and Pristine Gourmet Oils. Wine and beer from Norfolk County wineries and breweries were also served.

The invitation-only event is presented annually by the Culinary Tourism Alliance in cooperation with the host community and Feast On certified chefs. Norfolk County also acknowledges the support of Southwestern Ontario Tourism Corp. for the Terroir Symposium and the Terroir Rural Retreat.



Cruise the Coast Motorcycle Tourism Alliance

Development & Cultural Services staff produced the Cruise the Coast Map, website, and email newsletter, in cooperation with Southwestern Ontario Tourism and the 10 tourism offices in the alliance: Haldimand, Elgin, Norfolk, Oxford, St Thomas, Middlesex, London, Chatham-Kent, Sarnia-Lambton, Windsor-Essex. The alliance also coordinates an exhibit at the Canadian Motorcycle Super Show in Toronto.

Economic Developers Council of Ontario

Staff attended the Economic Developers' Council of Ontario (EDCO) conference to build professional development, learn about best practices, and to network with peers to find solutions to community economic development challenges.

SCOR

The department provides support on behalf of Norfolk County to SCOR (South Central Ontario Region Economic Development Corporation), a non-profit body directed by elected representatives of Brant County, Oxford County, Norfolk County, Middlesex County and a number of area municipalities of Elgin County. County staff attended board meetings, Local Food Recognition Awards, and Downtown Revitalization meetings. Staff also provided resources and input to SCOR Mayors visit to the Association of

Municipalities of Ontario (AMO) Conference.

Southwest Ontario Tourism Corp.

Staff work closely on initiatives coordinated by the regional tourism organization, Southwest Ontario Tourism Corp. Staff serve on the DMO (Destination Marketing Organization) Council and Marketing Committee. DMO Council discussion on June 5, 2018, focused on Municipal Accommodation Tax rollouts in selected communities and other issues. Other projects and initiatives throughout the year, including the Alternative Accommodations project, and the Cruise the Coast Motorcycle Tourism Alliance, are collaborations with SWOTC. Staff collaborated with peers in Haldimand County and Elgin County, as well as Southwest Ontario Tourism Corp., on the Alternative Accommodation Strategy. Staff also worked on the Destination Ontario Day in Woodstock on April 25, 2018, in cooperation with SWOTC and Destination Ontario, as well as Ride the Bine – Norfolk County's only local tour company – to highlight our tourism experiences to provincial marketing representatives.

Tourism Industry Association of Ontario

Staff attended the Ontario Tourism Summit, the annual provincial industry conference, attending workshops, building professional development, and networking with peers.

University of Guelph

Norfolk County learned in 2018 that due to priority shifts at the University of Guelph, the research project led by Dr Ryan Gibson, Libro Chair, Rural Development, has been suspended. The project may commence in 2019.

Western Ontario Wardens Caucus

The Western Ontario Wardens Caucus (WOWC) is a not-for-profit organization representing 15 upper and single tier municipalities in southwestern Ontario with more than three million residents. WOWC worked on its Strategic Plan in 2018, holding a special meeting in Norfolk County to gather feedback. Staff also attended a workforce development forum organized by WOWC. The purpose of WOWC is to enhance the prosperity and overall wellbeing of rural and small urban communities across the region. Caucus members work collectively to influence federal, provincial and municipal legislative, regulatory and program initiatives through advocacy, research and analysis and education. Collectively, the municipalities represent approximately 300 communities, and almost half a million square kilometres of territory, more than 90% of it rural. WOWC was instrumental in bringing \$180 million in federal and provincial funding to support ultra-high speed Internet connectivity in the region through the SWIFT program.

Workforce Planning Board of Grand Erie

For the second year in a row Norfolk County was a sponsor of the “We Make it Here” feature videos about manufacturing employment opportunities in the community. Companies featured in this year’s production were Toyotetsu, Townsend Lumber and Superior Essex. The video were a collaboration of Norfolk County, the Workforce Planning Board of Grand Erie, and neighbouring economic development offices.

Norfolk County is a signatory to the memorandum of understanding and an official partner of Workforce Planning of Grand Erie’s EmployerOne Survey. The survey is promoted annually across the different industries of our community. Additionally, staff of the Tourism and Economic Development Department were participants in the Welding Workforce Study task force and the Employment Planning Advisory group.

In 2018, as part of our youth retention strategy, Norfolk County once again participated in the Manufacturer’s Month which introduces high school students to career opportunities in local manufacturing companies. This is an opportunity where students get an opportunity to identify jobs in the skills trade as well as highly skilled positions.

Local Collaborations

Dollier & Galinee 350 Celebration Planning

Staff approached communities in the Great Lakes Region to develop a potential regional event celebrating the 350th anniversary of the journey by French missionaries Dollier and Galinee. Some positive support was received from several stakeholders. A funding proposal was prepared for the 2019 operating budget review.

Downtown Revitalization

Staff worked with the Downtown Simcoe Business Improvement Area and the Routes to Roots Film Festival, as well as the Planning Department, on several downtown revitalization initiatives such as the Win This Space Contest. Another

new initiative, the “Norfolk Popcorn Party at R2RFF”, saw 150+ visitors participate in tastings at the Chefs’ Popcorn Seasoning Contest (thanks

to the Blue Elephant, Barrel Pizza, and Kerry’s Eatery). Jasmine Klunder of Waterford won the Longest Popcorn String Contest, with a total length of 22.2 metres. Thanks to event chair Brian Reichheld for stepping up to assist with the Norfolk Popcorn Party.



