

*Norfolk County*  
**ECONOMIC RECOVERY PLAN**



BUY  
Norfolk



BUILD  
Norfolk



INNOVATE  
Norfolk



RECOVER  
Norfolk



# BUY Norfolk

Actions aimed at promoting “Buy Local” and supporting local small businesses in efforts to increase sales

Action	Description	Approach	Timeline
Online Marketplace	<p>A virtual marketplace solution that will allow individuals to search for and possibly purchase products from multiple local retailers on one website. Additionally, investigate options for a shared logistics/product delivery solution that would allow retailers to pool resources and be competitive with large online retailers in terms of delivery speed and cost.</p> <p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"> <li>• Worked with Task Force “Buy Norfolk” Subcommittee to establish the new program</li> <li>• Coordinated the creation of a local e-commerce portal for local businesses to sell online in one spot</li> <li>• Established local free-delivery as part of the product execution (potentially a first in Ontario)</li> <li>• <b>Shop Norfolk</b> went live in June 2021: <a href="https://norfolk.shopmytown.ca/">https://norfolk.shopmytown.ca/</a></li> <li>• Monitoring, reporting, adding of new business, marketing and promotion efforts</li> <li>• Integrated into the County’s Shop Local Holiday Promotional campaigns near year end</li> </ul> <p>Results/Feedback:</p> <ul style="list-style-type: none"> <li>• Successfully secured a RRRF grant that covered entire costs of Shop Norfolk sales platform for 2-year pilot project</li> <li>• Testing of a new local e-commerce platform. Unfortunately, many steps and hurdles involved for municipality to establish the logistics and was not fully available during the full COVID restrictions. May be an important tool for long-term resilience and small businesses</li> <li>• Initially low visitor-sales conversion ratio. Conducted questionnaire and contest with over 1000 responses received</li> <li>• Currently 88 businesses registered. Over 1000 published products available. Potential for future tourism package bundling</li> <li>• Since January 1, 2022 there were 368 orders worth \$4537.31 for an average order value was \$12.33</li> <li>• Potentially some confusion with Buy Norfolk (a Norfolk business directory)</li> <li>• Two-year pilot wrapping up by Q2 2023</li> </ul> <p>Recommendation: Unless a local organization takes over or grant funding opportunity exists, <b>program will close</b> Q2 2023.</p>	New Program	Short-Term



# BUY Norfolk



Actions aimed at promoting “Buy Local” and supporting local small businesses in efforts to increase sales

Action	Description	Approach	Timeline
Digital Services Squad	The County has recently partnered with the Digital Main Street Ontario program to create a Digital Services Squad in Norfolk County, which will help small downtown businesses use digital technologies to adapt to a rapidly changing environment and become more resilient and competitive as the economy recovers. The squad will assist with a number of activities, including developing a Google My Business profile, enhancing social media presence and providing support for basic website and e-commerce set-up. The Squad will also assist qualified small businesses through the application process for a potential \$2,500 Digital Transformation Grant.	New Program	Short-term
	<p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"><li>The county added four temporary part-time employees to execute this project who coordinated three virtual and one in-person workshops, coaching small businesses on the digital marketing. Over 20 businesses were assisted with developing promotional videos for social media and many others were assisted with establishing their Goggle My Business Account as well as claiming their accounts</li></ul>		
	<p>Results/Feedback:</p> <ul style="list-style-type: none"><li>Assisted over 40 business to secure government grants of \$2500 each bringing over \$100,000 in technology funds to Norfolk</li><li>The County secured \$235,000 of government grants to finance the program which will run until March 2024</li><li>Over 270 businesses received service through the program. Some businesses that received government grants are featured <a href="#">here</a></li><li>Every community in the county was targeted for assistance through videos like <a href="#">these</a></li><li>Feedback received: "The DTG grant helped my business take my website to the next level. I was able to invest in equipment to achieve top quality photos that feature my products. As a new small business, programs like these really give us a leg-up during a crucial time. The digital service squad approached me about the program and were happy to help at any time throughout the application process. I found the entire experience straightforward and professional" -Little Local, Delhi</li></ul>		
	Recommendation/Status: The program is fully funded by government grants and will <b>continue until March 2024</b> .		



