

---

# HALDIMAND COUNTY

## Report EDT-08-2022 Business Development and Planning Advisory Committee Business Case Update

For Consideration by Council in Committee on September 20, 2022

---



### OBJECTIVE:

To obtain approval to utilize the assigned Business Development and Planning Advisory Committee (BDAPAC) annual budget to implement the activities as defined within the 2022 BDAPAC Business Case.

### RECOMMENDATIONS:

1. THAT Report EDT-08-2022 Business Development and Planning Advisory Committee Business Case Update be received;
2. AND THAT the Business Development and Planning Advisory Committee Business Case for 2022 be approved.

**Prepared by:** Jaymie Nelson, BComm, EcD, Project Manager, Business Retention & Expansion

**Reviewed by:** Lidy Romanuk, B.A., EcD, Manager of Economic Development & Tourism

**Respectfully submitted:** Mike Evers, MCIP, RPP, BES, General Manager of Community & Development Services

**Approved:** Craig Manley, MCIP, RPP, Chief Administrative Officer

### EXECUTIVE SUMMARY:

The purpose of this report is to update Council on the proposed work program associated with the Business Development and Planning Advisory Committee's budgetary request, as approved in the 2022 Tax Supported Operating Budget. This report will outline the major activities planned for the remainder of 2022, as well as preliminary considerations that take place prior to 2023 Tax Supported Operating Budget deliberations.

### BACKGROUND:

As recommended in the Council approved Economic Development Strategy, and to further strengthen the Haldimand economic development program, the Business Development and Planning Advisory Committee (BDAPAC) was formed in 2018. The BDAPAC membership is composed of business leaders from across a variety of sectors (retail, agriculture, manufacturing, service) and County locations.

Business Development and Planning Advisory Committee's Mandate is as follows:

- To provide local perspective, guidance and expert strategic direction to assist in the Implementation of Haldimand County's Economic Development and Tourism Strategies.
- To serve with a focus on provision of advice, community input and recommendations for the direction of the Economic Development and Tourism agenda.
- Work with staff to promote the County to prospective clients to demonstrate alignment between local government and the business community.
- Function as the statutory Planning Advisory Committee and will provide advice/input into major strategic planning initiatives that will have an impact on economic development within the County such as land supply and servicing strategies and official plan updates.

To assist with the execution of its mandate, the BDAPAC put forward a request as part of the 2022 operating budget for a \$50,000 operating fund that could be used for various supportive initiatives (data purchase, training, etc.). Council approved the request as part of the 2022 tax supported operating budget subject to the BDAPAC submitting detailed business case demonstrating how the proposed funds would be allocated. The purpose of this report is to introduce that business case (included as Attachment 1) and to obtain Council's support such that the BDAPAC can advance with its plans.

## ANALYSIS:

Staff from Economic Development and Tourism have worked together with the Business Development and Planning Advisory Committee Chair to develop the proposed 2022 Business Case. The details have been circulated to the broader membership and adopted via an e-vote, and motion approved by the BDAPAC members from August 23-30, 2022.

The proposed business case is based on the following:

- Data-driven decision making ensuring that decisions made by the advisory committee are not made simply on personal observations or an instinct, but are backed by hard data from multiple sources.
- Providing the advisory committee with opportunities to learn leading industry practices, network, and gain regional and provincial insights to further inform priority setting for the next committee term.
- To culminate the learnings gathered during conferences, and the insights gleaned from the labour force research, in a strategic priority setting session to discuss progress made by the committee to date, and define priority actions for the 2022-2026 term. The exercise will incorporate both outbound and incoming Business Development and Planning Advisory Committee members.

The approach has been divided into three action areas:

**#1: Labour Force-Based Investment Attraction - Opportunities Assessment & Target Market Study;** which will focus on the analysis of the skills & occupations of Haldimand County and the surrounding region's labour force; key industries employing key occupations; defining of target industries; and recommendations to improve market readiness for investment attraction.