Long Point World Biosphere Reserve

Norfolk County worked with the Long Point World Biosphere Reserve (LPWBR) to seek approval from Norfolk County Council to name and launch the **Attawandaron Cycling Route** as the organization’s 20th Amazing Place (launched June 7, 2018). Staff continued to collaborate with LPWBR to promote all Amazing Places, and continued promotion of the “Meet the Locals” campaign, which focused on highlighting animals that may be seen at the Amazing Places locations: deer, ducks, eagles, fox, herons, monarch butterflies, rabbits, snakes, song birds, turkeys and turtles. Staff also assisted with the Tourism Bus Tour, a familiarization tour for businesses, on May 23, 2018, as well as the Product Development Workshop for tourist operators.



Amazing Places Tourism Bus Tour (May 2018) at Sand Hill Park

Ontario South Coast Wineries & Growers Association

The department works closely with the Ontario South Coast Wineries & Growers Association to ensure that the wine industry is well promoted and developed in Norfolk County. Part of this collaboration includes editorial coverage and grouped listings in the annual Guide/Map, as well as other assistance with association events (Orchard Affair on June 8, 2018, Spirit of the Season passport, etc.). Staff also worked with the association to plan a grant-writing workshop in early 2018. Also, Lake Erie Living magazine named the Toast the Coast Trail the “Best Imbibing Award” anywhere on the lake.

Simcoe & District Real Estate Board

The department advertises in the Simcoe & District Real Estate Board’s monthly publication. Staff also plan to work closely with the realtors to try and find businesses to occupy those empty

commercial spaces that exist throughout the County.

South Coast Shuttle

Department staff facilitated the initial development of the South Coast Shuttle, which is now in its fourth year of operation, with support from private-sector partners. Staff continue to provide promotional support for this service operated on weekends in summer by Ride Norfolk.

Venture Norfolk

Norfolk County staff have a very positive, collaborative relationship with Venture Norfolk, which is a Community Futures Development Corporation funded by Industry Canada, acting as a lender of last resort. Staff frequently cooperate with Venture Norfolk on joint initiatives, meetings and promotions. There is regular staff communication. Norfolk County is grateful to Venture Norfolk for supporting the Student Start Up Program, Young Entrepreneur of Year, and acting as a resource for advisory boards.

Marketing & Communications

Target Markets

Norfolk County's target for investment attraction and business expansion developments are:

- Entrepreneurs, site selectors and developers with access to capital
- Value-added agrifood processing and innovation
- Sustainable tourism investment and product development, agritourism and agritainment
- Roofed accommodation development along waterfront, in unique settings and in urban areas
- Clean, light, advanced manufacturing; creative

industries, professionals, cultural industries

Tourism and hospitality target markets include:

- Affluent leisure travelers (young singles, mature couples)
- Travellers interested in culinary and local food (wineries, craft breweries, restaurants, farm gate sales, agritourism), sustainable outdoor activities (cycling, birding, hiking, gardening)
- Extended overnight stays from Greater Toronto Area, Ontario and border U.S. States.

Marketing Partner Program

As of December 2018, 279 Marketing Partners participating in this program. Benefits to participants of Norfolk County Marketing Partnerships include:

- One listing and map locator in the next edition of the Norfolk County Guide/Map
- One listing on the www.norfolktourism.ca website for 12 months
- Post events organized by you on www.norfolktourism.ca
- Post news items about your business or organization on www.norfolktourism.ca
- Promote your business in our consumer emails and on social media
- Plus additional benefits described at norfolktourism.ca/partners/become-a-partner/

Norfolk County Tourism & Economic Development delivers cooperative marketing programs in partnership with industry partners. Annual budget covers promotion, advertising and communications activities. Experiences

and messages generated by Marketing Partner Program participants supply content to marketing tactics. Marketing partners pay an annual fee for services (\$175 + HST in 2018 – Council improved 2019 fee is \$179 + HST).

Advertising opportunities are available in publications, on websites and in other marketing campaigns. There are no editorial or “advertorial” opportunities for advertisers in the publications. The Partner Newsletter was circulated on a regular basis. A Partner Process Review continued this year, looking for

efficiencies on how to administer the program to prospective and existing clients. Staff explored options to increase participation in the Partner Program, and advertising on website and in Guide/Map. Options were implemented for more efficient distribution of printed material locally.

Content / Story Development

On an ongoing basis, Norfolk County staff post news stories about partners and experiences on the norfolktourism.ca news blog and the norfolkbusiness.ca news blog. These blog posts are promoted through social media. Content from blog posts is collected and published in email newsletters. Content derived throughout

each marketing cycle assists in developing editorial content for the annual Experience Guide / Map, Investors Guide and other publications and promotions. New stories and announcements are also used in media relations to lure writers and bloggers to Norfolk County to write and publish an article.

Advertising & Promotion

Experience Guide / Map

The 65,000-copy print run for the 2018-19 edition of the Norfolk County Map / Guide witnessed very high demand, with the bulk of inventory distributed by June 2018. An additional 5,000 copies were printed, and they were distributed in July. An additional 5,000 copies were printed, and they were gone by October. Distribution plan is April through March at Ontario info centres, attractions and hotels. Content includes listings for attractions, accommodation, dining and events in Norfolk County including a detailed map of Norfolk County. The Guide & Map is cross-promoted on norfolktourism.ca, Norfolk Getaways

email newsletters, and social media.