# BUY Norfolk

Actions aimed at promoting “Buy Local” and supporting local small businesses in efforts to increase sales

Action	Description	Approach	Timeline
Branded Marketing Campaign	A branded County-led marketing campaign and website aimed at promoting Norfolk County, enhancing “Buy-Local” and “Visit-Local” messaging, highlighting business successes, and generally increasing consumer confidence. Additionally, leverage the ecommerce capabilities created by the online marketplace and digital services squad solutions, by launching non-local digital marketing campaigns that would enable Norfolk businesses to develop new markets.	Revised Program	Short-Term
	<p>Primary Tasks:</p> <ul style="list-style-type: none"> <li>Entire new app created, “Visit Norfolk”, went live Oct. 2021 and promoted</li> <li>Shop Local Holiday video and brochure produced and release in 2020, 2021 and 2022</li> <li>New tourism marketing strategy created in 2021 – aimed at non-local digital marketing</li> <li>New tourism marketing campaigns created in early 2022 and launched in summer-fall 2022</li> <li>Targeted regional markets (London, Toronto, Hamilton, Niagara areas, etc.) geared at “re-opening”</li> <li>Social media, local media, digital and print advertisements, vendor stories and other promotions</li> <li>Undertaking overhaul of <a href="https://explore.norfolktourism.ca/">Norfolk Tourism</a> website <a href="https://explore.norfolktourism.ca/">https://explore.norfolktourism.ca/</a></li> </ul>		
	<p>Results/Feedback:</p> <ul style="list-style-type: none"> <li>780 total downloads of Visit Norfolk app and 143 business/event listings. Leverage Visit Norfolk as part of a marketing toolbox for tourism operators. The Fall Amazing Places promotion had over 485K impressions and opened by over 6500 recipients</li> <li>Over 25K views of 2020 Shop Holiday video</li> <li>With funding from Destination Ontario and in collaboration with Southwest Ontario Tourism Corporation (SWOTC), completed 3 photoshoots at 12 tourism businesses for 2023 campaign</li> <li><i>Close to Home Far From Ordinary, Find your Folk, We Specialize in Happy Places, Daycation Perfected</i> and <i>Canada’s Amazon</i> campaigns resulted in &gt;22 million impressions with target audience</li> </ul>		
<p>Recommendation: <b>Continue</b> Visit Norfolk app and brand marketing campaign in 2023 as core service as long as have staff resourcing (incl. temporary). 2024 unknown.</p>			



# BUY Norfolk

Actions aimed at promoting “Buy Local” and supporting local small businesses in efforts to increase sales

Action	Description	Approach	Timeline
Covered and heated patios	<p>Explore opportunities for covered and heated patios in Norfolk County’s downtowns, along with additional requirements that would allow for extended restaurant seating capacity during the shoulder seasons (and possibility the winter) to be ready for early spring 2021.</p> <p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"><li>• Researched various covered heated patio systems and potential cost-benefit</li><li>• Community Development – Economic Development led temporary patio encroachments/permits for 2021-22. Revised policy and created clear procedures, webpage update and application form requirements. Undertook any agreement preparation/coordination</li><li>• Notice requirements suspended and costs of the fixed application fee and the “per square metre per day” rental rate (for encroaching patios) was offset/waived for 2021 and 2022 through funding available via the Economic Recovery Plan</li></ul> <p>Results/Feedback:</p> <ul style="list-style-type: none"><li>• Decision to not promote this project (covered/heated patio systems) due to the high cost and negative return on investment</li><li>• 22 temporary patio permits issued in 2021 and 6 in 2022 as two-year permits</li><li>• Patio permits could be issued for May 1<sup>st</sup> – Oct 31<sup>st</sup>, but unfortunately it was not possible to safely extend patio permits beyond the end of October due to winter maintenance requirements and potential liability for Norfolk County</li><li>• Nearly \$5,000 saved by local businesses through Economic Recovery Plan patio program fee coverage</li><li>• Feedback received: <i>“...we were able to serve customers outdoors and have fresh air circulation throughout our space. [We were] able to get by financially during the tough times because of this program. The patio has now become a local gathering spot for our community and tourists and is a vital lifeline for the success of our small business.” – Tyler, Wishbone Brewery</i></li></ul> <p>Recommendation: Temporary patio encroachments are back to Clerks as lead and following typical notice/fees. <b>Project complete.</b></p>	New Program	Short-Term



