

# Norfolk County Economic Development Strategy - Situation Analysis 2007 / 2011

Legend: ● Complete / Ongoing Result    ⊗ Partial Result    ○ No Result

## STRATEGIC DIRECTION # 1

*Ensure infrastructure and services are in place and sustainable*

ACTION 2002	RESULT 2007	RESULT 2011	NOTES
1.1 Establish benchmarking for economic development activities related to competitors	●	⊗	Internal Performance Measures in place; BMA Municipal Study participation
1.2 Ensure easy access and clear decision points for existing/new business engaged in development initiatives	●	○	Streamlined planning process in place; DCC in place
1.3 Encourage Norfolk Power to be a leader in infrastructure provision, i.e. fibre	●	○	Norfolk Power's new transformer in Simcoe has improved service / reliability of power; Norfolk Power / KWIC wireless broadband in place
1.4 Develop a servicing strategy	⊗	●	Servicing Monitoring Report in place; Capacity committee in place
1.5 Redevelop Port Dover waterfront/riverfront	⊗	⊗	Docks initiative; harbour governance
1.6 Encourage small niche food processors	⊗	⊗	Explored through two studies
1.7 Develop a strategy to attract doctors and other healthcare professionals	⊗	⊗	NGH proposal subject to budget approval
1.8 Implement a business ambassador program to assist in marketing Norfolk County	⊗	⊗	Visitor Services strategy approved by Council first step; Local Food Ambassadors (Two Fairly Fat Guys) established

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### STRATEGIC DIRECTION # 2

*Support a centralized tourism marketing authority*

ACTION 2002	RESULTS 2007	RESULTS 2011	NOTES
2.1 Review the relationship between Norfolk County and South Coast Tourism	●	●	South Coast Tourism Association Inc. closed in 2004; new Alliance created with Elgin, Haldimand; Chatham-Kent interested
2.2 Hire a tourism industry coordinator to assist in completion of future strategic plan actions steps	●	●	SOTO consultant's report completed; Implementation Strategy approved by Council
2.3 Develop a five-year strategy and budget to develop and promote tourism under the authority of Norfolk County, including a plan to raise funds from the private sector	●	●	In 2002-03, Council approved hiring of 4 additional staff; increased budget; approved revenue-generating Marketing Partner program
2.4 Review the economic impact of tourism in Norfolk County	●	●	Statistics reviewed for 2002 and 2004
2.5 Implement visitor survey as part of gathering data for economic impact	●	●	Visitor surveys completed
2.6 Develop the structure of and seek representatives for a Team Norfolk Tourism (TNT) networking committee	●	●	Tourism & Economic Development Advisory Board approved by Council, along with TNT subcommittee. TNT sub-committee eventually disbanded, replaced by Marketing partner focus groups.
2.7 Inventory / develop packages offered by hotels, fishing charters, theatre and integrate into marketing plan	●	●	Packages incorporated into County and regional promotions
2.8 Review target markets and develop tourism marketing plan for 2003-2004	●	●	Target markets and plan developed
2.9 Host industry mini-forum or professional development seminar	●	●	Seminars and workshops hosted

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## STRATEGIC DIRECTION # 2

*Support a centralized tourism marketing authority*

ACTION 2002	RESULTS 2007	RESULTS 2011	NOTES
2.10 Host a media tour	●	●	Numerous media tours hosted; ongoing involvement in Travel Media Assoc of Canada
2.11 Improve communication between partners	●	●	Quarterly partner newsletters; ongoing partner events
2.12 Promote and use "South Coast" more	●	●	Council approved using South Coast as Norfolk's tourism brand; Haldimand and Elgin has also adopted it. Chatham-Kent interested. OTMPC also supporting it.
2.13 Develop "Festival Passport" for 2003 around "Tastes of Norfolk", linking agriculture, tourism, restaurants, festivals, heritage and culture	⊗	●	Festival Passport not developed. Norfolk County FlavourFest initiative (6 years) continues to grow. Tastes of Norfolk culinary event planned to bridge time between Studio Tour and Fair.
2.14 Review and make recommendations about infrastructure needs.	⊗	●	Premier Ranked Tourist Destination Framework initiative complete. RTO#1 reports also completed.
2.15 Improve signage	⊗	●	Area Profile signage complete; some community gateway signage complete; Visitor Map signage complete. Tourism & Agricultural Directional Signage programs in place.
2.16 Ongoing SuperHost training	⊗	●	Visitor Services staff coordinated by County, centralized training
2.17 Pursue smaller conferences	⊗	○	Ongoing work with smaller conference and tournament organizers; development of visitor kits for this market. Budget not available for this.
2.18 Development of the Lynn River	⊗	○	Lynn River strategy concepts have been discussed internally; weak private sector interest; Community Improvement Plan supports it. No budget available.