Marketing Partners can buy ad space in this publication.

- Quantity: 75,000 / Magazine Size / 68 pages
- Distribution: 550+ high-traffic locations





Digital Advertising

Norfolk County received 1.1 million+ impressions on the Big Clic digital programmatic advertising platform. The campaign click-through rate was 0.25%, which is three times the industry average. On TripAdvisor, Norfolk County received more than 88,000+ pageviews with a media click-through rate of 0.81% to 2.28%. On the Weather Network, Norfolk County received 300+ referrals from weather pages in nearby cities.

Gift Boxes and Baskets

In 2018, 278 gift baskets or boxes were prepared for businesses and organizations featuring local goods and food products. Each basket or box included a number of local food products from Norfolk County businesses. These promotional baskets and boxes help to promote the bounty of Norfolk County.

Investor's Guide

The Norfolk County Investor's Guide is aimed at Ontario entrepreneurs, developers, real estate brokers, site selectors, Canadian Consulates and government offices. Contents include information about local demographics, incentives, workforce data, available land and properties, resident and entrepreneur testimonials. The Investor's Guide is cross-promoted on norfolkbusiness.ca, social media, Norfolk Development News email newsletters. Quantity: 5,000 / Magazine Size / 72 pages.

Lake Erie Living

Norfolk County advertises regularly in Lake Erie Living magazine, aimed at visitors from Michigan, Ohio, Pennsylvania and New York. Editorial staff are very enthusiast about Norfolk County, frequently mentioning and highlighting Norfolk County marketing partners. In 2018, Norfolk County was named the "Best Ontario Hot Spot" by the magazine. Erie Beach Hotel was named "Best Lake Erie Fish" and The Combine was named "Best Fine Dining".

Local Publication Advertising

Ads were placed in local publications:

- Lighthouse Festival Theatre Program
- Live Small Town
- Norfolk Farms
- Port Dover Board of Trade's Doverlicious Passport
- Port Dover Maple Leaf
- Port Rowan Good News
- Simcoe Reformer
- Simcoe & District Real Estate Guide

Newspaper Inserts

Targetted inserts werer distributed in spring and fall to subscribers of Globe and Mail newspapers in Southern Ontario, Hamilton Spectator, London Free Press and Kitchener Record. Content includes summary of attractions, things to do, places to stay, where to eat, festivals and events in Norfolk County. Newspaper inserts are cross-promoted on norfolktourism.ca, Norfolk Getaways email newsletters, social media. Quantity: 180,000 each / Digest Size / 8 pages.

Promotions

In 2018, Norfolk County launched the Norfolk County Bento Box, which was



Newspaper Insert - Fall 2018

utilized in several online promotions. #DogsofNorfolk bandanas were also given away as promotions to pet owners who posted photos of their dogs enjoying our community. Norfolk County also sponsored the Black Creek Bass Battle in August, a non-motorized kayak fishing tournament in Waterford Ponds. A special Norfolk County tackle box was provided to all who entered.

WineBuzz

Norfolk County advertised in TheWineBuzz, which has a target audience of readers interested in wine, craft beer, spirits, food and travel. *TheWineBuzz* distributes over 200,000 copies in the states of Ohio and Kentucky at wineries, wine shops, wine bars, restaurants and the wine departments of 90+ supermarkets.

Email Marketing

Newsletters promote marketing partners and drive traffic to websites. All Norfolk email newsletters are popular, with open and click-through rates above the industry average.

Norfolk Flavours

5,993 subscribers, up 12%

41 editions

Average Open Rate: 30%

Average Click Rate: 27%

A survey of subscribers to Norfolk Flavours outlined that 42% visited Norfolk County because of something they read in the email news.



Norfolk Development News

996 subscribers, up 20%

10 editions

Average Open Rate: 49%

Average Click Rate: 46%



Norfolk Agriculture News

556 subscribers, up 18%

12 editions

Average Open Rate: 44%

Average Click Rate: 37%





Blogger Jim Byers (center) learning about Norfolk County beekeeping

Media Relations

Media relations activities increase volume and quality of earned media stories about Norfolk County by raising awareness among target journalists with specific interests and within geographic targets.

Hosting Media Visits

Staff hosted 18 travel writers/bloggers, including Jenn Decan, Raymond Cua, Akheela Mohideen, Maddy Sciola, Kathryn Dickson, Paula Shuck, Jim Byers, Sandra Dorelas, Angela Sood, Tiffany Collins, Kim Davies, Joyce Leung, Jeremy Ying, Cecilia Buy, Nancy Cowell, Caroline Fernandez, Leigh McAdam, Jenelle Smit, Dee Thompson, and seven social media influencers and content creators from Destination Ontario, the Provincial office that is responsible for marketing Ontario throughout the world (VP & CMO, Social Media Coordinator, Social Media

Advisor, Social Media Lead, Creative Services Coordinator, Content Lead, Partnerships and Trade Consultant). Most writers/influencers visited Norfolk County for three days and two nights, with personalized itinerary preparation and hosting by staff. Articles and posts were featured in publications such as Lake Erie Living, Great Lakes Scuttlebutt, Wine Buzz, and Parent Club as well as YouTube and other social media channels. Collective social media reach of these influencers include Twitter (150,350), Instagram (192,500) and Facebook (240,800), not including Destination Ontario.