# BUILD Norfolk

Actions aimed at creating the conditions for continued growth of the business sector and the community

Action	Description	Approach	Timeline
Improved internet and mobile service in underserved parts of the County	Advocate and identify opportunities for improved broadband and cellular service in underserved parts of the County. This could include seeking opportunities to engage potential private sector partners, pursuing viable funding sources, and assessing feasibility of making County-owned lands available for telecom providers' communications equipment at a reduced cost.	New	Short-term to Long-term
	<p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"> <li>Revised the Telecommunication Tower Policy and streamlined the process to allow for efficient municipal comment submission</li> <li>Worked with telecom providers and agents to continue to broaden the number of geographic extent to cover more areas of Norfolk</li> <li>Provided support to telecom providers application to the Universal Broad Band Fund</li> <li>Provided letters of support for companies applying to various Federal and/or Provincial broadband funding programs for Norfolk-based projects, including endorsement with strategic initiatives partnership funding if needed</li> </ul>		
	<p>Results/Feedback:</p> <ul style="list-style-type: none"> <li>Processed 21 telecommunication tower applications</li> <li>Usage of Norfolk County land to facilitate telecommunication tower(s)</li> <li>Continued support from the SWIFT Program for providing high speed internet coverage to under-served and non-served areas</li> <li>Telecom company received support from Norfolk County and was successful in securing a significant grant from the Universal Broad Band Fund</li> <li>Upon completion of the infrastructure, approximately 100% of the County would have the ability to access high speed coverage</li> <li>Additional cell coverage from telecom companies is still needed</li> </ul>		
	<p>Recommendation: <b>Monitor progress and continue to support</b> additional internet and mobile in underserved areas. Through land monetization project and/or corporate facility review identify potential additional County-owned sites that could potentially be used by providers.</p>		



# BUILD Norfolk

Actions aimed at creating the conditions for continued growth of the business sector and the community

Action	Description	Approach	Timeline
Supports for businesses and developers applying for various approvals, permits, and licenses	<p>Accelerate growth through investigation and implementation of various initiatives aimed at providing greater support for business and development applications. Investigations could include:</p> <ul style="list-style-type: none"> <li>Review development processes and customer service for efficiencies, predictability and “how can we help”</li> <li>Implementation of support tools such as development standards, checklists, informational bulletins, instructional videos, self-serve portals, tracking and monitoring</li> <li>Website with regular updates for regulatory requirements (particularly for COVID)</li> </ul> <p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"> <li>Prepared and launched on-line CityView portal for building permit applications (licensing and development applications)</li> <li>Conducted a review of the site plan process. Revised the entire process with additional implementation underway</li> <li>Entire new Building webpage created and live: <a href="https://www.norfolkcounty.ca/business/building-in-norfolk-county/">https://www.norfolkcounty.ca/business/building-in-norfolk-county/</a></li> <li>Prepared 20 Building Permit How-To-Guides &amp; checklist: <a href="https://www.norfolkcounty.ca/business/building-in-norfolk-county/building-permits/#How">https://www.norfolkcounty.ca/business/building-in-norfolk-county/building-permits/#How</a></li> <li>Established new Engage Norfolk website for connecting with stakeholders in all types of municipal initiatives: <a href="https://engagenorfolk.ca/">https://engagenorfolk.ca/</a></li> <li>Revised processes and prepared delegation report/bylaws to streamline: minor rezonings, holding provisions, deemings, part-lot control, etc.</li> <li>Revised approach to public hearing committee/council reports and presentations to streamline resources for subdivisions, land use amendments</li> <li>New Conditional Site Plan process established prior to Bill 109 implementation</li> <li>Held development industry information sharing sessions</li> </ul> <p>Results/Feedback:</p> <ul style="list-style-type: none"> <li>Received Municipal Modernization grant funding under both the Review and Implementation Streams (\$96,200-returned portion)</li> <li>Reduced average zoning amendment process timeframes by 48 days (2021 vs. 2019)</li> <li>Reduced average zoning review and building permit review timeframes by 25-40%. 2022 year end average code review = 4.84 days (well below 10 day+ legislated OBC timeframe). Inspections completed within 24 hours of request</li> <li>66% reduction in average site plan process timelines in 2022 compared to 2020 - including 46% comparing 2022 to 2021 alone</li> <li>Difficult to overhaul and implement systemic changes to multiple processes at the same time as heavy development activity/workload</li> </ul> <p>Recommendation: <b>Embed</b> process reviews and continual improvement for development process efficiencies and stakeholder awareness <b>into</b> Planning, Building, Engineering <b>work programs</b>.</p>	Continual Improvement	Short-term to Medium-term



