

BUSINESS CASE TEMPLATE

DATE:	August 23, 2022
SUBMITTED BY:	Phil Hauser Chair, Business Development & Advisory Committee
BUDGET AMOUNT:	\$29,589.77



PROJECT

Describe the problem this project aims to solve or the opportunity it aims to develop.

Data-driven decision making is employed across various industries and is an approach that ensures that decisions made within an organization are not made simply on personal observations or an instinct, but are backed by hard data from multiple sources. Utilizing the requested funds, the Business Development and Advisory Planning Committee (BDAPAC), intends to work with an economic development consulting firm to purchase and process localized and regional data sets. The project will focus on undertaking a data visualization processes to provide the committee, and the Economic Development and Tourism Division, with all the necessary analytics to best understand what next steps in investment readiness or strategy development (for select industries) should be planned for.

Unlike traditional target sector analyses (that use resident labour force to determine labour supply), the recommended approach will be to use regional labour supply to further enhance the understanding of the County's target sectors and investment opportunities. This approach will ensure that Haldimand County's investment attraction strengths and opportunities are considered from a local and regional labour force perspective.

The initiative will aim to answer three fundamental questions:

- What are the skills or occupations are within Haldimand County's labour force and the surrounding area?
- What industries or businesses employ those skills or occupations? Further understanding those key industries that are supported by key occupations.
- Of those industries and businesses, which represent the best business attraction opportunities for the County?
- What are the profiles of the target industries? Defining the sector and its economic impact, examining the sector supply chain, and outlining factors determining demand.

In addition to the above research, select committee members, will be provided the opportunity to attend a range of sector, planning and economic development specific conferences in 2022-2023, including:

- Economic Developers Association of Canada (EDAC) Conference;
- Agri-Food Forum (along with member from the Agricultural Advisory Committee);
- Tourism Industry Association of Ontario Conference;
- Economic Development Council of Ontario (EDCO) Conference (2023); and
- Ontario Professional Planners Institute Conference (2023).

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. In addition to increasing knowledge, this activity encourages member engagement, shared learning and comprehensive conversations at future committee meetings.

To culminate the learnings gathered at the noted conferences, and the insights gleaned from the labour force research, a facilitator will work with both outbound and incoming Business Development and Advisory Committee members 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 HISTORY

Describe the current situation.

Economic development is a community-wide activity. It requires the collaborative effort of multiple organizations, the business community, regional partners and all levels of government. As recommended in the Council approved Economic Development Strategy, and to further strengthen the Haldimand economic development program, the Business Development and Advisory Committee was formed.

Business Development and Advisory Committee's Mandate:

- 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.

In alignment with BDAPAC's mandate, the committee is recommending that an investment in research on the local economy, through the gathering and analyzing of data, be undertaken. This research accompanied by an economic development strategic planning exercise, will continue to focus efforts on those targets or economic objectives judged to have the highest priority for retention, investment attraction and overall economic development.

The initiative will expand available supports for decision making by the committee, municipal leaders, the Division and new or expanding businesses.

LIMITATIONS

List what could prevent the success of the project.

The labour force opportunities assessment and target market study will be completed within 2022, putting additional pressures on existing workplans and EDT Staff capacity. However, this timing is advantageous as it aligns with the beginning of the next term of the Business Development and Advisory Planning Committee. Unforeseeable challenges related to gatherings, and in-person conferences in the fall and winter months may impact committee member's ability to attend the professional development and regional networking opportunities as outlined. It is anticipated that conferences may either be postponed, or modified to virtual formats. Activities defined for 2023 may be subject to change in location, impacting future operating budget.

APPROACH

List what is needed to complete the project.

#1: Labour Force-Based Investment Attraction - Opportunities Assessment & Target Market Study;

Economic Development and Tourism will coordinate the strategy with a consulting firm specialized in research and analysis to execute the project. Staff along with representatives from BDAPAC will provide localized insights as part of the process, and collaborate with the consultant throughout the duration of the research and strategy development.

The approach will include:

- Analysis of the skills & occupations of Haldimand County's 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.

#2: Professional Development & Regional Networking

Economic Development will work with assigned BDAPAC members to coordinate their attendance at the following conferences.

Economic Developers Association of Canada (EDAC) Conference; 2 BDAPAC member

October 1-4, 2022; Four Points by Sheraton – Kingston, ON

EDAC's Conference "Future Proofing: Our Path Forward" will bring together community leaders, economic development professionals and entrepreneurs from coast to coast to coast across Canada. These professionals attend EDAC Conferences to participate in sessions, network and listen to speakers sharing their innovative ideas and solutions to local challenges.

<https://edac.ca/conferences-awards/conference/2022-conference/>

Agri-Food Forum; 1 BDAPAC member, 1 Agriculture Advisory Committee Member

November 2-3, 2022; Brant County

The County of Brant is co-hosting the 14th annual 2022 Municipal Agriculture Economic Development and Planning Forum with the Ontario Ministry of Agriculture, Food and Rural Affairs. This year's theme is 'Tradition, Innovation and Regeneration'. At the forum, explore County of Brant farms and agricultural businesses that embrace technology, new crops, entrepreneurship and environmental stewardship (via a bus tour) & incorporate that experience into key learnings discovered the next day at the forum. This is a great opportunity to learn, network and share experiences.

<https://www.brant.ca/en/invest-in-brant/2022-agri-food-forum.aspx>

Tourism Industry Association of Ontario (TIAO) Conference; 1 BDAPAC member

October 25-26, 2022; Deerhurst Resort

TIAO will be welcoming tourism professionals from around the province to gather, share, and collaborate as we focus on Reinvigorating Our Industry. This year's summit is about localization, innovation and confidence. The TIAO conference will recognize the areas of focus that are impacting the tourism industry, sector decisions, and how the industry is embracing the need to embrace change, try new, and have confidence in the opportunities that it provides.