Media Requests

Occasionally, writers call for interviews, contacts and photos. Norfolk County Tourism connects writers with appropriate Marketing Partners so an accurate article can be published by the writer. Norfolk County Tourism requests that the norfolktourism.ca website address is included in the article.

Media Releases

Norfolk County issues media releases from time to time highlighting specific stories and announcements. Media releases are usually directed to local and regional media.

Travel Writer of the Year Award

Norfolk County operates one of only two community-initiated “Travel Writer of the Year” initiatives in North America (the other is in Hawaii). Each year, writers are encouraged to generate published stories about Norfolk County travel destinations. Writers are eligible to win \$1,000.

2018 Winner was Michael Kenny (Swim Diesel), for his post Pure Norfolk, which recounted his adventures with 2 other bloggers who visited Norfolk County to promote the Northshore Challenge Open Water Swim, Smugglers Run Marathon and Le Tour de Norfolk along with local wineries, restaurants and attractions. This June 2017 visit was dubbed the 3-Blogger Weekend and was the first time staff hosted three different bloggers with different audiences to promote outdoor adventure and the local culinary movement in Norfolk County.



Travel Writer of the Year: Michael Kenney

“The emphasis of the weekend was to experience Norfolk County and what it has to offer. The pictures and to some degree the stories give you a glimpse. What you the reader do not get to experience is that which is the finest part of Norfolk County. EVERY TIME I go to that region I come away thinking that I have just met some of the finest people. It is the people of Norfolk County that will keep people coming back. You can have the experience but without the heart you likely would not come back, or would do so just for the business aspect. This is not Bay Street in Toronto, and it is also not Hicksville. This is a gem of a location with people to match that have made and experience for all to enjoy. Ontario has a lot to enjoy and it is Yours To Discover..... once you discover Norfolk County you may never want to leave.” – *Michael Kenney*

Signage

Area Profile Signage



TODS Area Profile Signage

Norfolk County has installed Area Profile signage under a contract with Canadian TODS, the Provincial Government tourism signage agency. Area Profile signs are installed on: Hwy 403 Eastbound near Hwy 24 South; Hwy 6 Southbound south of Jarvis; Hwy 3 Eastbound near Tillsonburg.

Community Gateway Signage

Norfolk County works with local community volunteers and businesses to upgrade gateway signage in towns. To date, gateway signage has been approved and designed for Delhi, Port Dover, Port Rowan and Waterford. In

2018, staff worked with the Simcoe & District Chamber of Commerce to upgrade the old gateway signs, which will hopefully be installed in 2019. The county is committed to the 50/50 cost share model of funding.

County Entrance Signage including “Toast the Coast”

“Toast the Coast” Wine Trail signage was completed, thanks to funding from the capital budget, with financial assistance from the Ontario’s South Coast Wineries and Growers Association and Southwest Ontario Tourism Corp. The signage was also added to the new County Gateways signs at 20 entrances to Norfolk County at municipal road boundaries.



Tourism-Oriented Directional Signage

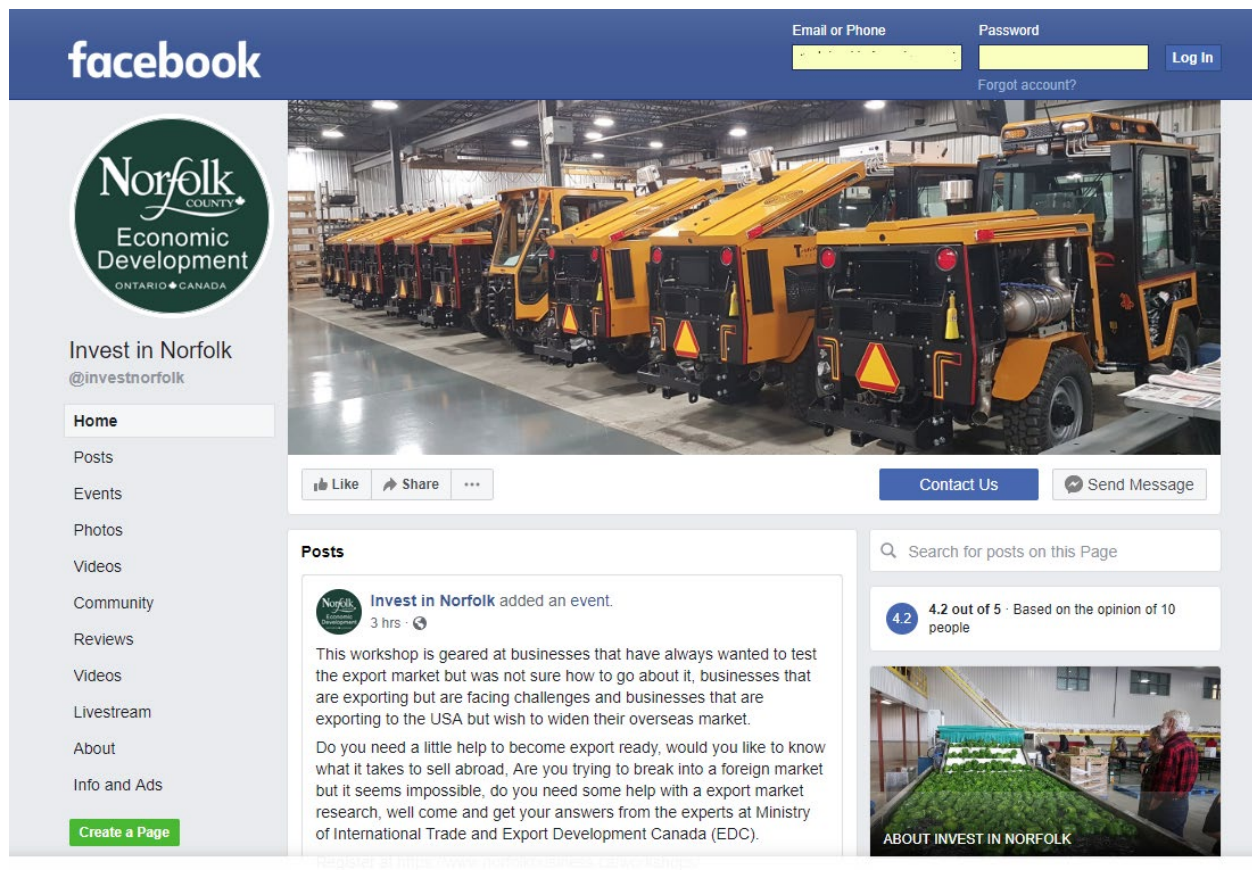
Norfolk County's directional sign program is a marketing tool designed to assist visitors to our community to easily find local businesses. The program is reserved for tourism operators that have signed up with the County to become a Marketing Partner. The program is not intended to be a revenue generator but operates on a cost-recovery basis.