# BUILD Norfolk

Actions aimed at creating the conditions for continued growth of the business sector and the community

Action	Description	Approach	Timeline
Entrepreneurship Support Services (aka "BRiNC")	<p>Explore opportunities to build an entrepreneurship support ecosystem, with programs and services designed to assist small business owners and startup entrepreneurs. The ecosystem could provide services such as mentorship, domain-specific guidance (e.g. food labeling), identification and support for grant funding applications, business skills development, webinars on common business challenges, acceleration programs and more. The initiative could engage existing entrepreneurial and business support organizations in the community, to create a collaborative ecosystem that would support both struggling businesses (for example, assist entrepreneurs to pivot their business models during the pandemic), as well as enable the startup of new ventures.</p> <p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"> <li>• Worked with Venture Norfolk to establish the framework of a new collaborative, entrepreneurial program</li> <li>• Partnered with Innovation Factory (Hamilton area) to deliver the workshops</li> <li>• Organized and coordinated introductory and concluding workshops for different cohorts</li> <li>• Hosted wrap-up networking session to introduce participants to continuing business resources that is available in the community</li> </ul> <p>Results/Feedback:</p> <ul style="list-style-type: none"> <li>• The program offered three long-form business success series cohort consisting of over 8 workshops providing training in multiple areas.</li> <li>• Four two-hour workshops were offered</li> <li>• 157 Participants</li> <li>• One culminating networking event had registration of 117 with 79 attending.</li> <li>• Staff secured government funding of over \$90,000 to partly fund the program</li> <li>• 100% of respondents who participated in the exit survey found the program very helpful and would like to see it continued</li> <li>• Participant feedback: <i>"The information is very relative and spot on. Lessons are jam packed with useful, easy to follow information and presenters very experienced and knowledgeable. These classes will be in my library for a long time and I love the after-course benefits offered by Food Venture Program and Ecommerce Rockstars...really great programs!"</i></li> </ul> <p>Recommendation: <b>Program complete</b> unless staffing, funding, partnership opportunity is established.</p>	New Program	Medium-term to Long-term







# BUILD Norfolk


Actions aimed at creating the conditions for continued growth of the business sector and the community