The uniqueness of this type of report will assist BDAPAC and the Economic Development and Tourism (EDT) Division identify recommended sectors of investment opportunity based on the County's most important asset – the people that live in the community (and the surrounding area). The strategy will provide a robust understanding of the labour force and how the County's workforce can be used to leverage new business types or investment opportunities. This information, not currently available to BDAPAC or EDT, will inform priority setting for the 2022-2026 committee term. The study would be commissioned in 2022 and completed by a qualified consultant.

**#2: Professional Development & Regional Networking;** Economic Development & Tourism staff will work with assigned BDAPAC members to coordinate attendance at a number of sector specific conferences including: Economic Developers Association of Canada (EDAC) Conference; Agri-Food Forum; Tourism Industry Association of Ontario (TIAO) Conference; Economic Development Council of Ontario (EDCO) Conference (2023); and Ontario Professional Planners Conference (2023).

**#3: Facilitator and Strategy setting session (\*2023);** the in-person strategic planning session will aim to bring together outgoing and incoming Business Development and Advisory Committee members to discuss: Economic Development 101, the local economic development context (referencing applicable statistics and strategies as needed), the impact of the committee during its previous term, and the aspirations and priorities of the committee in the next term. Through the use of data, interviews and group conversation, it is the intent to define a clear vision for the future priorities of the committee, setting actions for the 2022-2026 term.

## FINANCIAL/LEGAL IMPLICATIONS:

The 2022 Tax Supported Operating Budget includes an ongoing allocation of \$50,000 annually for the Business Development and Planning Advisory Committee. This amount was submitted for consideration as a project brief, and was subsequently approved at Committee of the Whole on March 31, 2022, subject to a business case approved by Council. The table below outlines the anticipated BDAPAC allocation for 2022:

### Estimated Costs: 2022 Activities

Description	Budget Allocation
Labour Force Based Investment Attraction, Opportunities Assessment & Target Market Study	\$21,470.00
Economic Developers Association of Canada (EDAC) Conference; October 1-4, 2022	\$5,618.60
Tourism Industry Association of Ontario (TIAO) Conference; October 25-26, 2022	\$1,932.07
Agri-Food Forum; November 2-3, 2022	\$569.10
<b>Total Expenditures:</b>	<b>\$29,589.77</b>

The second table outlines 2023 preliminary expenditures that occur prior to 2023 Tax Supported Operating Budget deliberations. These items are being provided to Council as information only, and are subject to change with the establishment of the new BDAPAC (following the upcoming municipal election), and the subsequent determination of BDAPAC priorities for the next term of Council. As the \$50,000 is approved as an ongoing annual budget amount, the committee will have the ability to spend up to 50% of the existing budget prior to 2023 operating budget deliberations with the assistance and guidance of staff.

### Estimated Costs: 2023 Activities

Description	Budget Allocation
Facilitator – Strategic Planning System	\$15,000.00
Economic Developers Council of Ontario (EDCO) Conference	\$3,683.02

Ontario Professional Planners Institute (OPPI) Conference	\$1,932.07
<b>Total Preliminary Expenditures:</b>	<b>\$21,240.20 *</b>

\*NOTE - the above items include preliminary budgetary asks, and the total does not reflect all future work plan items that the new Business Development and Planning Advisory Committee may have planned for 2023.

## **STAKEHOLDER IMPACTS:**

All of the associated work defined within the BDAPAC business case, and initiated by the committee, impacts the Economic Development & Tourism work plan and staff capacity. The division has a number of time sensitive initiatives and funded projects underway that is making it challenging to take on additional projects and initiatives given existing resources. These factors will need to be taken into consideration as part of the strategic planning session for the 2022-2026 term.

The project as described supports the current direction of the Business Development and Planning Advisory Committee, to source additional indicators and data sets to inform priorities for the committee's upcoming term. The activities also support the Division's recently initiated Business Retention & Expansion (BR&E) Program, including the hiring of a BR&E Coordinator for a 2 year contract.

## **REPORT IMPACTS:**

Agreement: No

By-law: No

Budget Amendment: No

Policy: No

## **REFERENCES:**

None.

## **ATTACHMENTS:**

1. BDAPAC 2022 Business Case.