There are currently 30 Partners participating in the program accounting for approximately 70 signs. The decline in the number of partners participating in the program (to the end of 2018) was due to a variety of reasons such as business relocating to a new location in the County, business sold and changed the name, or business declaring hardship. The focus of the Department in 2019 will be to grow the program.



Other Signage

The electronic sign located at Queensway West and Cedar Street has been utilized predominantly by not-for-profit organizations and the department continues to manage and promote the services of the sign. Cedar Street sign – new sign plates, ongoing electronic messages.



Norfolk County Economic Development facebook page

Social Media

Facebook

Norfolk County Tourism & Economic Development uses three Facebook pages for promotion of tourism and economic development activities. Data as of January 4, 2019.

norfolk.tourism

6,389,100 impressions (up 51%)
5,254 followers (up 14%)
60% are women ages 25-64
Top Origins: Hamilton, Brantford, Toronto, U.S., London, Kitchener, local

investnorfolk

929,932 impressions (up 18%)
1,537 followers (up 30%)
54% are women ages 25-64
Top Origins: Toronto, U.S., Hamilton, Brantford, London, Burlington, local

norfolk.flavours

290,190 impressions (up 29%)
1,750 followers (up 18%)
72% are women ages 25-64
Top Origins: Brantford, Hamilton, Toronto, U.S., London, Kitchener, local

Instagram

@norfolktour

2,748 followers (up 33%)

257,000 impressions

73% women ages 25-44

Top Origins: Toronto, Hamilton, London, U.S, local

TripAdvisor

TripAdvisor groups 11 town and village pages with related businesses and attractions under Norfolk County on their website, which logs 415 million monthly visitors. Click rates to norfolktourism.ca increased in 2018, with 2,500 users finding Norfolk County via TripAdvisor.

Twitter

@norfolktour

5,190 followers (up 3%)

812,100 impressions (up 15%)

58% women

Top Origins: Toronto, U.S., U.K., Brantford, Hamilton, London, Waterloo, local

Interests: science news, dogs, weather, music fests, politics



Norfolk County Tourism's Twitter Profile

Consumer Behaviour: premium brands, home cooking & grilling, fresh & healthy

@investnorfolk

1,895 followers (up 5%)

164,342 impressions

59% women

Top Origins: Toronto, U.S., Brantford, London, Waterloo, Hamilton, U.K., local

@norfolkfarms

2,335 followers (up 1%)

7,700 impressions

64% women

Top Origins: Toronto, U.S., U.K., Brantford, Waterloo, Hamilton, local

Trade Shows & Events

Canadian Motorcycle Super Show

Held in January 2018 in Toronto, Norfolk County works with the Southwestern Ontario Tourism Corp. and eight other Destination Marketing Organizations to profile motorcycle tourism opportunities at this popular show. The annual Cruise the Coast Motorcycle Map is launched at this consumer trade show, attracting 50,000+ visitors. The “Passport to the Coast” initiative was also launched in partnership with Southwestern Ontario Tourism Corp. and Big Brothers Big Sisters.

Cycling Show

Staff supported cycling outfitters and businesses in Norfolk County and Southwest Ontario Tourism Corp. to create a presence at the Toronto Cycling Show in March 2018. A special cycling promotional brochure was created to hand out at the trade show. Cycling businesses shared shifts at the show and were pleased with the results.

Cleveland Motorcycle Show

Norfolk County staff did not attend the Cleveland Motorcycle Show in January 2018 to promote the Cruise the Coast brand, due to a new policy by Council prohibiting staff from travelling outside the province for work. Representatives of Elgin County, Middlesex County,

Sarnia-Lambton, Chatham-Kent and Windsor-Essex promoted the Cruise the Coast Map at this show, the third largest motorcycle show in the U.S.

Epoch Ontario Travel Expo

Staff attended this trade show in May 2018 catering to the Chinese-Canadian tourism market in the Toronto area. A translator helped staff speak to attendees. Contact was made with Food Blogger Raymond Cua who later made a visit to our area.