Action	Description	Approach	Timeline
Infrastructure Priorities	<p>In anticipation of possible Federal and Provincial funding, the taskforce identified shovel-ready infrastructure projects that should be prioritized in the event that infrastructure development funding is released. The taskforce identified the following 2 projects as having significant impact on economic recovery:</p> <ul style="list-style-type: none"> <li>• The construction of Haycock Way in the Judd Industrial Park – This project would support development opportunities in the industrial park, facilitating job creation, new business development, new capital investment and increased business levy</li> <li>• The construction of the Inter-Urban Water Supply (IUWS) project – This project would address the current water capacity issues in parts of Norfolk County, thereby permitting new development that is on hold due to a development moratorium (in Port Dover) and removing future water capacity concerns related to growth</li> </ul>	Shovel Ready	Dependent on Funding
	<p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"> <li>• Reviewed the economics and development options for remaining lands in Judd Industrial Park</li> <li>• Worked with others to confirm construction of municipal road, services, pre-grading not necessary. No Federal/Provincial funding available</li> <li>• Sold remaining parcels of land for future employment/industrial development</li> <li>• Significant number of actions undertaken by others related to IUWS, including an approved plan and subsequent revisions, budget and updates, project director position, multiple staff reports, draft arrangement with Haldimand for long-term water supply, Environmental Assessment for Phase 1 (Simcoe-Townsend) underway, detailed design and tender preparation for Port Dover water treatment plant next phase, lobbying for funding</li> </ul>		
	<p>Results/Feedback:</p> <ul style="list-style-type: none"> <li>• Savings of \$1.2-2M+ of capital budget by renegotiating a sales agreement that resulted in the elimination of the construction of Haycock Way</li> <li>• Sales of ~\$500K of the remaining parcels, with additional future development fees, assessment growth, businesses and new jobs pending</li> <li>• Four phase IUWS system for long-term interconnection of urban areas within Norfolk</li> <li>• Phase 1 Environmental Assessment (Simcoe-Townsend) near completion (as of Q1 2023) with land acquisition completed for one parcel.</li> <li>• Port Dover facility completion and water capacity increase expected for 2024</li> </ul>		
	<p>Recommendation: <b>Follow up</b> with new business construction in Judd Industrial Park <b>as part of core service. Continue to prioritize</b>, undertake and seek funding for <b>IUWS project</b>.</p>		



# INNOVATE Norfolk

Actions aimed at developing Innovative solutions to specific COVID-related business challenges

Action	Description	Approach	Timeline
Digital collaboration portal for businesses and community-based organizations	Working with partners, explore opportunities to provide technology solutions for connecting business and community organizations to one another through a common portal, providing a platform that helps to address challenges through the power of networks ad collaboration.	New Program	Medium-term
	<p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"> <li>• Held meetings with a group of large employers to begin the conversations of collaboration and technologies for enabling shared-solutions</li> <li>• Brainstormed and short-listed potential common areas, opportunities and potential solutions for collaboration</li> <li>• From discussions with a number of companies it became clear that their priority was an urgent need for workers.</li> <li>• Staff immediately pivoted to finding a solution to the critical immediate need (vs spending time on a new portal)</li> <li>• Held innovative bus tour with Ukrainian refugees/immigrants to tour local businesses with job openings</li> </ul>		
	<p>Results/Feedback:</p> <ul style="list-style-type: none"> <li>• Complex initiative determined to require an iterative approach and start with a pilot to focus on 1-2 specific areas</li> <li>• Identified that labour sharing and technology-enabled shared transportation systems are specific opportunities of interest to explore</li> <li>• Collaboration portal confirmed as a medium-term project.</li> <li>• Intent to work towards proof-of-concept in 2022; however, other actions and economic development work program items prioritized over this</li> <li>• Successful hiring of Ukrainian workers for local businesses</li> </ul>		
	<p>Recommendation: <b>Consider in new Economic Development Strategy preparation</b> subject to resource availability.</p>		



# INNOVATE Norfolk

Actions aimed at developing Innovative solutions to specific COVID-related business challenges