<https://www.tiaontario.ca/events/2022-ontario-tourism-summit>

Economic Development Council of Ontario (EDCO) Conference; 2 BDAPAC members (* 2023)

February 8-10, 2023; Marriott Downtown at CF Toronto Eaton Centre

EDCO has held an annual conference since its start-up in 1957. Each year, members and other engaged in profession gather to exchange information and learn from leading edge presentations that are transferable to their respective communities. Part of the event includes a showcase that offers participants to learn about new programming and services that will assist in day-to-day operations and funding of special projects.

<https://www.edco.on.ca/Conference>

Ontario Planners Conference; 2 BDAPAC members (*2023)

September, 2023; London, Ontario (2022 location)

2022 Description: OPPI & OALA bring 2GETHER two disciplines, multiple perspectives, and many. This is your chance to connect, learn and tackle the increasingly complex challenges faced by our communities that no single discipline can solve alone. Hear from insightful keynote speakers and participate in riveting sessions in-person or virtually. Let's build inspired communities 2GETHER.

<https://ontarioplanners.ca/Conference-2022/Conference-Landing-Page.html>

#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 defining a clear vision for the future priorities of the committee, defining actions for the 2022-2026 term.

BENEFITS

List the benefits that this project will bring to the organization/community and provide how these benefits will be measured

An economic developers' job is to create an environment in which re-locating or expanding companies are welcomed, and where entrepreneurs can thrive. Those communities that have invested in the necessary infrastructure to accommodate new companies, have well-trained staff available to assist them, and have compiled the information companies need to make a decision, will usually be selected over communities that haven't made these investments.

The initiative as described above will improve the information available for data-based decision making for prospective/existing companies and the municipality. It also ensures that members of the Business Development and Advisory committee have the local, regional and provincial knowledge through participating in leading economic development conferences and forums to guide long term advice/input into major strategic planning, and annual recommendations for the direction of the Economic Development and Tourism agenda

ESTIMATED COSTS: 2022 Activities

Please provide a detailed budget

Description	Costing	Budget Allocation	
Labour Force-Based Investment Attraction - Opportunities Assessment. Target Market Studies	\$19,000 + HST	\$21,470.00	
EDAC Conference; 2 BDAPAC attendees	\$2,809.30 per person	\$5,618.60	
EDAC Full Conference (Non Member) (\$984.96 + HST)	\$1,113.00		
Accommodation (Four Points Sheraton Kingston; 4 nights)	\$1,286		
Travel to EDAC (roughly 373 kms each way @ \$0.55)	\$410.30		
TIAO Conference; 1 BDAPAC attendee	\$1,932.07 per person	\$1,932.07	
TIAO Conference (Non Member) [\$645 + HST] * Non Member, in-person including programming, welcome reception, award luncheons and gala	\$728.85		
Accommodation (Deerhurst Resort; \$199 /night + taxes & fees – 2 nights total)	\$ 551.22		
Travel to Deerhurst (roughly 326 kms each way @ \$0.55)	\$652.00		
Agri-food Forum; 1 BDAPAC & 1 Ag Advisory attendee	\$284.55 per person	\$569.10	
Full Conference [\$135 + HST]	\$152.55 * Estimate of 2022; registration not open yet		
Travel to Brant (roughly 33 kms each way @ \$0.55 x 2 days)	\$132.00		
Total Budgetary Ask (2022)		\$29,589.77	

ESTIMATED COSTS: 2023 Activities *

Please provide a detailed budget

Description	Costing	Budget Allocation
Facilitator: BDAPAC Strategic Planning Session	\$15, 000.00	\$15,000.00
EDCO Conference; 2 BDAPAC attendees (2023)	\$1,841.51 per person	\$3,683.02
EDCO Full Conference (Non Member) (\$845.96 + HST)	\$954.85	
Accommodation (Marriott Downtown at CF Toronto Eaton Centre; 3 nights) * 2022 Conference Room Rate \$255+HST & MAT 4%	\$793.26	
Travel to Go Station (roughly 61 kms each way @ \$0.55) + Go Train Ticket (Aldershot to Union Station) Standard Fare \$13.15 x 2 ways	\$93.40	
Ontario Professional Planners Institute Conference; 2 BDAPAC attendees (2023)	\$1,278.59 per person	\$2,557.18
OPPI Full Conference (Non Member) (\$845.00 + HST)	\$954.85	
Accommodation (Based on 2022 location @ Double Tree Hilton London; 1 night) *2022 Conference Room Rate \$146.02+HST & Fees	\$170.84	
Travel to London (roughly 139 kms each way @ \$0.55) *actual mileage costs may vary based on conference location in 2023	\$152.90	
Budgetary Ask To Date		\$21,240.20

* Please note that the 2023 budget includes some preliminary budget considerations that take place prior to Council's 2023 operating budget

deliberations. This information is being provided to Council as information only and is subject to change once the new committee has been established and meet to determine their priorities for the next term of Council. As the \$50,000 is approved as an ongoing annual budget, the committee will have the ability to spend up to 50% of the existing budget prior to operating budget deliberations with the input of staff.

OTHER CONSIDERATIONS

Describe any other items that should be considered including staff workload, impacts to other projects etc.

The project as described supports the current direction of the Business Development and Advisory Committee, with their aim to source additional indicators and data sets to inform priorities for the committee's upcoming term.

The activities also support the Divisions recently initiated North Caledonia Employment Lands Strategy, and Business Retention & Expansion Program.