Eat & Drink Norfolk

Staff organize a presence at Eat & Drink Norfolk annually to promote local food and drink in Norfolk County. The Norfolk Agricultural Society is a generous collaborator on this initiative. Some Norfolk County partners provide giveaways to raise awareness of culinary attractions in our communities. The three-day event attracts a large number of locals and tourists, providing an excellent venue to market our area.

FlavourFest at Norfolk County Fair & Horse Show

FlavourFest at the Norfolk County Fair & Horse Show is an exhibit organized by Fair staff in the Curling Building, showcasing local food and drink partners. The event was originally a collaboration between Norfolk County and its marketing partners and the Fair and has been a popular attraction at the

fair for over ten years. Norfolk County provided a free cloth bag to those patrons who purchased more than \$25 at FlavourFest.

PD13 (Friday the 13th)

This event continues to be the largest local interaction with motorcycle tourists. The July 2018 event saw over 200,000 people visit the area, according to the OPP. Our booth location in Powell Park was busy from the time we set up until the early evening. We continue to use these events to sign up those interested in our e-newsletters. Staff distributed 17 boxes (5,000+ copies) of Cruise the Coast maps and free merchandise:

buffs, kickstand pads, shining cloths. There was also a Passport Promotion with Big Brothers/Big Sisters that had motorcycle riders cover a large regional route with stops at various partners where they received a stamp. If they came to the July event they could get the official Friday the 13th stamp and turn in their passports.

Springarama

Norfolk County sponsors this event, coordinated by the Simcoe Chamber of Commerce. The Department advertises on the plastic bag handed out to attendees.



Flavours Ambassador Jason Mayo

Video & Live Broadcasts

Facebook Live Broadcasts

Staff in cooperation with Amélie Chanda, Active Living Ambassador, continued the #GoNorfolk live broadcasts and blog posts. Staff also launched live broadcasts and blogs by #NorfolkFlavours Food and Drink Ambassador Jason Mayo. Videos attracted 116,000 video views.

Top 5 live broadcasts for 2018:

1. May 23: Serene View Lake Erie, 8,900 views, 32% clicks-per-view (CPV)
2. July 24: Long Point tip, 4,815, 30% CPV
3. July 19: Island Hugger Tours, 4,736 views, 22% CPV

4. July 13: Friday the 13th, 3,324 views, 39% CPV
5. May 8: Mother's Day, 3,247 views, 33% CPV

Video Library

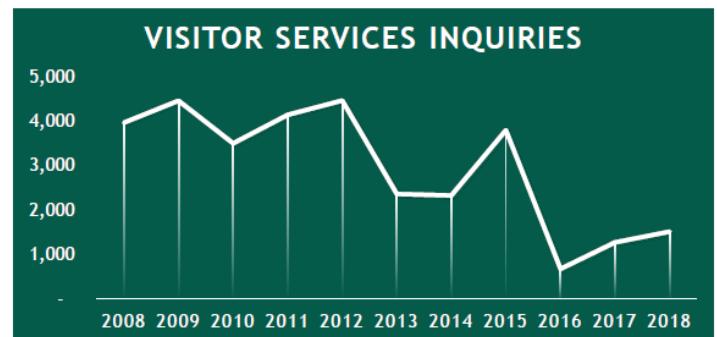
Norfolk County owns and maintains an extensive library of video footage, primarily featuring our landscapes, towns, beaches, forested areas, trails and local food. The footage uploaded to youtube.com/norfolkcounty can be used free of charge by businesses, video editors and TV producers for inclusion in productions. Clips can be requested with two conditions: they must credit Norfolk County Tourism in the final video, and they cannot resell the video footage supplied by Norfolk County.

Visitor Services (Seasonal)

Summer staff provide Visitor Services to tourists in Port Dover, Port Rowan, and other locations and events. In 2018, 1,514 walk-up enquiries were received at all locations from May to September (up from 1,276 total in 2017). The Port Dover Visitor Services Assistant handled enquiries using a bicycle and sun shade at various locations in town, primarily near the beach and the downtown area in Powell Park. The Port Rowan Visitor Services Assistant operated from the small building on the main street.

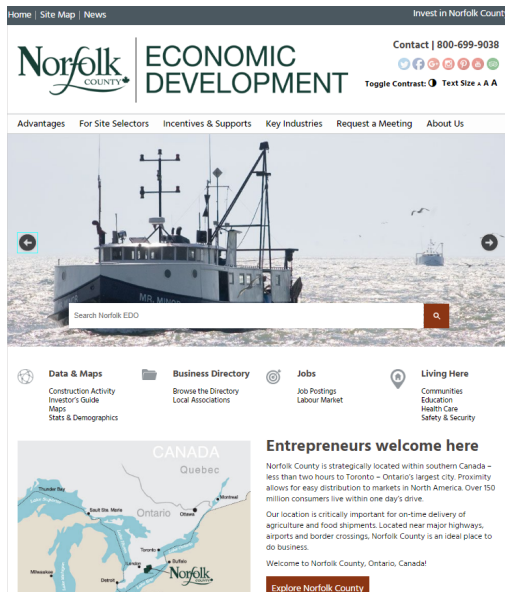
The Visitor Services Coordinator also attended 31 partner events and festivals in the Norfolk County Tourism van (graphic updated in 2018), and answered enquiries at our home office in

Simcoe. The use of mobile devices has greatly reduced the relevance of visitor information centres. In 2007, by comparison, the program received 7,104 walk-up enquiries. The program was reviewed for possible cancellation to assist with cost-saving measures in 2019.