Action	Description	Approach	Timeline
Training and workshops	<p>Support business owners with in-demand training for themselves and their employees, as well as for individuals looking to build new skills and be part of a work-ready labour pool. Seek opportunities to partner with post-secondary institutions, not-for-profit organizations and other training organizations.</p> <p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"><li>• COVID-19 recovery survey and results summary</li><li>• Cultivated partnership with Venture Norfolk</li><li>• Integration of this action into BUILD Norfolk – Entrepreneurship Support Services action to offer skill-building training and workshops for new/existing business owners, and individuals looking to build new skills</li></ul> <p>Results/Feedback:</p> <ul style="list-style-type: none"><li>• In response to a COVID-19 recovery survey, it was found that up-skilling and re-skilling job seekers with emerging skillsets was identified as one of the top 5 recommendations to support businesses. The top five skills that the training was to address were: Adaptability/Flexibility, Communication, Resilience, Teamwork/Interpersonal Skills, Customer Relations</li><li>• With creation of the partnership entrepreneurship centre project, the decision was to integrate this action into the BRiNC program to offer various skill-building training and workshops</li></ul> <p>Recommendation: <b>No additional action</b> unless partnership for BRiNC program established and outside of other training and workshops that Venture Norfolk continues to offer.</p>	New Program	Medium-term



# INNOVATE Norfolk

Actions aimed at developing Innovative solutions to specific COVID-related business challenges

Action	Description	Approach	Timeline
Central COVID-19 Resources and Information Portal	<p>Develop a COVID-19 information portal that provides reliable and up-to-date information including listings of Provincial and Federal funding and relief programs, easy to understand Federal/Provincial/Health Unit COVID-related rules and regulations, and other resources as the pandemic continues to evolve.</p> <p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"> <li>• Economic Recovery Plan projects and actions begin implementation by December 2020/January 2021. By this time there were a number of portals and websites providing various COVID-19 related information, including government-health agency messaging</li> <li>• This fact, together with the understanding that the staff resources required to develop and effectively maintain a portal would be significant (and would reduce available resources for other Economic Development projects), staff made a decision to launch a monthly business e-newsletter instead</li> <li>• Developed and distributed the new monthly e-newsletter that includes high value information such as new grant and other support programs (local, Provincial and Federal), new tools and options available to businesses and the local community, updated economic statistics, business news and announcements, and more</li> </ul> <p>Results/Feedback:</p> <ul style="list-style-type: none"> <li>• Economic Development Business e-newsletter delivered to 840 recipients every month, with an open rate of approximately 50%</li> <li>• The breadth of information regarding resources, funding opportunities, data, project updates, engagements, links, etc. delivered on a monthly basis directly to individuals' inboxes is considered to provide greater relative value-added given staff resources than a portal</li> </ul> <p>Recommendation: <b>No further action on COVID specific portal. Continue with business e-newsletter</b> as part of core-service.</p>	New Program	Short-term



# RECOVER Norfolk

Actions aimed at funding community-based not-for-profit organizations, to support industries that have been most impacted by COVID-19 (reviewed through Economic Recovery Taskforce)

Action	Description	Approach	Timeline
Downtown Stimulus Fund	Investigate the possibility of establishing a Downtown Stimulus Fund, with defined criteria, for the purpose of enabling strategic initiatives that support and enhance economic vibrancy in Norfolk County's downtowns. Funding would be available to Chambers of Commerce, Boards of Trade, BIAs, other not-for-profit organizations and may include businesses in partnerships with the municipality.	New Program	Medium-term
	<p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"> <li>• Worked with Task Force Subcommittee to develop the grant program, review and recommend recipients</li> <li>• Notification and promotion of the grant program availability</li> <li>• Prepared staff reports for two intakes of the grant program</li> <li>• Administered and communicated the grant program with recipients</li> </ul>		
	<p>Results/Feedback:</p> <ul style="list-style-type: none"> <li>• Five (5) grants approved under the Downtown Stimulus program for a total of \$20,380</li> <li>• Projects included: an outdoor community patio space in downtown Simcoe, placemaking options study, downtown carnival support and Multi-Service Centre support for job seekers and businesses. One of the initiatives did not take place in 2022 as planned</li> <li>• Feedback received: <i>"the Multi-Service Centre experienced a 27% increase in supporting employment and adult literacy services for Norfolk residents and businesses. 56 Norfolk residents and businesses received employment supports including access to employment workshops, access to internet, fax, phone and messaging systems, on-line job database and local job postings, local labour market information, knowledgeable staff to support their job search, employment consulting, career exploration, résumé and cover letter creation, job searching strategies, interview techniques, information on Better Jobs Ontario, referrals to community supports, skills development, career assessments including the Jackson Vocational Interest Survey, educational upgrading options, and apprenticeship support"</i></li> </ul>		
	<p>Recommendation: <b>Acquire final reporting</b> from recipients. Grant <b>program complete</b>. Staff continue to assist organizations seeking other grant opportunities as part of core service.</p>		