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### STRATEGIC DIRECTION # 3

*Focus on business retention*

ACTION 2002	RESULTS 2007	RESULTS 2011	NOTES
3.1 Hold local seminars	●	●	Seminars held
3.2 Increase technology access for business	●	●	Norfolk Power / KWIC partnership in place. Broadband access expanded through OMAFRA funding.
3.3 Focus on business retention	●	●	Increased business visits and seminars
3.4 Review policies and regulations to encourage economic development	●	●	Ongoing internal philosophy of challenging red tape
3.5 Establish a “connectivity” task force	●	●	Norfolk Power / KWIC / Norfolk County partnership in place
3.6 Develop industry clusters – identify possible clusters first	⊗	○	Investment Attraction Strategy completed, identifying target industry clusters; Council did not fund
3.7 Attract and retain labour force	⊗	⊗	Ongoing commitment by businesses and agencies
3.8 Hold annual Economic Development summit	⊗	●	Annual Symposium held for several years. Attractions many local stakeholders.
3.9 Market “retirement” communities	○	○	Marketing budget insufficient. Reconsideration of objective, given concerns about focusing on seniors as opposed to youth.

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### STRATEGIC DIRECTION # 4:

*Encourage the development of an agricultural network.*

ACTION 2002	RESULTS 2007	RESULTS 2011	NOTES
4.1 Invite agricultural representatives to join an Norfolk Agricultural Network to explore opportunities	●	●	Tourism & Economic Development Advisory Board approved by Council, along with Agriculture Networking Team. Networking Team later replaced with the Agricultural Advisory Board.
4.2 Raise awareness of and promote consumption of Norfolk produce through a "Tastes of Norfolk" event	●	●	Norfolk County FlavourFest (6 years) continues to grow. Seen as a best practice across Ontario.
4.3 Improve signage for farm products	●	●	Agriculture Directional Signage program now in place, linked to Norfolk County Map & Local Food Guide.
4.4 Cooperatively develop a marketing package to showcase agriculture e.g. trade show initiatives, Norfolk section in local stores, Tastes of Norfolk	⊖	●	Norfolk now has a basic cooperative agricultural marketing program in place with website, map, signage, recipe book, FlavourFest, and some advertising budget.
4.5 Establish a value-added network	⊖	⊖	OAVAIN now defunct; attempts to rejuvenate Simcoe Research Station with Agri-Food Innovation Centre proposal underway. Erie Innovations & Commercialization through OFVGA now a positive force in community, in cooperation with Norfolk County.
4.6 Review economic impact of agriculture	⊖	●	Norfolk County purchased 2006 Census of Agriculture data which provided information as well as focal points for marketing initiatives.

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### STRATEGIC DIRECTION # 5

*Encourage the development of an industry/education network*

ACTION	RESULTS 2007	RESULTS 2011	NOTES
5.1 Invite representatives to join a Norfolk industry/education network	●	●	Tourism & Economic Development Advisory Board approved by Council, along with Industry Networking Team. Industry Networking Team later folded due to lack of interest from industry. Agricultural Advisory Board established. Norfolk works closing with Workforce Planning Board and also Fanshawe College.
5.2 Promote work experiences	●	●	Ongoing career fairs and related workshops, supporting Fanshawe, local school boards.
5.3 Identify opportunities for partnerships	●	●	Ongoing partnerships with GETAB, Fanshawe, Service Canada, MTCU, NDBDC, MEDT, etc.
5.4 Develop apprenticeship programs	●	●	Agencies establish apprenticeshipsearch.com
5.5 Showcase educational opportunities in Norfolk County	⊗	●	Ongoing career fairs; individual high schools promoting to students
5.6 Help people retrain/develop mentoring programs	⊗	●	Other agencies provide this service
5.7 Promote the trend in society to value the benefits of education	⊗	●	Generally supported by educational institutions