Visitor Services By Location	May	Jun	Jul	Aug	Sep	2018 Total
Port Rowan	87	165	339	301	41	933
Port Dover	88	96	96	271	30	581
Total Enquiries	175	261	435	572	71	1,514
Events Attended	2	7	9	12	1	31

Websites



norfolkbusiness.ca

53,085 page views, up 72%
34,389 web sessions, up 85%
86% new visitors

Origin: Greater Toronto Area, southwestern Ontario cities, U.S., local

Desktop 45%, mobile 44%, tablet 11%

Popular pages: strategy, new, property listings, incentives, agriculture, employers.

Norfolkbusiness.ca was relaunched in 2018 to ensure compliance with Accessibility legislation.



norfolktourism.ca

531,277 page views, up 10%
292,966 web sessions, up 18%
83% new visitors

Origin: Toronto, Hamilton, U.S., other southwestern Ontario cities, local

Mobile 45%, desktop 41%, tablet 14%.

Popular pages: webcam, events, Port Dover, PD13, fishing, Eat & Drink, beaches, Long Point.

[Port Dover Pier Webcam](#)

The view from the webcam on the Port Dover lighthouse is the most popular web page on the norfolktourism.ca website. Page views doubled in 2018.

New Resident Packages

Staff provided copies of the Norfolk County Guide / Map to be placed in New Resident Packages distributed by the Corporate Support Services Department. In 2018, 265 New Resident Packages were distributed.

Customer Service

Norfolk County responds to many information requests annually, providing travel advice, directions and referrals to our partners. When someone requests printed material to be sent, the enquiry is fulfilled using Canada Post or Purolator courier.

Telephone / Texts: Calls are received on 800-699-9038 or 519-426-9497. Texts are received on 519-427-6586.

Email: Emails are received via contact forms on our websites or directly at tourism@norfolkcounty.ca and business@norfolkcounty.ca.

Social media: Messages are also received through social media outlets: facebook and twitter. These enquiries include engagement through conversations on social media, which sometimes occur outside of office hours.

Walk-ins: Walk-in enquiries are accepted during office hours year round in Simcoe, and at summer visitor info centres in Port Dover and Port Rowan. At the Robinson Administration Building, there is a reception display area with brochures for Norfolk County area and surrounding area, promoting marketing partners and other businesses. Signage leads motorists to this location.

Strategy, Measurement & Success

Strategic Planning

Norfolk County Council approved a terms of reference in April 2018 to review the Economic Development Strategy in 2018-19. A Project Oversight Team of six community volunteers (Brett Schuler, Michelle Kloefer, Dusty Zamecnik, Gail Bouw, Olivia Collver, Nick Kokkoros) and three County staff (CAO, General Manager of Development & Culture, Director of Tourism & Economic Development) was established. A Technical Advisory Committee made up of staff from various County Departments, regional agencies, and government ministries, was also set up.

Two surveys were undertaken between late June and early September 2018 to gather feedback from the general public and the business community. The *Strengths, Weaknesses, Opportunities, Threats and Values* survey received 1,001 responses. The *Community Readiness Survey* received 510 responses. Results of the surveys were posted on the strategy webpage at norfolkbusiness.ca/strategy and were shared extensively at community and industry round tables.

A series of community and sector round tables were scheduled in the fall:

- Sept 20 – Delhi Community Round Table

- Sept 27 – Waterford Community Round Table
- Oct 3 – Port Rowan Community Round Table
- Oct 23 – Young Professionals / Youth Round Table
- Oct 25 – Agriculture / Agribusiness Round Table
- Oct 29 – Tourism Industry Round Table
- Oct 30 – Simcoe Community Round Table
- Nov 7 – Manufacturing / Food Processing Round Table
- Nov 13 – Port Dover Community Round Table
- Nov 21 – Emerging Economies Round Table

About 200 people attended the two-hour evening meetings, which allow attendees to make further feedback about strengths and opportunities, values and readiness, and actions we can take. Notes from round tables were posted at norfolkbusiness.ca/strategy. Thanks to the hard-working team in the Tourism & Economic Development Department for helping to schedule these meetings.

In summary, findings gathered by year end indicated an enthusiastic response to surveys and round tables, with members of the public and business community eager to share their thoughts and ideas. Detailed findings of the

surveys and the round tables will be collated and presented to Council in February 2019 in an interim report. A final report of the Economic Development Strategy Review will be presented to Council in June 2019.

Performance Measurement

Targeted marketing programs and activities are evaluated for effectiveness and return on investment through tracking website visits via Google Analytics, enquiries, visitor services, and earned media placement. Visitation data may assist with evaluation of marketing initiatives. Feedback from Marketing Partners on an ongoing basis is also essential to evaluate performance.

In 2019, as part of the Economic Development Strategy Review, staff will explore the World Council on City Data as a potential ongoing performance measurement comparator. Currently 17 municipalities in Canada are participating in this new, globally recognized ISO standard.



Norfolk Flavours: Farm-to-table with Chef Ryan Rivard of The Combine...

#NorfolkFlavours: Farm-to-table is all the buzz these days, but Chef Ryan of The Combine and Lagos has a new take on eating fresh.