# RECOVER Norfolk

Actions aimed at funding community-based not-for-profit organizations, to support industries that have been most impacted by COVID-19 (reviewed through Economic Recovery Taskforce)

Action	Description	Approach	Timeline
Arts & Culture Recovery & Resilience Fund	<p>Investigate the possibility of establishing arts &amp; culture recovery and resilience fund, aimed at utilizing and leveraging matching funding for the development of programming and/or support structures that will increase the sustainability of the arts &amp; culture community and industry in Norfolk County. To fund projects that:</p> <ul style="list-style-type: none"> <li>• Build Norfolk County’s brand as a destination for arts &amp; culture</li> <li>• Increase tourist and local spending on arts &amp; culture related activities and experiences in Norfolk</li> <li>• Strengthen local arts &amp; culture organizations (e.g. projects that enable sustainable revenue increases, cost reductions, improved organizational management, etc.)</li> <li>• Help arts &amp; culture organizations adapt to pandemic-related requirements/restrictions</li> <li>• Help arts &amp; culture organizations recover more quickly from the impacts of the pandemic</li> </ul> <p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"> <li>• Worked with Task Force Subcommittee to develop the grant program, review and recommend recipients</li> <li>• Notification and promotion of the grant program availability</li> <li>• Prepared staff reports for two intakes of the grant program</li> <li>• Administered and communicated the grant program with recipients</li> </ul> <p>Results/Feedback:</p> <ul style="list-style-type: none"> <li>• The Arts and Culture Grant was the most subscribed program with 11 approved projects \$48,660</li> <li>• Example of projects included were hosting a free family friendly arts festival, host a two-day summit geared at youth retention through the arts, to build a multi-use band shell for public entertainment in Delhi, support the staging of a festival, provide free music lessons to youths, establish the FilmNorfolk not-for-profit and implement an online registration and festival management system</li> <li>• Feedback received: <i>“Without this grant we wouldn't have been able to make a children's music lesson series. This series will be available online in the upcoming months. For sustainability, future revenue sources such as an educational distributor are currently being explored that would provide some royalties to Stix n' Pix into the future, so they can continue providing their quality service in the community.”</i> - Stix n' Pix</li> </ul> <p>Recommendation: <b>Acquire final reporting</b> from recipients. Grant <b>program complete</b>. Staff continue to assist organizations seeking other grant opportunities as part of core service.</p>	New Program	Medium-term



# RECOVER Norfolk


Actions aimed at funding community-based not-for-profit organizations, to support industries that have been most impacted by COVID-19 (reviewed through Economic Recovery Taskforce)

Action	Description	Approach	Timeline
Agriculture Industry Solutions Fund	<p>Investigate the possibility of establishing a program that would fund projects that address labour-related challenges in the Agriculture industry. Funding would be available to not-for-profit organizations including Chambers and Associations. Provide funding to:</p> <ul style="list-style-type: none"> <li>Strengthen local small and medium farm businesses (revenue increases, revenue/market diversification, channel development, cost reductions, knowledge and expertise, etc.)</li> <li>Increase knowledge of, and access to, various supportive and enabling technologies.</li> <li>Provide solutions to labour-related challenges</li> <li>Support for new product development</li> </ul> <p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"> <li>Worked with Task Force Subcommittee to develop the grant program, review and recommend recipients</li> <li>Notification and promotion of the grant program availability</li> <li>Prepared staff reports for two intakes of the grant program</li> <li>Administered and communicated the grant program with recipients</li> </ul> <p>Results/Feedback:</p> <ul style="list-style-type: none"> <li>Four approved grants in this category for a total of \$20,000</li> <li>The projects included assistance to stage the annual soccer tournament for seasonal farm workers, to establish a local food marketplace, to update the Toast the Coast trails and finally upgrade of a farmers market logistics system to serve more farmers</li> <li>All projects reported achieving the stated goals and objectives. The soccer tournament reported in excess of 1500 spectators, 10 teams and new added activities for children. A new trail map was produced and distributed across the county along with new signage was installed for Toast the Coast. The Port Rowan Farmers Market was able to expand the number of vendors and introduced an online registration system</li> <li>Feedback received: <i>"The Port Rowan Farmers' Market is very grateful for the Norfolk Recovery Grant funding. It helped us to attract new vendors leading to increased product diversity which, along with expanded marketing funded by the grant, allowed us to attract and retain more customers. It was a critical boost after 2 years of reduced customer traffic due to Covid"</i> – Port Rowan Farmers' Market</li> </ul> <p>Recommendation: <b>Acquire final reporting</b> from recipients. Grant <b>program complete</b>. Staff continue to assist organizations seeking other grant opportunities as part of core service.</p>	New Program	Medium-term