Norfolk County was a finalist for the 2018 EDCO Best Technology and New Media Marketing Award

Evidence of Success

In 2018, Norfolk County received word that the municipality was a finalist for Best Technology and New Media Marketing Award from the Economic Developers Council of Ontario (EDCO). Norfolk County's Tourism and Economic Development office has won numerous provincial and national marketing awards. Our staff are called upon frequently to speak to other communities as an example of a best practice in tourism, local food promotion and economic development.

Advisory Boards



Norfolk County Agriculture Advisory Board's Annual Tour

Agriculture Advisory Board (AAB)

Members of AAB in 2018 were Mike Bakos, Mike Berkel, Anita Buehner, Mike Columbus (Council Liaison), Trish Fournier (Vice Chair), Roger Geysens (Alternate Council Liaison), James Hill, Doug Long, Murray McLaughlin, John Picard, Erich Remler, Brett Schuyler (Chair), Dusty Zamecnik, and Clark Hoskin (Staff Liaison).

Mandate

- Advise Council on matters pertaining to agricultural issues in Norfolk County;
- Develop alliances and partnerships between individuals, businesses, organizations and government through financial and other means to advance the County's strategic plan for agriculture; and,
- Provide a forum for discussion and coordination of agricultural initiatives and programs with other community groups and agencies.

Agriculture Tour

The annual Agriculture Tour of Norfolk County organized for the AAB was again successful with assistance from Council Liaison Mike Columbus and staff. The overall rating of the tour by participants was 81% “excellent”, and 19% “very good”. Members agreed that the tour provides a good education on the scale of agriculture in Norfolk County, shows how agriculture is changing, and evidence of the positive economic impact of offshore workers. Stops included: Norfolk Fruit Growers, Harry’s Berries, Hideaway Restaurant (presentation by Total Swine Genetics), Environs Nursery and DeCarolis Tobacco Farm.

Bunkhouse Approvals / Flexible Housing Policies

AAB continued to discuss the bunkhouse approvals process and flexible housing policies with staff from Building, Planning, Health and Tourism and Economic Development.

On-Farm Diversified Uses

AAB members met with Norfolk County’s Community Planning staff to

advise on changes to the Zoning By-Law related to on-farm diversified uses, including farm wineries, breweries and distilleries that could be developed as of right on agricultural land.

Sewage Assessment

The AAB asked Council to advocate on the behalf of farmers in order to make changes to regulations governed by the Ontario Ministry of Environment and Climate Change (MOECC).

Tax Rate Discussion

Members of AAB continued to advocate that Council adjust agriculture tax rates in order to reduce financial pressures on farmers. The discussion also included the potential for an optional tax class related to on-farm diversified uses. Norfolk County Finance staff will look into new MPAC data to explore possibilities in this area in 2019.

Other Topics

Other topics of discussion by the AAB were harmonization of half-load road policies (expected to come before Council in February 2019).

Tourism & Economic Development Advisory Board (TEDAB)

Members of TEDAB in 2018 were Gail Bouw (Chair), Lucas Crandall, Noel Haydt (Council Liaison), Wanda Heimbecker, Janice Ketchen (Vice-Chair), Michelle Kloepper, Karen Matthews, Andy Putoczki, Matt Suckel, Susan Thurston, and Clark Hoskin (Staff Liaison).

Mandate

- Advise Council on matters pertaining to tourism and economic development issues in Norfolk County, in order to sustain and expand the vitality of the municipality's economic base;
- Develop alliances and partnerships between individuals, businesses, organizations and government through financial and other means to advance the County's strategic plan for tourism and economic development;
- Provide a forum for discussion and coordination of tourism and economic development initiatives and programs with other community groups and agencies; and,
- Act as the Planning Advisory Committee for Norfolk County.

Planning Advisory Committee

TEDAB continued its role as Planning Advisory Committee (PAC) for Norfolk County Council. Members of TEDAB

accepted the responsibility on a twelve-month trial basis, which will be reviewed in early 2019.

Entrepreneur of Year Selection

Annually, nominations for Entrepreneur of the Year are circulated to TEDAB members for consideration. Members submit their scores and a winner is selected. The announcement is made the Symposium in January.

Grant Review

TEDAB reviewed grant applications for the 2019 Norfolk County budget, which were forwarded to Council for consideration during budget review. The Advisory Board also sought to provide suggestions for the process next year.

General Discussion

TEDAB discussed a number of issues and listened to several presentations in 2018, including downtown revitalization, workforce planning, regional tourism development, youth engagement, Western Wardens Caucus, land-use planning process, and visitor services.

Staff Team

In 2018, the Norfolk County Tourism and Economic Development team included key staff from the Development and Cultural Services Division:

Tourism and Economic Development Department

Clark Hoskin – Director
Chris Garwood – Economic Development Supervisor
Ted Willey – Business Development Supervisor
Lorraine DeSerrano – Marketing Assistant
Christina Lounsbury – Customer Service Representative
Jerry Sucharyna – Economic Development Analyst

Development and Cultural Services Division

Chris Baird / Pam Duesling – General Manager
Tracy Haskett – Graphic Designer



Norfolk County
Tourism and Economic Development Department
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Simcoe ON N3Y 5L6
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Toll-Free Phone: 1-800-699-9038
Email: business@norfolkcounty.ca
Websites: norfolkbusiness.ca / norfolktourism.ca