# RECOVER Norfolk

Actions aimed at funding community-based not-for-profit organizations, to support industries that have been most impacted by COVID-19 (reviewed through Economic Recovery Taskforce)

Action	Description	Approach	Timeline
<p>Incentives for increasing overnight accommodations and tourism destinations</p>	<p>Investigate the potential to create incentives for increasing overnight accommodations and tourism destinations in Norfolk County. This would augment the various tourism-focused projects underway (or planned) in Norfolk County, funded through the FedDev Ontario Regional Relief and Recovery Fund (RRRF), such as development of a new Tourism Brand Strategy, establishing new tourism offerings for the shoulder and winter seasons, and implementing various promotional campaigns to capitalize on our diverse tourism assets.</p> <p>Primary Tasks Undertaken:</p> <ul style="list-style-type: none"> <li>• Conducted a research on the feasibility of offering a hotel grant without contravening the Municipal Act</li> <li>• Further researched the possibility of an accommodation grant under the Community Improvement Plan program and the requirements to facilitate such a program</li> <li>• Creation and undertaking of new tourism Haldimand &amp; Norfolk County “Spark” Mentorships &amp; Grants Program as part of the Ontario Tourism Innovation Lab: <a href="https://www.tourisminnovation.ca/haldimandnorfolk.html">https://www.tourisminnovation.ca/haldimandnorfolk.html</a></li> <li>• The program matched the selected candidates, from a pool of applicants, with a tourism mentor and provided a source of financial support to help take these new tourism ideas to the next level of development</li> </ul> <p>Results/Feedback:</p> <ul style="list-style-type: none"> <li>• Most accommodation businesses are for-profit organizations and could result in "bonusing" issues under Municipal Act</li> <li>• Existing incentive under current Development Charges By-law offered whereby no DCs payable for hotels/overnight accommodations</li> <li>• Norfolk and Haldimand counties with an investment of \$13,500 partnered with Libro Credit Union, Venture Norfolk, Grand Erie Business Centre and SWOTC for a total of \$50K to fund the Tourism Spark</li> <li>• New “Spark” program resulted in 20 applications with the top 10 presenting at a virtual “Pitch Session”</li> <li>• Led to the creation of 6 new and innovative tourism offerings and experiences (3 in each County). Each awarded a \$3,000 seed grant</li> <li>• Norfolk projects include <i>Norfolk’s Bounty: A Picnic Experience in the Forest and on the Farm, Glamping Accommodations, Food Trucks and Tourism Programming</i>. One of the recipients has applied to the County to expand their operations to add more tourism experiences</li> </ul> <p>Recommendation: That staff <b>revisit</b> the Municipal Accommodation Tax provision of the Municipal Act to analyze the impact if implemented in the county <b>as part of a future work program (2024-2027)</b> pending resource confirmation. That <b>future</b> Ontario Tourism Innovation Lab initiatives and funding <b>opportunities be monitored</b>.</p>	<p>New Program</p> 	<p>Medium-term</p>